



ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

College Of Business and Economics

Department Of Project Management

Assessment of Project Identification and Design Practice: *The case of Concern Worldwide, Ethiopia Office*

A project work submitted to Addis Ababa University School of commerce in Partial Fulfillment of the Requirements for the Award of Masters of Arts (MA) in Project Management

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DECLARATION

I, the undersigned, declare that this thesis is my original work and has not been presented as a whole a degree in any university and all sources of material used for the thesis have been duly acknowledged.

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CERTIFICATION

This is to certify that Gashaneh Woldie has carried out his research work on the topic entitled “Assessment of project identification and design practice: the case of Concern Worldwide, Ethiopia office. The study is Original work and is suitable for the submission for the reward of MA Degree in project management.

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ABBREVIATIONS AND ACRONYMS

AAU	Addis Ababa University
ACSO	Authority for Civil Society Organizations
CRDA	Christian Relief and Development Association
CSO	Civil Society Organizations
CSP	Civil Society Proclamation
CWW	Concern Worldwide
ECHO	European Civil Protection and Humanitarian Aid Operations
FAO	Food and Agricultural Organization of the United Nation
FDRE	Federal Democratic Republic of Ethiopia
HIP	Humanitarian Implementation Plan
ILO	International Labor Organization
INGO	International Non-Governmental Organization
LFA	Logical Framework approach
PASDEP	Plan for Accelerated and Sustained Development to End Poverty
PCM	Project Cycle Management
PP	Program Partnership
UN	United Nations
UNEP	United Nations Environmental Program
USAID	United States Agency for International Development

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ABSTRACT

The purpose of this study was to assess the project identification and design practices of Concern Worldwide's Ethiopia office. A cross-sectional study design was utilized, where a questionnaire was distributed to 55 employees directly involved in project identification and design, and 50 responses were received. The study found that the office faces challenges in project identification and design practices, including limited proactivity, heavy reliance on donors resulting in a lack of internal project idea generation and community needs assessment, unclear role assignments for project identification and design teams, and limited staffing of the grant and intelligence unit. To address these challenges, the study recommends tackling donor influence through diversifying funding organizations, improving role assignments among project identification and design teams, and investing in staff development to address shortages and capacity gaps. It also recommends establishing a stakeholder mapping approach based on stakeholder importance and influence, ensuring transparent stakeholder engagement, conducting regular reviews and adaptations of project designs, and leveraging technology for efficiency. Furthermore, the study highlights the need for better stakeholder engagement during project identification and design stages to enhance project outcomes and inclusivity. The study notes that local partner engagement has shown improvement, but emphasizes the importance of training project identification and design teams, diversifying funding sources, and collaborating with local organizations and academic institutions to achieve better project identification and design practices.

Key words: Project identification, Project Design, Stakeholders, Concern Worldwide

CHAPTER ONE

INTRODUCTION

In this chapter, the detailed background of the study is discussed along with the statement of the problem, research objectives, significance of the study, scope, and limitations of the research. The organization of the research is also provided in this chapter. Additionally, a brief overview of Concern Worldwide, an organization related to the research is explained.

1.1. Background of the Study

Numerous NGOs are currently engaged in various development projects in Ethiopia, allocating significant funds for these initiatives. These projects aim to tackle community challenges by collaborating with the government on multiple development agendas. Through their efforts, they have successfully implemented numerous projects, effectively addressing health, education, livelihood, agriculture, and other issues faced by local communities (Yihdego, 2017).

The process of identifying and designing development projects encompasses various stages, such as defining needs, exploring opportunities, analyzing the project environment, cultivating connections and networks, building trust, developing collaborations, and designing alternative project ideas. While the project management body of knowledge often emphasizes identifying ideas with high economic returns, it is important to also consider projects that have long-term humanitarian and social outcomes. This includes focusing on development goals and social indicators to ensure the projects address the needs of the community. According to the Project Management Institute (PMI), public sector projects can possess unique characteristics and notable complexities that require careful consideration during the design phase. (PMI, 2020).

According to the PMBOOK guide (2013), a project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates that a project has a definite beginning and end. Project activities can be new to members of a project team, which may necessitate more dedicated planning than other routine work. In addition, projects are undertaken at all organizational levels. A project can involve a single individual or multiple individuals, a single organizational unit, or multiple organizational units from multiple organizations. Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

How projects are planned and carried out follows a sequence known as the project cycle. The cycle starts with the identification of an idea and develops that idea into a working plan that can be implemented and evaluated. Ideas are identified in the context of an agreed strategy. It provides a structure to ensure that stakeholders are consulted and relevant information is available so that informed decisions can be made at key stages in the life of a project (European Commission, 1999).

