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Assessment of Implementation Practices of Civil Society Projects: A Case Study of Pro-Development Network Projects in Afar

BY:

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Declaration

I hereby declare that the study which is being presented in this thesis entitled "**Assessment of Implementation Practices of Civil Society Projects: A Case study of Pro-Development Network projects in Afar"** is original work of my own. It had not been presented for a partial fulfillment for any educational qualification at this university or any other and in any projects by any means, and all the resources materials used for this thesis had been accordingly acknowledged.

_____ _____

Leyla Mustefa **Date**

Declaration

I hereby declare that the study which is being presented in this thesis entitled **"Assessment of Implementation Practices of Civil Society Projects: A Case study of Pro-Development Network projects in Afar"**. It is conducted by Leyla Mustefa for the partial fulfillment of the requirements for the award of master's degree in Project Management. To the best of my knowledge it is original work carried by her, it had not been presented for a partial fulfillment for any educational qualification at this university or any other and in any projects by any means.

_____ _____

Worku Mekonnen(PHD) **Date**

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ACRONYMS

CARE Cooperative for Assistance & Relief Everywhere

CSF Critical Success Factors

CSO Civil society organization

INGO International Non-Governmental Organizations

NGO Non-Governmental Organization

PESTLE Political, Economic, Social, Technological, Environmental & Legal Analysis

PMBOK Project Management book of knowledge

PMI Project Management Institute

UK United Kingdom

UNICEF United Nations International Children's' Emergency Fund

UNDP United Nations Development Program

WASH Water, Sanitation & Hygienic

WBS Work Breakdown Structure

WHO World health organization

Abstract

Pro-Development Network is a local Civil Society Organization that works to achieve social development in Ethiopia. The purpose of this study is to Assess Implementation Practices of Civil Society Projects: The case of Pro-Development Network projects in Afar region. A Descriptive research design was used to conduct the research. The target population of this study included direct staffs working specifically in WASH projects that are being implemented in Afar region. Questionnaires that have both open ended and close ended questions were used to collect data. Both hard copy and email communication was used to distribute questionnaires. The collected data was analyzed both by qualitative and quantitative methods of analysis. Quantitative method involved descriptive analysis. Descriptive analysis such as frequencies and percentages are used to present quantitative data in the form of tables and graphs. The findings indicated that there is organized planning and communication. However the project detailed plan are not discussed with project staff. Resources are clearly identified prior to implementation but the projects are facing budget deficiency. The overall rate of stakeholder participation is low. The results also indicated that WASH projects in PDN are facing challenges emanating from the socio-economic environment. The study recommends that to effectively implement WASH projects detailed project plan must be discussed with project staff before implementation begins, clear communication procedures should be in place, project staff should be familiarized with government rules and procedures, budget contingency plan must be in place to cope with unprecedented events and stakeholder participation should start at planning phase of the project. Areas for further research are also recommended.

Keywords: *Implementation, Challenge, Planning, communication, Budgeting, Stakeholder Participation*

CHAPTER ONE

INTRODUCTION

This chapter outlines background material on the research topic and covers the problem statement, research questions, and the study's significance. Other sections, including limitation, scope and organization of the study, are also provided in the chapter.

1.1 Background of the Study

PMBOK, (2008) defines project as temporary effort to create a unique project service or outcome. They are temporary and halted on the completion of work they have been chartered to do. Project management is the discipline in which a team's work is initiated, prepared, performed, managed and concluded in order to achieve specific goals and meet specific requirements for performance. It is the application of knowledge, skills methods and techniques to fulfill the requirements of the project.

Essentially, the project duration considers the project world as continuous. The way projects are designed and executed follows a series that has become known as the project cycle. The phase begins with the acceptance of an idea and transforms the idea into a working plan that can be executed and evaluated. (EC, 1999)

According to (PMBOK, 2013) one of the components of successful project management process is project implementation. Accordingly, effective project execution is important for organizations, societies and the growth of countries. A project's implementation process is the translation of theoretical and prepared plan into concrete and material structures. The project has the greatest potential to fall off the tracks at this point of project cycle, as both schedule delays and cost overruns typically occur in this period. (Lutchman, 2011)

Different literatures suggest that planning and implementation of a project are the two most important and interdependent phases of a project. Simply put the goal of project planning is preparing a detailed action plan while implementation is putting the action plan into operation. (Philip.et.al. 2008)

Practitioners and researchers have not yet clearly identified a theoretical framework that defines all the factors that could lead to the successful implementation of projects. Different researchers suggest different internal and external variables affect the implementation process. For example,

It is typically challenging and complicated to effectively execute a project. As a key to realization of project execution the project manager must devote more time to human, financial and technological variables. (Jeffrey K.1998)

For more than half a century, developing countries have been the main beneficiaries of donor-funded projects. These initiatives have supported sectors such as public health, agriculture, education, social and community development and infrastructure development. (Wood, 2005)

In general, donor funded projects are the corner stone of major change in elevating many developing nations from desperate social and developmental stagnation. (Globerson & Zwikael, 2002)

Civil society organizations (CSO) are project-based organizations that are mostly dependent on donor funding. Recent literature evidence proved that governments, international or local institutional donors and private sectors are the main donors and it's highly competitive to access the funds. These funds are approved if accountability mechanisms such as delivery of outputs and activities and budget utilization are met in accordance with the standards and requirements of funding entity (McDonough & Rodríguez, 2020). Hence CSOs need to deliver the project to the quality and level of satisfaction of donors in order to stay in the game, and compliance with standard rules and regulations should be maintained during implementation.

Many people worldwide face social and environmental obstacles to access clean water, sanitation and hygiene services. Providing safe sanitation in the developing world is still a major global challenge, with 61% of the global population lacking safely managed sanitation services. (WHO & UNICEF, 2017) Access to safe drinking water, effective sanitation systems and good hygiene practices (WASH) plays a huge role in achieving sustainable development in developing countries like Ethiopia. Poor water, sanitation and hygienic (WASH) conditions are among the major causes of public health problems in Ethiopia, where children are the most vulnerable.

In achieving high standards of hygiene in populations, numerous non-governmental and governmental organizations face different challenges. For example, Kumwenda, (2019) outlined that implementation of projects focusing on hygiene and safe water faces the following barriers: poverty, lack of political commitment, lack of full community engagement, insufficient inclusion of gender, inadequate data, lack of collaboration between actors, and behavioral problems are some of these challenges.

Pro-development Network is currently implementing a project on the promotion of safe water supply, hygiene & sanitation for hard-to-reach communities in Afar regional state. This type of project takes enormous resources to execute and the project is facing practical implementation challenges due to the COVID 19 pandemic which further escalated to financial issues and resulted on the delay of the project. (PDN, 2020) Therefore, the proposed study addresses the burning agenda of examining the significant factors hindering the implementation in order to resolve the issues and provide solution.

1.2 Statement of the problem

A theoretical framework, identifying all factors that could contribute to the successful implementation of projects, has not been clearly defined by practitioners and researchers. Different researches claim implementation of safe water projects is influenced and unable to sustain by both internal like project management skills and external factors such as environmental conditions. For example, Emmanuel et al (2016) evidenced that the importance of water projects is mostly documented; however, studies on importance of local sustainability of water projects are limited. Moreover, other studies such as Whitley et.al (2019) investigated challenges of sanitation in afar and tried to develop a frame work for WASH project intervention but it did not investigate factors such as planning, budgeting, communication and stakeholder participation

As a result, further study needs to be conducted in order to have successful implementation for sustainable impact on in millions of societies in developing countries spending enormous time looking for water to meet their households' water needs.

According to UNICEF (2019), about 80% of diseases in Ethiopia were related to water, sanitation and hygiene practices. Detrimental effect of denied access to safe water is high for

women, children, the elderly and persons with disability. It gets worse in the cases of rural residents of hard-to-reach regions such as Afar where healthcare service is constrained

Nwakanma & Asiegbu (2013) suggests a project success depends on factors such as project management skills, support from top management, and stakeholder participation. Others like Schultz et al. (1987), divide project success factors into factors related to planning which includes factors such as resource allocation, top-management support, and project plans and Schedules and factors concerned with the actual process of implementation such as competency of project manager and team, communications, responsiveness to stakeholder.

Moreover, in donor funded projects, there are terms and requirements that need to be met in order to get the sponsorship. If a donor applies too many conditions to the project agreement, the project may end up being delayed. The effectiveness of donor funded projects is determined by the technical and management skills of the implementing agent and the behavioral dimensions of the donor. (Afande, 2013)

WASH projects in Afar face practical challenges such as financial deficiency, lack of infrastructure, and sustainability issues related to preserving the water streams that lead to delay of project implementation. Since the projects require enormous investments and are crucial for the society. Therefore, it is important to assess the implementation practice in order to identify the major issues that rare leading these problems. This study aims to investigate the project implementation practice of water sanitation and Hygiene in Afar region taking the particular case of Pro-development Network.

1.3 Objective of the Study

1.3.1General Objective of the Study

The main objective of this study is to investigate major challenges faced by PDN in WASH projects in Afar during implementation.

1.3.2 Specific Objectives

- Describe the planning, resource allocation, communication and stakeholder participation practices of WASH projects

- Assess the impact of the current planning, resource allocation, communication and stakeholder participation practice on project implementation.
- Identify the Socio-economic environmental challenges WASH projects face in PDN

1.4 Research Questions

1. What are the planning, resource allocation, communication and stakeholder participation practices in WASH projects of PDN
2. What is the impact of the current planning, resource allocation, communication and stakeholder participation practice on project implementation?
3. What are the environmental challenges WASH projects face in PDN?

1.5 Significance of the study

The results of this research are expected to have a major contribution to all project stake holders in the study area in the future. The study will provide information to project stakeholders on the challenges of implementation of WASH projects in Afar. It will give stakeholders the ability to find a better approach for improved results. These stakeholders may include civil society organizations, non-governmental organizations, consultants on sanitation projects, contractors, researchers and experts. This study serves as a starting point for potential industry research as there are almost no publications currently published in Afar researching sanitation projects. It will also act as a reference for the various stakeholders involved in the sector.