The project identification phase consists of the framework for analysis of problems, needs and interests of stakeholders and the identification of options to address the problem. On the other hand, ‘project design involves an intensive participatory process that brings together the principal actors into a thinking and planning process and allows for relevant ideas to be developed into operational issues such as activity and resource scheduling’ (Chi, 2009, p.9).

According to Lewis (2014), ‘NGOs are usually understood to be ‘third sector’, not-for-profit organizations concerned with addressing problems of global poverty and social justice and working primarily in the developing world. NGOs tend to go about their work either directly through the provision of services to people in need, or indirectly through partnerships, campaigning work and policy advocacy to bring about wider structural change that will improve the position of people living in poverty’ (p.4).

Federal Democratic Republic of Ethiopia Authority for Civil Society Organizations (FDRE ACSO) is a governmental organization that is particularly established to register, support and follow up every activity of civil society organizations that are working in Ethiopia. The organization enacted the Charities and Societies Proclamation No 621/2009 intending to realize citizen's right to association enshrined in the constitution as well as to aid and facilitate the role of civil society organizations in the overall development of Ethiopian people. However, this proclamation was restrictive for foreign international NGOs in many aspects (Center For International Human Rights, 2009). Nearly a decade later, the proclamation is amended into Civil Society Proclamation (CSP) NO. 1113/2019 which creates favorable conditions for international and local civil society.

1.2. Background of Concern Worldwide

Concern Worldwide (CWW) is an Irish-based international non-governmental organization (INGO), established by a small group of people in 1968. It was initially established with the major aim of responding famine situation in Biafra, Nigeria. The widespread conflict that

followed Biafra's attempt to secede from Nigeria caused the displacement of millions and a blockade of food, medicine and basic necessities by the Nigerian authorities. Currently, Concern Worldwide is operating in more than 25 poorest countries in the world through development and emergency interventions.

Concern has grown into a global organization, supporting operations in the world's poorest and most vulnerable contexts. Concern is a dual mandate organization, meaning it has an obligation to respond to emergencies and seek to address the underlying causes of poverty and vulnerability through longer-term work (Concern Worldwide Ethiopia Country Strategic Plan, 2022 – 2026). Concern Worldwide started working in Ethiopia in 1973 with an emergency response. In more recent years (particularly since the establishment of the Peoples' Democratic Republic of Ethiopia in 1994) the Country program has evolved and has seen an investment of over €100 million, responding to emergencies and supporting long-term development and resilience building amongst the extreme poor in selected woredas of the country. Currently, the organization is implementing different emergency and development projects in Amhara (8 woredas), Tigray 14 Woredas) and Somali region (7 woredas). The country coordination office is located in Addis Ababa with regional coordination offices in each region and sub-offices in each woreda of operation.

Concern Ethiopia office has been revising its strategic plan every five years and the current strategic plan is prepared for the period from 2022 to 2026. According to this strategic plan document, the annual budget in Ethiopia has ranged from 8-10 million euros. Currently, 60 % of the budget is allotted for emergencies, resulting in numerous smaller grants. The organization's goal is to focus on larger and multi-year interventions and develop a funding strategy to support this objective (Concern Worldwide Ethiopia Country Strategic Plan, 2022 – 2026).

1.3. Statement of the Problem

Many development organizations and donor agencies use a project cycle management (PCM) methodology and logical framework approach (LFA) when designing and managing a project. This means every project has to go through a series of sequential steps one after the other. Each phase of the series should be fully completed before proceeding to the next step. Project design is the first step of the PCM that provides the structure of what has to be achieved, how it is to be implemented, and how progress will be verified. Therefore, the

design is the most crucial phase where its quality will influence the next stage in the project cycle management (Chi, 2009).

A study conducted by Firesenbet showed that NGOs have better practices of investing at the project design and selection stage and have a successful record of accomplishment when compared with government-owned projects in Ethiopia (Adela, 2020). However, other studies showed that there are instances where NGOs do not employ proper project identification and designing practices due to internal and external factors (Wendaferew, 2021)

Different studies revealed that project identification and design are essential components of project management where lack of proper attention to this stage could lead to project failure. Many organizations give less emphasis to the designing stage of project management and this will compromise the quality of the implementation stage (International Labor Organization [ILO], 2010).

The organization is presently managing 12 active projects across its three operational regions. This is a reduction from 17 active projects recorded in the 2023 Concern's annual program progress report. While the report stated that most activities were progressing well, the low achievements in conflict sensitivity and protection mainstreaming activities indicated a gap in designing how these activities could be integrated into implementation. In 2023, the final project performance report for the project entitled 'Enhanced Response to Nutrition Emergencies', which was part of the nexus program, revealed vast overachievements in some indicators. This was due to underestimation of targets during the design phase of the project cycle management. For the same project, some of the innovative approaches, such as the early warning early action activity and surge approaches, designed for the woreda level lacked sufficient involvement from national and regional stakeholders, thereby affecting its sustainability and scalability to other locations. These findings indicate gaps during the project design phase that require attention.

Unlike its long years presence in the country and large geographical coverage in the previous years, its geographical coverage is now shrinking to only three regions (Amhara, Tigray and Somali). It has closed its projects in Gambela, Afar and southern Ethiopian regions. Though big international donor are still providing emergency and development funding, concern fail to win its application for ECHO 2024 HIP Humanitarian Implementation Plan) and long term funding requested through PP (Program Partnership) stream last year was not successful. As

also witnessed, even if there are some excellent exemplary longer-term projects like its green graduation project in Amhara region, there are no diversity of donors that can fund long-term programs like this. It seems that there are gaps in hunting different funding streams.

Though it is mentioned on the organization's Project Cycle Management systems that, Community and stakeholders engagement is one of the component of tasks during project design, there is no clear documentation on how stakeholders are engaged in the process. Besides, preliminary interview with key staff shows that, in most circumstances, there is rushing to complete proposals due to tight deadlines set by donors where there is no sufficient time for stakeholder's engagement. The preliminary interview also showed that, there are no dedicated staff for project identification and design where the responsibility resides on the existing staff members who are already overburdened by leading and running the existing projects. Given the presence of different competing priorities, spending sufficient time in designing projects can compromise the quality of designing projects and affect the existing project performance too.

Even though there is a grant and intelligence unit, the role mainly is limited in coordinating the efforts of other program, finance, logistics and human resource staff during proposal development and grant report writing rather than spending sufficient time in doing intelligence of different calls and writing ongoing proposals to proactively approach donors (one grant and intelligence staff alone is suboptimal to do this activity). Despite the organization's ambition to balance between long-term and emergency projects, the effort being made to hunt different donors and funding opportunities seems limited as applications are made in a reactive way only when large donors are releasing a call in a known frequency. This research will investigate project identification and design practices of Concern worldwide and will provide evidence-based recommendations for future development and emergency project selection and design practices. The aforementioned problems serve as the primary driving forces for conducting this research work.

1.4. Research Questions

This study was conducted to assess the project identification and designing practice of Concern Worldwide and answers the below questions.

1. What methodologies are employed in the project identification and design process in the Concern Worldwide, Ethiopia office?

2. What is the role of stakeholders in the project identification and design process in the Concern Worldwide, Ethiopia office, and how is their input incorporated?
3. What are the key factors that influence project identification and design practices in the Concern Worldwide, Ethiopia office?
4. What are the challenges faced by the Concern Worldwide, Ethiopia office in project identification and design, and how are they addressed?
5. What are the potential areas for improvement in the project identification and design practices of the Concern Worldwide, Ethiopia office, and how can they be addressed?

1.5. Research Objectives

1.5.1. General objective

The primary objective of this study is to identify the project identification and design practice of concern worldwide, Ethiopia office

1.5.2. Specific objectives

The specific objectives of the study are

1. To Assess the methodologies employed by Concern worldwide in the project identification and designing process
2. To assess the role of stakeholders in the project identification and design process and how their input is incorporated.
3. To investigate the involvement and influence of stakeholders in the project identification and design process
4. To identify the potential areas for improvement in the project identification and designing practice and to put viable recommendation.

1.6. Significance of the study

The research will provide the organization with evidence-based weaknesses and strengths in project identification and design practices. All concerned staff members in the future while initiating and designing a project will use it as a reference. Moreover, the findings will help senior management of the organization to review their strategy in light of the findings to be able to design effective projects that can win competitive applications and bring the intended impact once started to be implemented.

1.7. Scope of the Study

The scope of this study is limited to the project identification and selection phases from the project life cycle steps. Only project identification and designing practice of the organization during the recent two strategic period (2017 onwards) was assessed due to the volume of projects since the organization started operation in Ethiopia. The overall process being followed in project identification and design was assessed rather than getting deep in to each individual projects identified so far. Participants of the study were only staff members who are engaging in project initiation and design practices. To have good representation, staff from senior management, technical advisors from each technical department, program managers, area coordinators, human resource, logistics and finance were included. Due to time and cost constraints, the study is confined to concern worldwide Ethiopia program only despite the organization having programs in more than 25 countries in Asia and Africa.