1.6 Scope of the Study

This study is focused on assessing implementation practices and challenges of civil society Projects: The Case of selected sanitation project undertaken by PDN**.** There were Different WASH projects conducted by PDN. Due to time and other resource limitations the research investigates currently active WASH projects implemented on hard-to-reach areas specifically in Afar region. The time span of the study is only four months; i.e., from Nov 2020 to Feb 2021.

1.7 Limitation of the Study

The research is carried out within a short period of time thus; developing conceptual frame work was not feasible. In addition the study was conducted during the COVID-19 pandemic it was difficult to access respondents because of the social distancing policies in the organization. Moreover, challenges emanating from project management skills of the organization are not included in the study.

1.8 Organization of the Study

This study report is organized into five chapters. The first chapter is the introduction section that describes the background of the study, the problem statement, the study objectives, research questions, the significance of the study, the scope of the study and the study limitations. Chapter two deals with brief review of literatures related. Chapter three provides description of the research methodology that was used in the study. Chapter four discusses the results and the findings of the study. The last chapter, Chapter five presents the summary, conclusion and recommendation based on the findings of the study. References and appendices and other formal documents such as Acknowledgements, Abstract, Annexes, and any other necessary part that need to be included in thesis report were also included.

CHAPTER TWO

LITERATURE REVIEW

INTRODUCTION

The goal of the chapter is to discuss previous research studies on the challenges of successful implementation of the project. It provides readers with insight into literatures by other scholars on the aspect of factors affecting implementation of projects in civil society organizations. In order to ensure relevance to the research problem the review is structured according to specific objectives. It also provides a theoretical basis of the study. The specific areas covered here are project implementation, project management and life cycle, project implementation and success, critical success or failure factors for Project Implementation and discusses major practical challenges in project implementation. It also includes the role of civil society organizations in the environment. Conceptual framework detailing the dependent and independent variables is also presented.

2.1 What is project Implementation?

Project implementation is an integral part of project life cycle. By definition, it is the transformation of theoretical and planned concept into physical and material structures. (Lucham 2013) After a project is carefully planned the next step is to begin the implementation process. The implementation process includes putting project plan into action which is the duty of project managers to organize and guide project resources to achieve the objectives of the project plan. Burnes (2012) observed that project management is about people doing things and therefore includes carrying out tasks to accomplish particular goals.

The implementation process is where the project team is actually working on the project to create the deliverables. The word deliverable means something delivered by the project and involves all products and services performed for a client or sponsor including all project management documents put together by the project team. Depending on the type of project performed, the steps taken to create each deliverable can differ and therefore cannot be defined in any real detail. For instance, sanitation projects focus on equipment and resources to create deliverables

whereas software development projects may require the development of software code routines to produce each deliverable.

Project implementation is about managing resources to produce project deliverables on planned schedule within budget and meeting quality standards of the stakeholders. Scholars have defined effective project implementation to comprise four basic aspects; completion on schedule, on budget and meeting set objectives. According to Savolainen (2012), influencing these factors at the right time makes successful implementation possible.

2.2 Project Management and Project life cycle

As mentioned above project implementation is an essential part of project phase therefore it is important to discuss project management and project life cycle in advance. According to project management institute PMBOK (2013), Project management requires applying expertise, skills, instruments and strategies to project tasks to fulfill the requirements of the project. It is obtained by the appropriate implementation and incorporation of logically grouped project management systems, classified into five process phases namely*;* Initiating, Planning, Implementing, Monitoring and Evaluating, and Closing. Other scholars such as Lutcham (2013) refer these processes as project life cycles that have four cycles which include planning, scoping and design, execution, and closeout. For the purpose of this study the five-phase life cycle model is used for illustration.

The first phase of a project is the initiation phase where project ideas are evaluated at the basic level. A preliminary risk analysis and the resulting effect on the time, cost, and performance criteria, along with the possible impact on company resources, are most relevant activities at this stage. The selection of one project idea marks the end of this phase and the beginning of the planning phase.

The second phase is planning. It is the first and most critical stage of any project. Project planning includes the prediction of the tasks necessary to achieve a goal, the estimation of required resources to accomplish the tasks, and the scheduling of people and tasks to meet the deadline. (Pinto & Slevin, 1988) /Pinto, J. K., & Slevin, D. P. (1987). This phase also includes the initial preparation of documentation necessary to support the system. It provides the basis for implementation, monitoring and evaluation phase.

The implementation stage of a project is the transformation of a theoretical and planned concept into physical and material structures. Effective project execution is important for organizations, societies and the growth of countries. A project has the greatest potential to fall off the tracks at this point of project cycle, as both schedule delays and cost overruns typically occur in this period. (Lutchman, 2011)

Monitoring and Evaluation is the process of systematically collecting and analyzing information of ongoing project and comparison of the project outcome/impact against the project intentions. It provides means of accountability, demonstrating transparency to the Stakeholders and facilitates, organizational learning through documenting lessons learned in implementation of the projects and incorporating the same in the subsequent project planning and implementation or through sharing experience with other implementers. (Alex, 2016)

Project closeout is the last major phase of a project's lifecycle. It includes close-down and decommissioning and disposal. (Kenzer, 2009) This phase is performed once all defined project objectives have been met and the customer has accepted the project's product

Figure .1.1 The Project life cycle



Source: www.orangescrum.com

2.3 Project Implementation and Project Success

By definition, the project is a unique undertaking and its progress is largely dictated by constraints such as budget, time, quality, also known as the iron triangle. In the Iron Triangle theory, the common dependency between the three constraints is fundamental: increasing quality will increase the amount of time needed, which will also lead to an increase in costs. A tight time schedule could lead to performance decreases and subsequent cost increases. (Morris, R.A, Sember, 2008)

Different studies for example, Stojcetovic et al. (2014) also show that Cost, time and quality is a closely related, and change of one affects the other. Simply completing the project by the given due date and within budget is not sufficient, because the project must also be of acceptable quality. Quality is perhaps the most critical aspect of competitive fight in today's world with a distinct competitor in the business world.

Projects have limited ability to achieve their desired effect if they are poorly implemented; this makes implementation one of the essential stages in the project. Project success is the ultimate goal of any project. What is a successful project implementation for that matter? Project implementation success has been defined in many ways to include a large variety of criteria. However, in its simplest terms, project success can be thought of as incorporating four basic facets. A project is generally considered to be successfully implemented if it’s on time, within allotted budget, achieve all the goals it was set up to accomplish, and accepted and used by stakeholders. (Pinto & Slevin, 1987)

Water sanitation and Hygiene (WASH) projects are a type of poverty reduction projects that are implemented throughout the world by different CSOs. The implementation of such project requires investigation of both internal and external factors that may aid or challenge the success of the project. Studies show that implementing WASH project requires attention to a complex mix of managerial, social, financial and technical issues many of which are interdependent. The starting point for the project is a three-party agreement between the Community (Water Users) and Sanitation Committee, the Development Agency (NGOs) and the Local Government (Municipality). A clear understanding of the responsibilities of each party is necessary for the successful execution of the project. If the community does not realize that the project is achieved

only by its utter integrity, then the project will not work as planned. (Slaymaker & Newborne, 2004)

For instance, Rahman et al. (2014), claim that several social issues such as poverty, level of responsiveness, residential status, lack of knowledge, power relations, societal disharmony, and the law-and-order situation have been identified as factors affecting implementation of WASH projects. Further Casey et al (2006) argued that the application of the WASH project should be focused on the practicalities of local phenomena, such as physical environments. (location, geology, weather and climate, and ground water level), socio- economic status, availability of land, settlement pattern, population density, political, environmental issues, and so on, which can be considered as internal settings of the informal settlements.

Apart from this, some external inputs, mainly technology and governance, should be taken into account in establishing a generalized model for WASH project. Moreover, the local contextual matters are undeniably important for the sustainability of the project, as communities are not homogeneous. (Rahman, Atkins, P.J. & McFarlane, 2014)

2.4 Critical success or failure factors for Project Implementation

Different scholars have conducted studies to determine critical success factors that are crucial for successful project implementation. A theoretical framework, identifying all factors that could contribute to the successful execution of projects, has not been clearly defined by practitioners and researchers. Pinto & Slevin, (1987), identified ten critical success factors for project implementation which are: project goal, top management support, project plan, client consultation (stakeholder participation), competency of project team, technical tasks, client acceptance, monitoring and feedback, communication and trouble shooting. Other researches like Walker et.al (1997) suggested that project manager capabilities, cost estimation, work definition, client criteria and project objectives were among the highly rated factors that determine the success of projects.

21st century researchers further narrowed down the critical success factors of project implementation. According to COOKE-DAVIS (2002), the critical success factors should be analyzed in three groups. The first is related to project management practices; the second focuses on an individual project; and the third highlights the consistence of project success. He also

reinforces the importance of linking project management, corporate strategy and people development.

Other studies such as Nwakanma et al. (2013), identified six factors namely clear requirements and specification, clear objective and goal, realistic schedule, effective project management methods/skills, support from top management and user/client involvement have collective effect on implementation of Projects.

On the other hand, Chan et al (2004) suggested CSF can be grouped into five main categories. These include human related factors, project procedures, project management actions and external environment. In support of this, Zanwawi et al. (2014), also narrowed the number of CSFs in to five major factors namely project Management Action, Project Procedures, Human Factors, External Issues and Project Related Factors.

Scholars argue on the reasons why projects fail. Most researchers claim that projects often fail because of lack of attention to critical success factors. In 2007 Discenza et al. conducted an anonymous survey amongst a large group of professional project managers, working in a worldwide enterprise, to determine which project performance factors, are most closely related to project failures. Based on the survey, 43% of project managers surveyed responded that project Communications factors were a key factor in the failure of projects, while 42% responded that Process factors were key and only 32% responded that People were a key factor in the failure of projects they were involved with. Additionally, they also conducted computer based survey concerning similar issues and the results indicated 28% respondents of web poll cited poor communications as the number one cause of project failure. 18% of the respondents also cited poor resource planning as the second most frequent cause of project failure. (Discenza et al., 2007)

2.5 The Role of Civil Society Organizations

Civil society Organizations are project-based organizations undertaking development projects or advocacy. The World Bank (2010) defines civil society as a wide range of non-governmental and not-for-profit organizations that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations. Civil Society Organizations (CSOs) therefore refer to a wide array

of organizations: community groups, non-governmental organizations (NGOs), labour unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations.

In other words, CSOs are voluntary organizations with governance and direction coming from citizens or constituency members, without significant government-controlled participation or representation. They play a vital role in enabling people to claim their rights, in promoting rights- based approaches, in shaping development policies and partnerships, and in overseeing their implementation. (UNDP, 2013) Civil society also referred to as the third sector after government and commerce, has the ability to influence the actions of elected policy makers and organizations when mobilized. And the nature of civil society what it is and what it does is evolving, in response to both technological developments and more nuanced changes within societies. (World Bank, 2010)

The term 'NGO' is sometimes used interchangeably with 'CSO', but NGOs should be properly understood as a subset of CSOs involved in development cooperation, albeit often one with no clear boundaries. Constituency-based organizations, such as trade unions or professional associations, for example, often do not self-identify as NGOs, but rather as CSOs. (Clark, 2000)

There are many types of CSOs involved in delivering aid, including faith-based groups, trade unions, professional associations, internationally affiliated organizations with branches in many different countries such as World Vision, Amnesty International, Water Aid and The United Nations Development Program.

Literatures suggest that CSOs are playing a significant role in aid finance for both long-term development cooperation and humanitarian assistance. They do so in their own right as legally constituted independent organizations. They raise funds through private donations, from both the general public and from private companies and foundations, as well as through official donor agencies. For example, UNDP (2010) reported that the eight largest INGOs alone had combined revenue of US$11.7 billion in 2011. Another study claims that NGOs across 40 countries represent $2.2 trillion in operating expenditures (World Bank, 2010). CSOs involved in collaboration and distribution of assistance for development come in several ways. A significant number of CSOs operating in individual donor countries are small to medium-sized. But the

more visible are the very broad INGOs that are a confederation of affiliates (or 'family') (such as CARE International or World Vision International). They are based in several donor countries at the same time and operate around the world in most developing countries.

According to the Agency for Civil Society Organizations in Ethiopia (2020) the history of CSOs go way back as far as 50 years but due to political issues active participation was prohibited. In 1985 due to the famine, selected international organizations like Oxfam UK and Care International were given access and signed agreement with the government to provide humanitarian aid. However, the agency was not allowed to register CSOs by law until 1991. Since then, number of international and local CSOs started to increase rapidly.

CSOs strive to fill the gap between the society and government by implementing different developmental and social projects in support of targeted society. Researchers like Court et al. (2006) claim that CSOs make a difference in international development. They provide development services and humanitarian relief, innovate in service delivery, build local capacity and advocate with and for the poor. In Ethiopian context CSO engage in several projects such as water sanitation and hygiene, education, relief and rehabilitation, health, and capacity building projects.

2.6 Practical Challenges of successful Implementation Project

As mentioned before project is a one-time unique activity, therefore, every project faces its own challenge during implementation. Different scholars identified different factors that affect implementation of a project depending on the project situation.

Although the importance assigned to a specific factor varies from study to study there are common factors assumed by scholars. This study focuses on five common factors such as planning, resource & budget allocation, communication, stakeholder participation, and the socio-economic environment.

2.6.1 Lack of Effective Project Planning

Planning is essential part of project management as it describes the project goal and how to accomplish it. Blomquist et al. (2011), states that plans are a foundation of a project, so planning is a dominant activity in the context of a project. It is necessary for the project to succeed, or it

could be argued that there would be no project management. Planning and analysis are critical, and project implementation will be more successful with project planning. (Wang and Gibson, 2008)

Before the project begins, companies should develop an overall project work plan. You must ensure that the work is well understood and agreed to by the project sponsor and key stakeholders before the project work starts. To ensure that there is a shared understanding of what the project will achieve, when it will be finished, what it will cost, who will do the job, how the work will be performed, and what the benefits will be, you need to work with the sponsor and stakeholders.

Effective project managers recognize that project planning is an iterative process and must be carried out over the duration of the project. In order to avoid problems created by different perspectives on the fundamental terms of the project, all projects should start with this form of upfront preparation.

Many researchers identify a list of items and steps that need to be taken in order to have a successful project plan. However, PMI introduces the method of project planning as follows; create project management plan, gather requirements, describe scope, make work breakdown structure (WBS), express activities, order activities, evaluate activity resources, evaluate activity duration, create schedule, evaluate costs, decide budget, plan quality, create human resources plan, communication plan, risk management plan, clarify risks, perform quantitative and qualitative risk analysis, plan risk responses and finally plan procurement (PMI, 2013).

Many researchers argue that lack of planning has a direct effect on project delay. For example, Khalid et al. (2019) states that poor planning may lead to several negative effects on the duration and completion of projects. Project delays and duration issues are frequently responsible of transforming productive ventures into loosing projects. These delays can be reduced or prevented by an increased pre- project planning and successful project management as they are one of the most critical success factors of the construction project accomplishment.

2.6.2 Lack of Stake holder participation

Before discussing stakeholder participation, let us begin by answering the question, "What is a stakeholder?" According to Freeman, (1984) stake holders are those who are affected by or can affect decisions in a project. Therefore, stakeholder participation can be described as a mechanism by which stakeholders influence and join forces over development initiatives and the decisions and resources that affect them. (The world Bank, 1996) Hence, this process begins by identifying all stakeholders that are relevant to the project. This may include donors, top management, beneficiaries, government and other sectors.

Reed, (2008) categorizes stakeholder based on their participation and influence into two groups, namely primary stakeholders and secondary stakeholders.

i. ***Primary Stakeholders:*** are directly involved in the project's day-to-day affairs, which assume involvement in the project's field implementation. (Pesqueux & Damak, 2005) In other words, because of their direct participation in the project, they are considered as primary stakeholders**.**

ii. ***Secondary Stakeholders:*** Since they are centered in the same organizations as the primary stakeholders, are often referred to as institutional stakeholders. The stakeholder relationships built at the secondary level are important because these stakeholders make decisions about the project on behalf of their institutions. Indeed, it is considered that the stakeholders function from a management perspective at this level. The decisions made at this stage are crucial to the overall planning of project activities, as these stakeholders are responsible for the primary stakeholder management.

According to a study conducted in Kenya on successful implementation of project, the study found that stakeholder participation affects project implementation in community-based projects along with other factors such as availability of financial resources and organizational structure. (Kagendo, 2013) Further, Wixom & Barbara, (2001) supports this by arguing participation of project beneficiaries along with communication skills and six other factors determine the success or failure of a project.

2.6.3 Lack of Budget or Resources

A project could not be claimed successful if not implemented within budget. In order to complete the project within the approved budget, Project Cost Management involves the procedures involved in planning, forecasting, budgeting and managing costs. (PMI, 2004 p. 157)

According to Brannan (2006), Project cost management includes the following:

i. ***Cost Estimation:*** is developing an estimation of the costs of the resources required to complete project activities. Developing estimates of cost may require tools such as scope management which enables project managers to define all activities and time management to go through each process step by step and ensure no step is left behind. There are also other tools estimating techniques and project management software in developing cost estimates.

   The cost estimation process may also include determining cost contingency reserve for better analysis as the project progresses. This may enable project managers to cope with possible cost overrun.

ii. ***Cost Budgeting:*** Cost Budgeting: the cost of individual tasks or work packages is aggregated to create a cost base in this process. A cost management plan determines budget updates for approved project changes.

iii. ***Cost Control:*** Includes influencing the factors that create cost variance and controlling changes to the project budget. This may include;

- Influencing the factors that create changes to the cost baseline
- Ensuring requested changes are agreed upon
- Assuring the potential cost overrun do not exceed the authorized funding of the project
- Monitoring cost in order to detect variances from cost baseline and understand the reason behind the variance.
- Recording all appropriate changes and informing stakeholders about the change.
- Taking action to bring expected cost overrun under acceptable limit.

2.6.4 Communication challenges

In the area of project management, communication is an important tool. Every day, it is becoming increasingly relevant and will be the subject of all management processes soon. The success of a project depends primarily on the reliability of its communication network. It starts to work from day one of the project and lasts throughout the entire project life cycle. Periodic updates are provided to inform the status of the project and its ability to function. According to PMI (2013), about 90% of the time in a project is spent on communication by the project manager. Communication problems may cause the project to miss stakeholder requirements lead to missing the deliverables.

Communication is a vital element of a well-managed project. There are two main groups of people with whom the project manager needs to ensure clear and effective communication, the stakeholders and the project team. On the other hand, studies show that Ineffective communications is the primary contributor to project failure one third of the time, and had a negative impact on project success more than half the time.

When viewed from the perspective of a project, communication is usually divided into two categories: internal and external communication.

i. ***Internal communication:*** typically refers to the sharing of information that occurs between people who are actively working on a project that is the project managers and their team. It is often distinguished by the detailed discussion that happens during planning or problem resolution and is mostly characterized as informal.

ii. ***External communication:*** refers to the flow of information between the members of a project team and key stakeholders not directly a part of the project. This might involve members of the top management, other departments or projects, and internal and external customers. Because this communication is directed towards individuals who are not directly working on a project, it is often more formal when compared to internal communications.

Most scholars agree that communication is vital throughout the life of a project. Williams et al. (2015) urges project managers to incorporate effective communication in planning, scheduling,

and executing deliverables for the customer. Further, without effective communication it is difficult determine what the project will do, how the goals will be achieved and who will be responsible to carryout project activities.

Project management calls for clear communication about goals, responsibilities, performance expectations and feedback. Projects often fail because we simply fail to clearly express goals and success criteria. The specific goals of the project should be clearly communicated for each team member and stakeholder. In order to work towards common goal, everyone who is directly or indirectly involved in the project must be able to clearly visualize the end result. Further, periodical progress and performance reports to stakeholders are also crucial for successful implementation. One argument that has been used to justify communication is that effective communication is directly related to stakeholder participation which in turn elevates strong sense of ownership which enables projects to achieve their goals. (Reed, 2008) Giving emphasis to this fact International Organizations like UNICEF has clearly defined communication manual in projects like WASH. (UNICEF, 1999)

2.6.5. Challenges from Socio-economic environment

A project external environment consists of different political, socio-economical, environmental, technological and legal (PESTLE) factors. Project implementation is affected by political issues such as war and economic issues such as inflation, availability of basic infrastructure, cultures of the beneficiary community, technological advancement and rules and regulations of the region.

In 2012, a study conducted in Ghana on the effects of culture towards project failure showed cultural differences play a leading role in the effective implementation and execution of projects. In fact, it claims there is a link between culture and project failure. (Amponsah, 2012) Other studies also indicate economic factors such as inflation plays a vital role in the price increase of materials, labors, and machinery, which results in altering the initial and the final cost of the project. (Musarat & Alaloul, 2019)

Some projects such as development projects face additional challenges related to donor requirement and restrictions. They are also implemented in an environment which is regulated or controlled by various local or national laws that place additional requirements on their work.

2.7 Implementation Challenges in WASH projects

Different studies show that water sanitation and hygiene projects face several challenges during implementation. The following are major challenges Identified by different researchers.

- Lack of detailed planning is a major issue in sanitation projects especially in developing countries. It emanates from lack of project management knowledge, lack of accurate information about the area in which project is implemented. This increases the risk of failure in the project. After examining the strengths and weaknesses of the planning and budgeting and implementation systems, a study conducted in Uganda argued that failure in sanitation projects is largely due to a combination of poorly coordinated planning processes, and inadequate performance measures and tools that can be used in these processes.
- Development projects are generally dependent on donor finance. Governments and CSOs collaborate to implement sanitation projects in developing countries. According to the report African Ministers' on Water (2015), in Ethiopia WASH projects, while the government budget represents the major financing source, the sector remains heavily aid-dependent: financial resources channeled by donors are currently of a similar scale to those allocated by the government. This may challenge project implementers since donors often present requirements that lead to unwanted bureaucracy.
- Stakeholder participation is one of the major challenges in developing countries. Accessing the stakeholders is difficult, even if accessed, active participation still remains a challenge. This may be due to lack of awareness on the benefits of the project or in case of women; cultures may prevent them from participating. German and Taye (2008) argue that the effectiveness of the local participation depends on the capacity of the local community to understand the features of the project and also on the gap of information among the stakeholders.
- According to Slaymaker & Newborne, (2004), implementing WASH project in developing country requires attention to a complex mix of managerial, social, financial and technical issues many of which are interdependent. The starting point for the project is a three-party agreement between the Community (Water Users) and Sanitation Committee, the Development Agency (NGOs) and the Local Government (Municipality).

For the effective implementation of the project, a clear understanding of the obligations of each group is essential; if the community does not know the project is accomplished only by their absolute integrity, then the project will not succeed as expected. Further lack of awareness may considerably hinder the implementation.

- Most developing countries in the world lack policies and procedures for implementation of development projects like WASH. To make the matter worse, political instabilities, corruption and lack of basic infrastructure exist in areas where projects are implemented. In support of this, Booth, (2003) suggests that successful implementation processes rely on a combination of institutional capacity to develop and implement policy, and political commitment to poverty reduction.

2.8 Empirical Literature

According to Rahman et al. (2014), a study conducted on factors affecting slum sanitation project, several social issues such as poverty, level of responsiveness, residential status, lack of knowledge, power relations, societal disharmony, and the law-and-order situation have been identified as challenges of implementation of WASH projects. Apart from this, some external inputs, mainly technology and governance, should be taken into account in establishing a generalized model for WASH project. Moreover, the local contextual matters are undeniably important for the sustainability of the project, as communities are not homogeneous.

Further Casey et al (2006), argued that WASH project implementation should be based upon considering the practicalities of local phenomena such as physical settings (location, geology, weather and climate, and ground water level), socio- economic status, availability of land, settlement pattern, population density, political, environmental issues, and so on, which can be considered as internal settings of the informal settlements.

Another study conducted by Wamalwa et al. (2018), on critical success factors in the implementation of NGO projects found that, there is a positive and significant relationship between communication, financing, local community involvement, and staff training on the implementation of NGO projects. The finding indicated that communication has the most significant effect on implementation followed by financing. It recommended for more communication with stakeholders at each of the project phases and also sustainable financial practice for effective implementation of projects.

A research conducted in Rwanda by Mungatu et al. (2017) on the influence of stakeholder participation on the outcome of WASH project revealed that stakeholder participation has the ability to determine success or failure of WASH project. The full participation of the local community in the decision making and management of project is essential.

On the other hand, studies like German and Taye (2008) on effectiveness of stakeholder participation in water shade projects in Africa argues that the effectiveness of the local participation depends on the capacity of the local community to understand the features of the project and also on the gap of information among the stakeholders

Research conducted on sanitation projects in Sub Saharan Africa, revealed that sources of funding to the water and sanitation sector are typically diverse and poorly coordinated and flows into the sector are often extremely difficult to quantify precisely. The sector remains donor driven and dominated by major projects which are mostly funded externally. Many of these projects remain 'off-budget' or 'off-plan', or both, reflecting a continued lack of donor agreement on policy and funding priorities both between and within sectors. As a result, national governments struggle to control and account for funds. (Tom Slaymaker & Peter Newborne, 2004)

(Kagedo, 2013) carried a survey on factors affecting successful implementation of NGO projects in Kenya. She found that project implementation was affected by availability of financial resources to see the project implementation to the end. It also found that organizational structure, of the implementing organization, and stakeholder participation affected the implementation process.

Seetharam, (2015) analyzed challenges and opportunities for sanitation project in developing countries in Africa. He found that Challenges such as inadequate regulatory frameworks, a lack of clarity on institutional roles and responsibilities, and problematic financial systems make it difficult to create sustainable improvements in sanitation. In addition, poor communication, lack of education negatively affects the project success. He also found that a project that excluded women in the design process overlooked many user issues and concluded that participatory development is critical success factor.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents different stages and phases that will be followed to complete this study. It describes the research methodology used to address the research question. It illustrates the research approach, design, population and sampling size, data sources and their collection tools, sampling techniques, data collection procedures and methods of data analysis.

3.2 Research approach and design

3.2.1 Research Approach

There are two primary types of methodologies for research: qualitative and quantitative. They can either be used exclusively or mixed together. In this study, both quantitative and qualitative research methodology are used; using primary and secondary data to address the research questions and achieve the goals of the study. The mixed study approach is a type of research in which researcher combines elements of quantitative and qualitative research approaches such as qualitative and quantitative data collection, analysis and inference techniques for broad and in-depth understanding. Mixed research approaches draw on the possible strengths of both qualitative and quantitative methods, enabling researchers to explore different viewpoints and discover connections between the dynamic layers of multifaceted research questions. (Creswell et.al, 2011)

3.2.2 Research Design

Research design can be thought of as the master plan of a research that throws light on how the study is to be conducted. It shows how all of the major parts of the research study the samples, measures, treatments or programs work together in an attempt to address the research questions. In other words, the research design sets the protocol for the necessary information, the methods to be used to collect and evaluate this information, and how all of this will address the research question. (Creswell, 2014) According to Yin (2009) the research design serves to plan, structure and execute the research to maximize the validity of the findings.

This study employs descriptive research design. The aim of a descriptive study is to determine the what, where, and how of a phenomenon. (Schindler, 2003) The objective of this study is assessing implementation practice and challenges of CSO project. Thus, this design was selected to describe the current phenomenon in a situation, to draw conclusions based on the research findings, and to describe the basic questions of the research.

3.3 Population and Sampling

3.3.1 Target population

A sample population was defined by Burn &Grove (2017) as all the elements that meet the inclusion criteria in a study. Population is therefore the whole category of people, incidents or events with a common observable feature. However, researchers often cannot test every individual in the population because it is too expensive and time consuming due to the large sizes of populations. For this reason researchers rely on sampling techniques.

The target population of this study includes 21 staffs of PDN who are directly involved in the project and have knowledge about the challenges encountered in the implementation.

3.3.2 Sample Design and Sample size

In this study, Deliberate or Purposive or Non-Probability sampling technique is used for selecting target sample size from the target population. This sampling method includes purposive or deliberate selection of particular units of the population for constituting a sample which represents the population (Kothari, 2004) this type of purposeful or judgmental sampling is often used According to Saunders (2009), when the samples of the population are small such as in case study research and when the researcher wishes to select cases that are particularly informative. The benefit of this method of sampling is that the participants have knowledge of the subject and can provide accurate information that helps to achieve research goals.

Questionnaire will be distributed to 21 staffs who are currently working with the project implemented in Afar region.

3.4 Data collection and Instruments

Data collection has to do with the types of information to be collected in the study and the techniques, methods and tools for collecting data. This study focuses on both types of data. Primary data which is fresh and collected for the first time from the field will be collected by the researcher using questionnaire.

Moreover, secondary data will be obtained through a review of project documents such as project periodical report.

3.5 Data Analysis

Descriptive analysis such as frequencies and percentages will be used to present quantitative data in form of tables and graphs. Data from questionnaire will be coded and entered into the computer using Statistical Package for Social Science (SPSS). This will involve coding both closed ended items in order to run simple descriptive analyses to get reports on data status. For open ended questions, the study will make use of content analysis to analyze.

3.6 Scale reliability and Validity

3.6.1 Validity

In mixed type of research, attempts must be made to enhance reliability in a broader context. Validity is one of the strengths of mixed research and focuses on determining if the findings are correct, from the point of view of the researcher, the participant, or the account readers. (Creswell, 2014)

Validity was assured by checking that the sampling methods were free from bias by offering an equal opportunity to score for each subject. The questionnaires were detailed to cover all the factors being measured.

3.6.2 Reliability

Reliability refers to the degree in which measurements are repeatable and consistent. This implies that the same data was collected each time in repeated observation of the same phenomena.

The reliability of the questionnaire was calculated. Therefore, the questionnaire was tested through 5 employees in PDN. First, the questionnaire is presented as it is to the respondents and on the second round the position of each question was changed and again asked respondents to answer the questions. The response was consistent and this is how the reliability of the study is ensured.

3.7 Ethical Issues

Ethical consideration will be used when developing the research instrument, collecting data and during data analysis. The respondents will be clearly informed of the purpose of the research and their consent will be obtained prior to distributing the questionnaire and holding the interview. All references throughout the paper are dully acknowledged and cited

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

The purpose of this chapter is to present the data analysis and results. Primary data was collected through questionnaire and analysis of collected data done using Microsoft Excel. Based on the goal of the study qualitative method and content analysis has been used for presentation and interpretation of results.

The aim of the data analysis was to assess project implementation practice in accordance with planning, budgeting, communication, and stakeholder participation of projects and determine the impact they have on implementation. Moreover, it focuses on identifying environmental challenges of WASH projects implemented by CSO's specifically in Pro-Development Network projects located at Afar Region.

The study targeted 21 respondents, and the questionnaires were filled in and returned by all respondents. This represented a 100 percent overall successful score.

4.2 Data Analysis and Interpretation

4.2.1 Characteristics of Respondents

The study was conducted on PDN project in Afar region all the participants were directly related to the project. From 21 respondents 2 were on higher management of the company 15 were from program office and 4 are from finance and administration.

Background Information of Respondents

Table 4.2.1 Demographic characteristics

Section	Category	Frequency	Percentage
Gender	Male	16	76%
	Female	5	24%
	Total	**21**	**100%**
Age of Respondents	18-25	7	33%
	26-35	12	57%
	36-45	2	10%
	46 Above	0	0
	Total	**21**	**100%**
Level of Education	Diploma	1	5%
	First Degree	17	81%
	Above First Degree	3	14%
	Total	**21**	**100%**

The gender diversity of the respondents, as shown in the table above, 76% of respondents were male and 24% were female. There were fewer female respondents in the sample. The difference in numbers does not, however, affect the reliability of the results. Further, the age of majority of respondents i.e. 57% was between 26 and 35. Among the respondents 33% were between 18-25 years of age, and 10% were between 36 and 25 years. However, there were no respondent above 46 years of age. This may mean that the organization has young energy and flexibility among workers in terms of age and this could help to implement defined goals. When it comes to level of education, 81% are first degree holders, 14% have above first degree qualifications and 5% are diploma holders. This confirms that respondents are able to understand the questions relating to factors that influence the successful implementation of PDN projects. The finding concerning the characteristics of respondents generally confirms that the respondents are eligible. The researcher assumes, therefore, that the answer obtained from them is accurate and full of confidence that allows the researcher to proceed towards the expected finding of the study.

Table.4.2.2 Department of Respondents in the Organization

Department	Frequency	Percentage
Management	2	10%
Program	15	71%
Finance & Administration	4	19%
Total	**21**	**100%**

As shown in the Table 4.2 above, the majority of respondents which is 71% come from the program department of the organization and is necessarily the focal workers who directly deal with the day-to-day execution of projects and this is very useful to obtain in-depth information for the research under study. However, other departments such as management and finance and administration still have an indirect impact on project implementation

The result from this study on experience of workers in the organization shows that the majority of workers i.e. 57% have 3 to 7 years of experience, 29% have worked for less than 3 years in the organization and 19% have served the organization from 8 to 10 years. As the organization itself is only 10 years of age there were no respondents with above 10 years of service in the organization. This indicates that majority of respondents are familiar with project implementation procedures of the organization and the challenges they face during this phase.

Table 4.2.3 Number of years of service in PDN

No of Years	Frequency	Percentage
Less than 3 Years	6	29%
3 to 7 years	11	52%
8 to 10 years	4	19%
Above 10 Years	0	0%
Total	**21**	**100%**

4.3 Implementation practices of WASH projects in PDN at Afar region

The research seeks to find out the various planning, budgeting, communication, and stakeholder participation practices that have impact on project implementation of PDN projects. The findings are discussed on the basis of the objective of the research questions.

4.3.1 Practice of planning on project implementation

This study attempted to assess the practice of planning during implementation of WASH project in PDN.

Table 4.3.1 Level of Agreement on the Practice of Planning in WASH Projects of PDN

Statement	***SD*** ***Freq.*** ***(%)***	***D*** ***Freq.*** ***(%)***	***N*** ***Freq.*** ***(%)***	***A*** ***Freq.*** ***(%)***	***SA*** ***Freq.*** ***(%)***
There is an organized project plan that is mutually understood by all employees in your department before project implementation starts	0 (0%)	1 (5%)	8 (38%)	11 (52%)	1 (5%)
The project detailed work is discussed before project implementation	1 (5%)	15 (71%)	4 (19%)	1 (5%)	0 (0%)
The level of clarity of the project work plan for project staff affects project implementation	0 (0%)	0 (0%)	0 (0%)	19 (90%)	2 (10%)
Poor planning affects project completion time, cost, and quality	0 (0%)	0 (0%)	0 (0%)	4 (19%)	17 (81%)
Projects are always implemented on time in PDN	1 (5%)	16 (76%)	0 (0%)	4 (19%)	0 (0%)
PDN effectively implements project plan	1 (5%)	12 (57%)	5 (24%)	2 (9%)	1 (5%)

From the above table it can be seen that more than half of respondents 52% agree that there is organized project planning which is mutually understood by all employees. However, 71% of respondents claim the project detailed work is not discussed before project implementation. Further, 90% of respondents agree that the level of clarity of project work plan for project staff affects project implementation and 81% strongly agree that poor planning affects project completion time, cost and quality. Majority of respondents, 76% indicated that projects are not always implemented on time in PDN and 57% of respondents believe project plans are not always effectively implemented in PDN.

4.3.2 Communication practice

In order to assess the practice of communication of WASH projects during project implementation in PDN respondents were to rate their level of agreement on major communication practices in the organization.

Table 4.3.2 Level of Agreement on communication practice in PDN

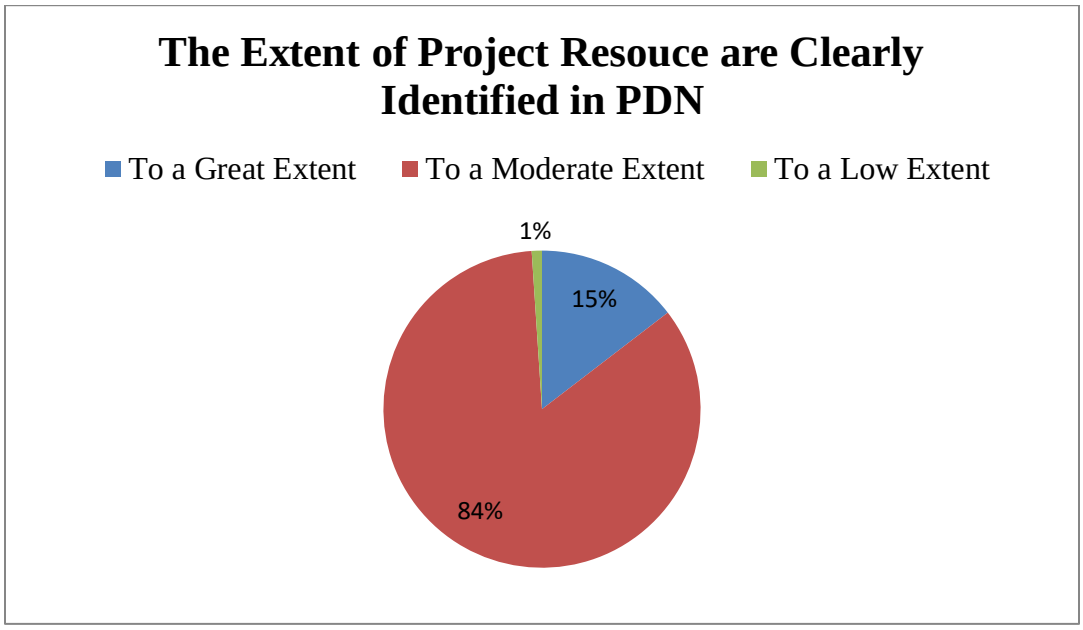
Statement	***SD*** ***Freq.*** ***(%)***	***D*** ***Freq.*** ***(%)***	***N*** ***Freq.*** ***(%)***	***A*** ***Freq.*** ***(%)***	***SA*** ***Freq.*** ***(%)***
There is a well-defined way of communication in PDN projects	0 (0%)	1 (5%)	1 (5%)	2 (9%)	17 (81%)
Information with regard to project progress update is timely communicated	0 (0%)	2 (10%)	1 (5%)	3 (14%)	15 (71%)
Information and communication technology (ICT) help communication in project	0 (0%)	0 (0%)	0 (0%)	0 (0%)	21 (100%)
Project status meetings are informative	0 (0%)	3 (14%)	0 (0%)	6 (29%)	12 (57%)

Large number of respondents 81% indicated that there is a well-defined way of communication in the organization. All 100% respondents agreed that ICT such as email, and the internet help a great deal in communication. Moreover, 71% of the respondents stated that project progress update is communicated on timely basis, and also significant number of respondents strongly believes the project status meetings are informative.

4.3.3 Resource Allocation Practices

In order to determine amount of resource planning and cost estimation in the organization respondents were asked to determine the extent to which project resources are clearly identified before project implementation. As shown in the figure 4.6.2 below majority of respondents 84% stated that project resources are clearly identified to a moderate extent. While a number of respondents 15% indicated that resources are clearly identified to a great extent and only 1% argues resources they are clearly identified to a low extent.

Figure 4.3.1.The extent to which project resources are clearly identified in PDN



Respondents were also asked if there are hindrances encountered during implementation of project that are caused by resource allocation problem. Most respondents indicated that WASH projects in Afar are facing budget deficiency caused by the economic crises related to COVID19 and the current political unrest in Ethiopia. This budget deficiency has led to a number of

problems such as compromise in quality of output of project, narrowing down scope of project, repeatedly estimating project cost and also caused significant delay of project.

4.3.4 The practice of stakeholder participation in WASH projects of PDN

In the assessment of is stakeholder participation on implementation of WASH projects in PDN Afar region respondents were requested to state if stakeholders are identified before implementation begins.

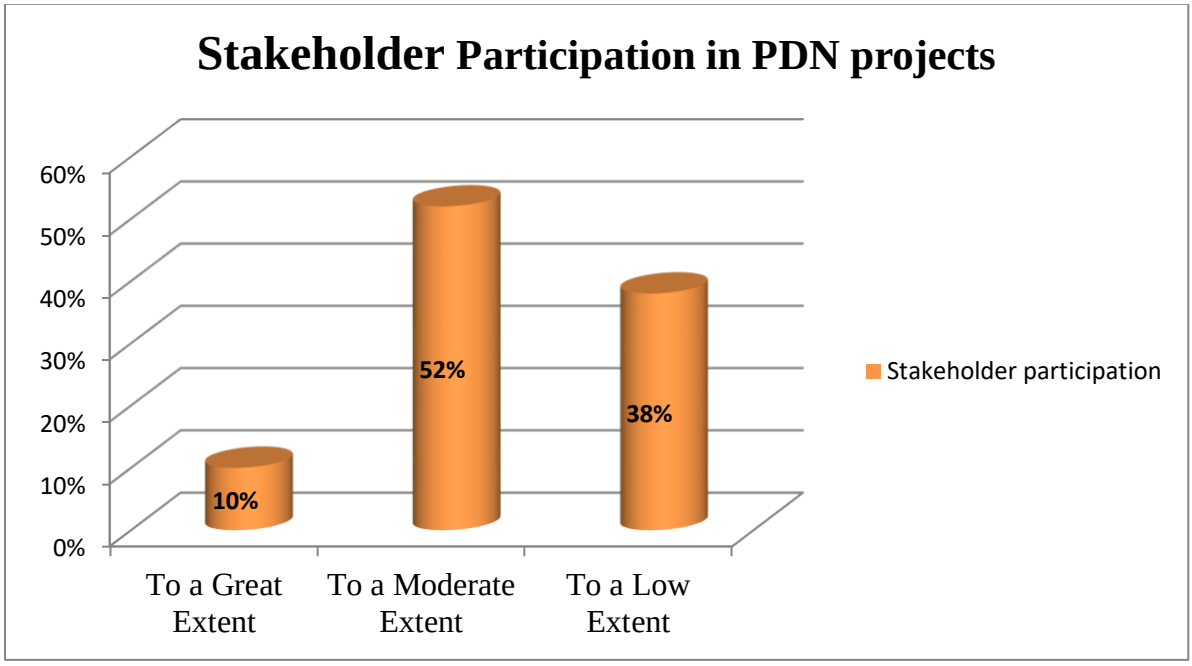
Table 4.3.3 Practice of Stakeholder Identification in WASH projects of PDN

Stakeholder Identification in PDN		
Response	**Frequency**	**Percentage**
Yes	3	14%
No	18	86%
Total	21	**100%**

Majority of respondents 86% stated that stakeholders are clearly identified before project implementation begins. However, a number of respondents 14% claimed that stakeholders are not clearly identified beforehand

Further, in order to assess the level of stakeholder participation respondents were also requested to rate the level of stakeholder participation in WASH projects of PDN.

Figure 4.3.2 Level of extent of stakeholder participation in PDN projects



As it can be clearly seen from the above figure 4.7.1 more than half of respondents 52% stated that stakeholders participate to a moderate extent in implementation of projects. However a significant number of respondents 38% argue stakeholders participate to a low extent. And at last 10% of the population believes stakeholders participate in the projects to a great extent.

4.4 The impact of the current planning, budgeting, communication and stakeholder participation practice on implementation

The second objective of the study is to assess the impact of the current planning, budgeting, communication and stakeholder participation practices on implementation.

4.4.1 Impact of planning on implementation of WASH projects

Respondents were requested if lack of organized planning has negative impact on project implementation.

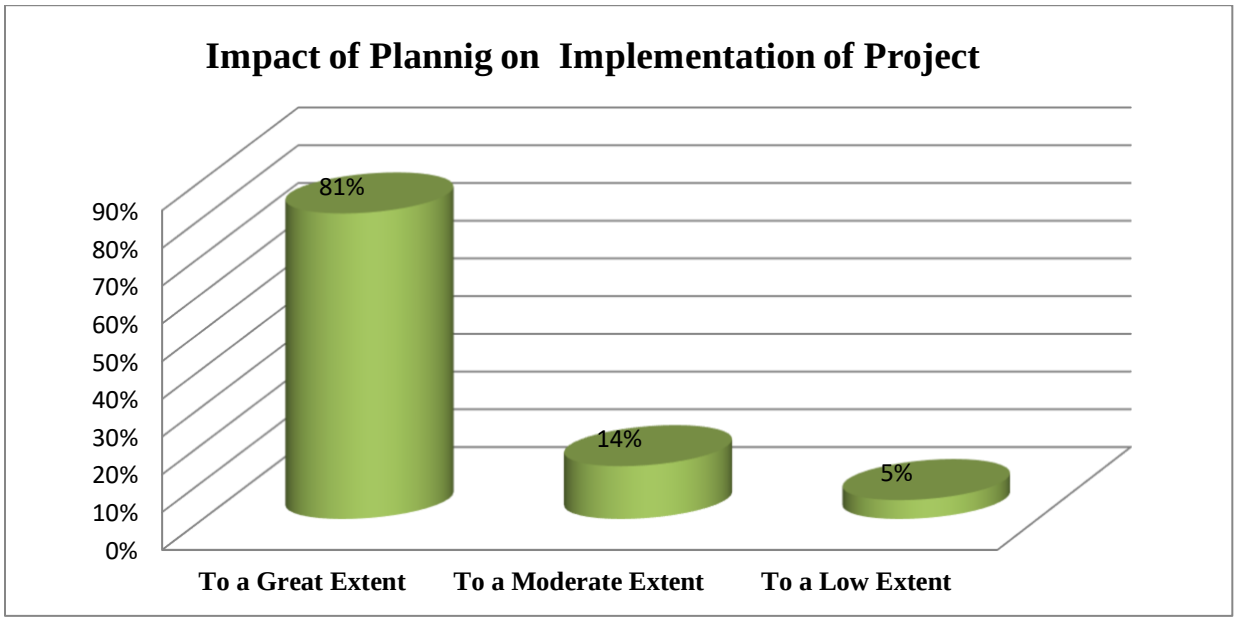
Table 4.4.1 Impact of Lack of Planning on Project Implementation

Response	Frequency	Percentage
Yes	21	100%
No	0	0%
Total		**100%**

As seen in the table above, all respondents suggested that the lack of organized planning has negatively impacted project implementation in PDN.

Respondents were also required to rate the level of impact lack of planning has on implementation. According to figure 4.3.1 below, 81% of respondents claim that lack of organized planning substantially impacts project implementation. 14% claim it has a moderate impact on implementation and the 5% claim it only impacts it to a low extent.

Figure 4.4.1 the level of impact of lack of planning on implementation of WASH project



4.4.2 Impact of Communication on WASH Projects

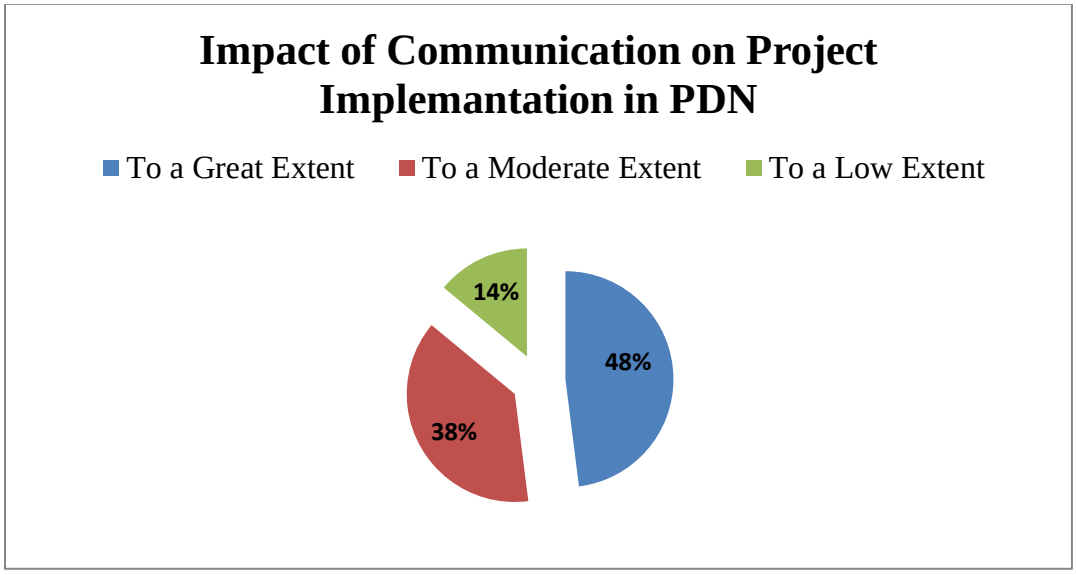
Respondents were asked if communication has impacted implementation of WASH projects. And all 100% respondents suggested that communication has impacted project implementation in PDN.

Table 4.4.2 Impact of communication on project implementation

Response	Frequency	Percentage
Yes	21	100%
No	0	0%
Total		**100%**

Respondents were also required to rate the level in which communication impacted implementation of WASH projects. As the below figure 4.4.1 indicates that 48% of respondents stated communication to a great extent impact implementation of projects, while a number of respondents 38% believe it has moderate impact and 14% respondents state the extent of impacts communication has on implementation of projects in PDN is low

Figure 4.4.2 The extent to which communication impacts project implementation in PDN



4.4.3. Impact of resource allocation on implementation of WASH Projects

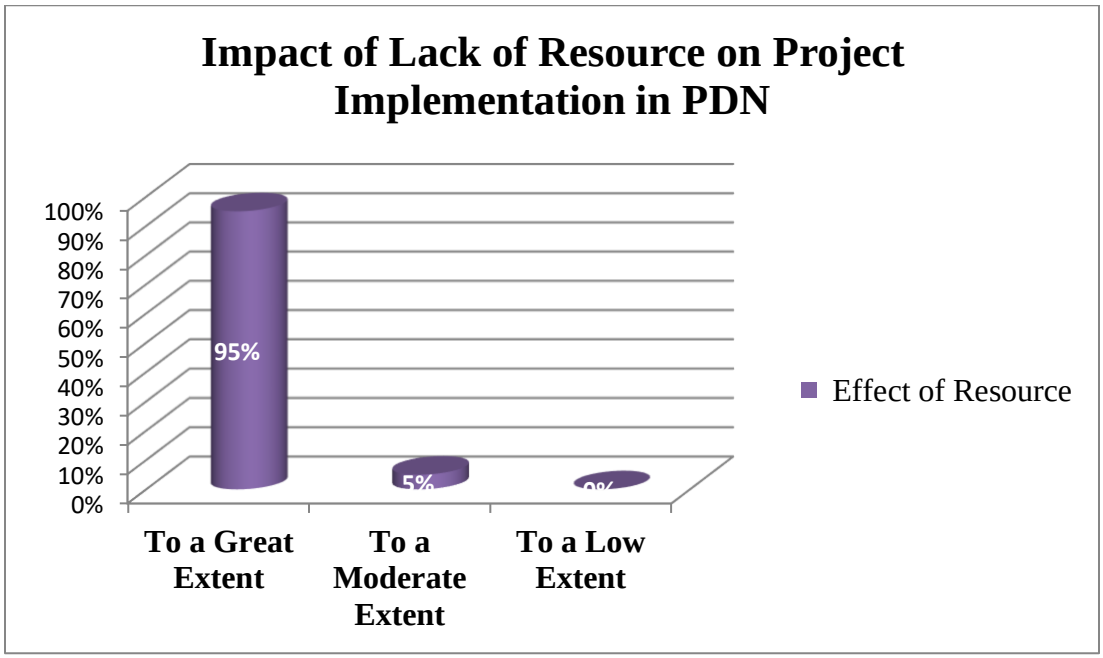
Respondents were requested to bout the impact lack of resources present on implementation of WASH projects. As we can see in the below table all 100% respondents indicated lack of resource has negatively impacted implementation of project in PDN.

Table 4.4.3 the impact lack of resource has on implementation projects in PDN

Response	Frequency	Percentage
Yes	21	100%
No	0	0%
Total		**100%**

Respondents were also asked to rate the level in which lack of resource impacted WASH projects during implementation.

Figure 4.4.3 the Level of impact lack of resource on project implementation in PDN



According to figure 4.6.1 above 95% of respondents stated that lack of resource impacts project implementation in PDN to a great extent. The remaining 5% indicated it has moderate impact.

4.4.4 The impact Stakeholder Identification on WASH Projects of PDN

Respondents were also requested to determine if the identification of stakeholders prior to project implementation has impacted implementation of WASH projects in PDN. And all 100% respondents agree that the identification of stakeholders before implementation begins has tremendous positive impact on project implementation in PDN.

Table 4.4.4 the Impact of Stakeholder Identification in PDN

The Impact of Stakeholder Identification in PDN		
Response	**Frequency**	**Percentage**
Yes	21	100%
No	0	0%
Total	**21**	**100%**

4.5 Content Analysis

In this section open ended questions presented to respondents are analyzed and illustrated accordance to planning, budgeting, communication and stakeholder participation practice of the organization. Further, environmental challenges faced by WASH projects are presented and discussed

Respondents were asked to state hindrances encountered during implementation caused by lack of planning. Projects are awarded by submitting proposals to government or donners. In order to win the project the proposal is planned and presented in a very short time. The project cost analysis is also done in a small scale. In some projects when practical implementation starts they discover important details of the project are missed in the project plan. This lack of detailed implementation plan and vague description of project activities leads to compromising quality of output and delay of project implementation.

Moreover, respondents were requested to state what could be done to ensure project plan is clearly understood and implemented by workers of PDN. In order to ensure project plan is clearly understood and implemented by staff, respondents suggest detailed project implementation plan before the project begins. Bottom up planning approach is also suggested to ensure important details and project activities are not missed.

In order to assess the communication practice of the organization, Respondents were required to state the frequently used communication method during project implementation in PDN. They indicated that phone calls, emails and update reports are the mostly used methods. Project status updates are held as a monthly meeting between the program and finance and administration department. While physical an assessment on project progress is made every three months. They also indicated weekly and monthly status reports are also prepared and presented to management.

In order to assess resource allocation practice, respondents were requested to state if there are hindrances encountered during implementation of project that are caused by resource allocation problem. Most respondents indicated that WASH projects in Afar are facing budget deficiency caused by the economic crises related to COVID19 and the current political unrest in Ethiopia. This budget deficiency has led to a number of problems such as compromise in quality of output of project, narrowing down scope of project, repeatedly estimating project cost and also caused significant delay of project.

Respondents were also requested if there were any hindrances caused by lack of stakeholder participation in PDN WASH projects. Majority of respondents agree that there were hindrances caused by lack of stakeholder participation. Some of the major problems are projects are awarded to CSOs by donors and the project idea also emanate from donors. Those project assumptions and ideas may not be feasible when it comes to implementing the project. For example, Donors largely believe that water sanitation is lacking in all hard-to-reach regions. However, when it is time for the project to be implemented, project officers will discover other more persistent problems that beneficiaries want to solve, and less priority may be given to water sanitation in the region. This may lead to a revision of the project goal; otherwise the expectations of stakeholders will not be met. These problems usually create conflicts of interest between project staff and stakeholders, which in turn can lead to a delay in the completion of the project.

4.6 Challenges from the socio-economic environment

The third objective of the research was to identify environmental challenges during implementation of WASH projects in PDN.

Respondents were asked to explain if the socio-economic environment has any impact on project implementation and explain any hindrances caused by socio-economic problem. All respondents indicated that the socio-economic environment has significant impact on project implementation. They stated that the COVID 19 pandemic has significantly affected the progress of implementation of WASH projects in Afar region. In fact there was 10 months delay in sanitation project due to travel restrictions placed by the government. Further the pandemic brought rapid inflation to the price of materials and equipment required for implementation of project which in turn required project staffs to do repeated estimation of project costs.

Moreover, projects in CSO are launched after agreement between three parties which are the donor, the government and the implementing CSO. Respondents stated that bureaucracies coupled with government rules and regulations lead to delays of projects. They also indicated that WASH projects are implemented in hard to reach areas of Afar. The lack of infrastructure such as roads has also significant effect on project implementation.

CHAPTER FIVE

FINDINGS CONCLUSION AND RECOMMENDATION

INTRODUCTION

This is the last chapter of the study. It has three key sections. On the first section summery of the findings of the study is presented. On the second section conclusion is drawn from the findings and in the end recommendation is given based on the conclusions.

5.1 Summary of Findings

This portion addresses the summary of the data analysis findings. The summary was carried out along with the study objectives.

- The study attempted to assess the practice of planning in the organization. More than half of respondents 52% agree that there is organized project planning which is mutually understood by all employees in PDN. However, 71% of respondents claim the project detailed work is not discussed before project implementation. Further, 90% of respondents agree that the level of clarity of project work plan for project staff affects project implementation and 81% strongly agree that poor planning affects project completion time, cost and quality. Majority of respondents, 76% indicated that projects are not always implemented on time in PDN and 57% of respondents believe project plans are not effectively implemented in PDN..
- This study attempted to assess the impact of lack of organized planning on project implementation in PDN. All respondents suggested that the lack of organized planning has impacted project implementation in PDN.
- Respondents were asked to state hindrances encountered during implementation caused by lack of planning. Projects are awarded by submitting proposals to government or donors. In order to win the project the proposal is planned and presented in a very short time. The project cost analysis is also done in a small scale. In some projects when practical implementation starts they discover important details of the project are missed in the project plan. This lack of detailed implementation plan and vague description of

project activities leads to compromising quality of output and delay of project implementation. These findings are in line with the views of (Slaymaker & Newborne, 2004) lack of coordinated and detailed planning process creates uncertainties, affects project performance and in some cases might lead to failure of project.

- The study attempted to assess the communication practice during implementation of WASH projects in PDN. Large number of respondents 81% indicated that there is a well-defined way of communication in the organization. All 100% respondents agreed that ICT such as email, and the internet help a great deal in communication. Moreover, 71% of the respondents stated that project progress update is communicated on timely basis, and also significant number of respondents 57% strongly believes the project status meetings are informative.
- The research also attempted to determine if communication has impact on project implementation. Among the respondents 48% stated communication to a great extent impacted project implementation of projects, and 38% believe it has moderate effect on implementation and 14% stated the extent of influence communication has on successful implementation of projects in PDN is low. The findings are in agreement with (Zulch, 2014) which noted that communication is a foundation of project implementation that supports all areas of the project to improve quality of deliverables. In general, good communication leads to better performance and, thus, a greater probability of overall project success.
- Respondents were also required to state the frequently used communication method during project implementation in PDN. They indicated that phone calls, emails and update reports are the mostly used methods. Project status updates are held as a monthly meeting between the program and finance and administration department. While physical an assessment on project progress is made every three months. They also indicated weekly and monthly status reports are also prepared and presented to management.
- Assessments were made to describe the practice of resource allocation. Respondents were asked to determine the extent to which project resources are clearly identified before project implementation. Majority of respondents 84% stated that project resources are clearly identified to a moderate extent. While a number of respondents 15% indicated that

resources are clearly identified to a great extent and only 1% argues resources they are clearly identified to a low extent.

- Attempts were also made to determine if budget allocation has impacted WASH project implementation in PDN. There was 100% agreement among respondents lack of resource impacts implementation of project in PDN. 95% of respondents stated that lack of resource affects project implementation in PDN to a great extent. The remaining 5% indicated it has moderate effect. This is in agreement with what (Mulyunigi & Ndayisaba, 2018) found in Rwanda it has been seen that many projects struggle due to inadequate resource planning; most activities are postponed due to a lack of resources when it comes to the implementation stage.
- An attempt was made to assess the practice of stakeholder participation. There was agreement among more than half of respondents 52% that stakeholders participate to a moderate extent in implementation of projects. However a significant number of respondents 38% argue stakeholders participate to a low extent. And at last 10% of the population believes stakeholders participate in the projects to a great extent. An attempt was also made to determine if stakeholder participation has impacted implementation of WASH projects in PDN Afar region. All respondents agree that stakeholder participation has impact project implementation success in PDN.
- Respondents were required to determine if stakeholders were identified before project implementation begin in PDN and majority of respondents 86% stated that stakeholders are clearly identified before project implementation begins. However, a number of respondents 14% claimed that stakeholders are not clearly identified beforehand. This is in line with (Alqaisi, 2017) which found out identifying stakeholders at the start of the project, recognizing and managing their requirement is a catalyst for successful implementation of project.
- Respondents were also requested if there were any hindrances caused by lack of stakeholder participation in PDN WASH projects. Majority of respondents agree that there were hindrances caused by lack of stakeholder participation. Some of the problems are projects are awarded to CSOs by donors and the project idea also emanate from donors. Those project assumptions and ideas may not be feasible when it comes to implements the project. For example, Donors largely believe that water sanitation is

lacking in all hard-to-reach regions. However, when it is time for the project to be implemented, project officers will discover other more persistent problems that beneficiaries want to solve, and less priority may be given to water sanitation in the region. This may lead to a revision of the project goal; otherwise the expectations of stakeholders will not be met. These problems usually create conflicts of interest between project staff and stakeholders, which in turn can lead to a delay in the completion of the project. Other researchers such as (Watt, 2014) has also found out that development projects like WASH require participatory approach of stakeholders in identifying and solving problems affecting project implementation otherwise implementing the project may imply wasting resources.

- The third objective of the research was to identify the environmental challenges that WASH projects face in PDN. Respondents were asked to explain if the socio-economic environment has any impact on project implementation and explain any hindrances caused by socio-economic problem. All respondents indicated that the socio-economic environment has significant impact on project implementation. They stated that the COVID 19 pandemic has significantly affected the progress of implementation of WASH projects in Afar region. In fact there was 10 months delay in sanitation project due to travel restrictions placed by the government. Further the pandemic brought rapid inflation to the price of materials and equipment required for implementation of project which in turn required project staffs to do repeated estimation of project costs. Moreover, projects in CSO are launched after agreement between three parties which are the donor, the government and the implementing CSO. Respondents stated that bureaucracies coupled with government rules and regulations lead to delays of projects. They also indicated that WASH projects are implemented in hard to reach areas of Afar. The lack of infrastructure such as roads has also significant impact on project implementation. This finding is in agreement with other studies such as (Prasad et.al, 2013) which suggested that cultural issues of the country in which the project is taking place merit consideration, including the aspects related to projects being more vulnerable to political corruption. It proposed that project managers should also consider features such as flexibility and autonomy, infrastructure, and stakeholders' diversity when working on development projects.

5.2. Conclusions

Based on the research questions and objectives it was possible to conclude that although there is organized plan in the organization the project detailed work is not discussed with staff before project implementation and some important details are missed during planning. In addition, poor planning impacts project completion time, cost and quality and the organization does not always effectively implement project plan. There is a defined way of communication in the organization, there is informative progress status meeting and updates are communicated to staff on a timely basis. Project team use phone calls, emails and update reports as a method of communication. Project status updates are held as a monthly meeting between the program and finance and administration department. While physical an assessment on project progress is made every three months, weekly and monthly status reports are also prepared and presented to management.

Resources are clearly identified in the organization. However WASH projects are recently facing budget deficiency due to inflation created by the COVID19 pandemic and the current political unrest Ethiopia is facing. This budget deficiency has led to a number of problems such as compromise in quality of output of project, narrowing down scope of project, repeatedly estimating project cost and also caused significant delay of project. Stakeholder participation also has significant impact on successful implementation of WASH projects in PDN. Even though, more than half of sample population agreed there is participation of stakeholders at moderate level evidences suggest that the level of stakeholder participation is still low. The procedure in which projects ideas and assumptions are generated in the organization is repeatedly leading back to reviewing project ideas because of lack of stakeholder participation.

Finally the study concludes that the socio-economic environment of the project has significant impact on implementation of WASH projects in PDN. Government rules and regulations, the political situation of the region, availability of basic infrastructures like roads, and the COVID 19 pandemic affected project implementation of the project.

5.3 Recommendations

Based on the conclusions stated previously the researcher provides the following recommendation.

- The study recommends that organized planning that includes detail activities of project should be used in PDN. The project objectives activities and other project detailed work should be discussed with staff before project implementation.
- In order to match donor requirements with the requirements of project beneficiaries, the research recommends the organization to apply clear and defined procedure of communication.
- For effective implementation of WASH project the study recommends the organization to familiarize all staff members with governmental rules and procedures including the bureaucracy that might hinder project implementation.
- The study recommends the organization to prepare budget contingency plan to cope with unprecedented incidents that might affect project implementation.
- The study also recommends PDN to clearly identify stakeholders during project planning and encourage stakeholder participation to avoid redundant work and cost overrun.
- Generally the study recommends PDN to focus on project planning, clear communication structure, budget contingency planning and stakeholder participation for effective implementation of WASH projects.

5.4. Recommendation for Future Study

This research was focused on assessing factors affecting implementation of WASH project in Pro-development network Afar region projects. It established that factor such as lack of effective planning, communication, lack of resource, socio-economic environment and stakeholder participation affect implementation of projects. During this research, other variables such as Project Management Knowledge of the organization and Project monitoring and Evaluation were also found to be in need further research.

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Appendix 1

Addis Ababa University

School of Postgraduate Study

Department of Project Management

Questionnaire

Dear respondents,

First of all, I would like to express my gratitude in advance for your willingness to spend your valuable time to respond to this research questionnaire. I am conducting a research on Factors affecting successful implementation of Civil Society Projects. The case of Pro-development Network Projects in Afar.

All the information provided is used purely for academic purposes and will be treated with utmost confidentiality. The final result of this research shall be used for academic purpose and the final recommendation and finding shall be forwarded to the respective office of Pro-development Network for their preventive measure and actions.

Each of your genuine reply to the research questions is very important in assessing major factors affecting successful implementation of PDN projects in Afar and I really appreciate your willingness to help. I will be pleased to discuss any concerns you may have about the participation in this research.

Thank you very much for your cooperation and valuable time.

Yours sincerely,

Leyla Mustefa

Instructions

- No need to write your name
- If you have any questions, please contact me through my cell phone number 0912 61 53 36 or email me leylaedu@gmail.com

Kindly answer the following questions either by ticking the appropriate box and or giving your answer or suggestion on the space provided when appropriate.

Part 1 Background Information

1. What is your gender?

☐ Male ☐ Female

2. In what age bracket do you fall?

☐ 18 – 25 ☐ 26 – 35 ☐ 36 – 45 ☐ Above 46

3. What is the level of Education that you attained?

☐ Diploma ☐ First Degree ☐ Above first degree
Others, please specify ……..

4. Would you please specify your department in the organization?

☐ Management
☐ Project Management
☐ Finance and administration

5. How long have you been working with PDN?

☐ Less than 3 years ☐ 3-7 Years ☐ 8-10 Years ☐ Above 10 years

Part 2

A. THE PRACTICE OF OF ORGANIZED PLANNING ON PROJECTS IMPLEMENTATION

1. Does lack of organized planning have any impact on implementation of projects at PDN?

   ☐ Yes ☐ No

2. To what extent does organized planning affect success of implementation of project in PDN?

   ☐ To a very great extent ☐ To a moderate Extent

   ☐ To a great extent ☐ To a low extent

3. To what extent scale do you agree with the following statements which relate to impact of poor planning on effective implementation of projects? Rating scale 1-5, where: 1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree

No.	**Statement**	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
		1	2	3	4	5
1	There is an organized project plan that is mutually understood by all employees in your department before project implementation starts					
2	The project detailed work is discussed before project implementation					
3	The level of clarity of the project work plan for project staff affects project implementation					
4	Poor planning affects project completion time, cost, and quality					
5	Projects are always implemented on time in PDN					
6	PDN effectively implements project plan					

4. What can be done differently to ensure the project plan is clearly understood and implemented by staff?
   ……
   ……
   ……
   ……

5. Are there hindrances encountered during project implementation caused by lack of planning? If yes please list down some of the hindrances.
   ……
   ……

B. COMMUNICATION PRACTICE ON PROJECT IMPLEMENTATION

6. Does communication impact project implementation in PDN?

   ☐ Yes ☐ No

7. To what extent does communication Impact implementation of project in PDN?

   ☐ To a great extent ☐ To a moderate Extent ☐ To a low extent

8. What is your level of agreement with the following statements which relate to the impact of communication on effective implementation of PDN projects? Using rating scale 1-5, where: l=strongly disagree, 2= disagree, 3=neutral, 4= agree, 5=strongly agree.

No.	**Statement**	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
		1	2	3	4	5
1	There is a well-defined way of communication in PDN projects					
2	Information with regard to project progress update is timely communicated					
3	Information and communication technology (ICT) help communication in project					
4	Project status meetings are informative					

9. What is the frequently used way of communication during project implementation?
   ……
   ……
   ……
   ……
   ……

C. THE IMPACT OF SOCIO-ECONOMIC FACTORS ON IMPLEMENTATION OF PROJECTS

10. Does socio-economic environment have any impact on successful implementation of project in PDN? Please explain?
    ……
    ……
    ……
    ……
    ……

11. To what extent does socio-economic environment impact successful project implementation in PDN?

    ☐ To a great extent ☐ To a moderate Extent ☐ To a low extent

12. What would be done differently to ensure staffs understand external rules to meet stakeholders and government requirement?
    ……
    ……
    ……
    ……
    ……

13. Are there hindrances encountered during project implementation that are cause by socio economic problem? If yes please list down some of the hindrances
    ……
    ……
    ……
    ……
    ……

D. THE PRACTIVE OF BUDGET AND RESOURCE ON THE IMPLEMENTATION OF PROJECTS

14. Does lack of resource impact successful implementation of project in PDN?

    ☐ Yes ☐ No

15. To what extent does a lack of resource influence effective project implementation in PDN?

    ☐ To a great extent ☐ To a moderate extent ☐ To a low extent

16. To what extent are resources clearly identified and planned before implementation of projects in PDN?
    ☐ To a great extent ☐ To a moderate extent To a low extent

17. Are there hindrances encountered during project implementation that are cause by resource allocation problem? If yes please list down some of the hindrances?

……
……
……
……
……

E. THE PRACTICE OF STAKEHOLDER PARTICIPATION ON IMPLEMENTATION OF PROJECTS

18. Does stakeholder participation impact project implementation?

☐ Yes ☐ No

19. Are stakeholders clearly identified before implementation of project?

☐ Yes ☐ No

20. To what extent do stakeholders participate in PDN projects?

☐ To a great extent ☐ To a moderate extent ☐ To a low extent

21. Are there hindrances caused by lack of stakeholder participation in PDN projects? If yes please specify

……
……
……
……
……

Thank You!