1.8. Organization of the Study

This report comprises of five chapters. The first chapter acts as an introduction, providing background information on the study, stating the problem, objectives, research questions, significance, scope, and limitations of the study. In the second chapter, a concise summary of the literature review is presented. The third chapter outlines the research methodology employed in the study. Chapter four comprises the results, analysis, and interpretation of the study. Finally, in chapter five, the findings of the study are summarized, and conclusions and recommendations are provided based on those findings. The report also includes an abstract, references, appendices, and other miscellaneous sections.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. THEORETICAL LITERATURE REVIEW

2.1.1. Project and Project Management

A project is a temporary endeavour undertaken to create a unique product, service, or result. The temporary nature of projects indicates that a project has a definite beginning and end. The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists. A project may also be terminated if the client (customer, sponsor, or champion) wishes to terminate the project. Temporary does not necessarily mean the duration of the project is short. It refers to the project's engagement and its longevity. Temporary does not typically apply to the product, service, or result created by the project; most projects are undertaken to create a lasting outcome. For example, a project to build a national monument will create a result expected to last for centuries. Projects can also have social, economic, and environmental impacts that far outlive the projects themselves. Each project generates unique products, services, or outcomes that are either tangible or intangible. A particular degree of knowledge, skills, tools, and processes to be employed to produce those unique goods, services, or outcomes; this process is known as project management (PMBOK, 2013).

Projects represent the commitment of human and physical resources to produce specific outputs in a given time and budget framework. Projects vary in scale, purpose and duration. They may be initiated within community, requiring modest inputs and producing tangible outputs within a relatively short timeframe. At the other extreme, projects may require substantial financial resources and only generate benefits in the long term. Projects may stand-alone or be integrated into a programme, with several projects contributing to one overall goal. Despite the difference in scale and nature of projects, there are aspects of sound project management that are universal (FAO, 2001). FAO outlined that, there are six steps in the project cycle management.

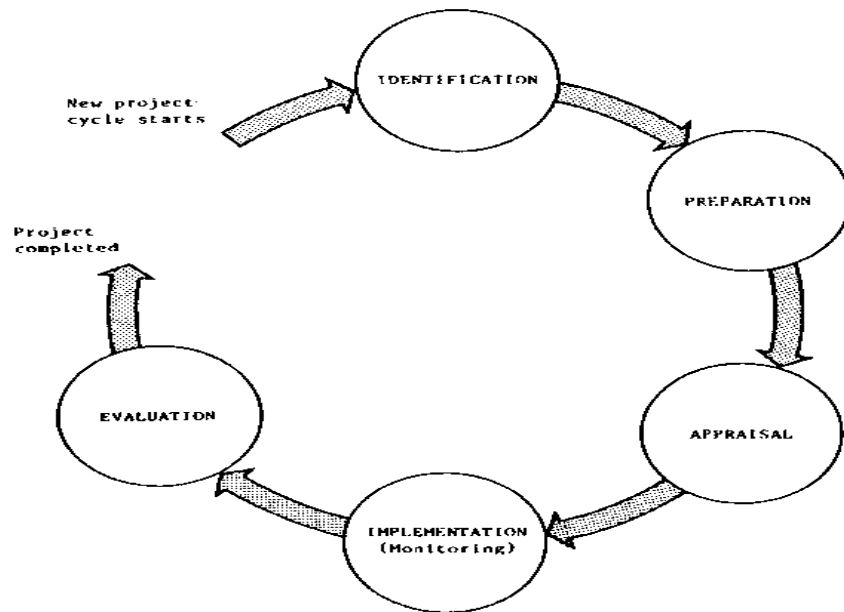


Figure 1: Stages in the Project Cycle (source: FAO project cycle management guide)

2.1.2. Project Identification and Design

According to FAO project cycle management technical guide (2001), project identification is defined as ‘‘generation of the initial project idea and preliminary design’’ (P.11) and it puts project design under project preparation and appraisal phases which are concerned with detailed design of the project addressing technical and operational aspects and analysis of the project from technical, financial, economic, gender, social, institutional and environmental perspectives.

The identification phase of the project involves analyzing the needs and interests of potential stakeholders, as well as identifying options to address the problem. This phase will help to understand the relevance, feasibility, and sustainability of the program or project and the likelihood of funding based on comparisons of the objectives and funding criteria of potential partners. The implementing organization takes the lead role during this phase, and the outcome is the development of the program or project concept. During project design, an intensive participatory process brings together key actors to develop relevant ideas and plan activities and resources that address the problem. All essential aspects of the idea are analyzed, taking into account stakeholders' views, feasibility, and sustainability. The result of the process is a decision to move forward with the program or project or not. If they decide to go ahead, a proposal is developed to secure funding for the proposed intervention (Chi, 2009).

Project design encompasses various approaches, but the most commonly employed methodology is project cycle management and the logical framework tool. These approaches are widely adopted by development organizations and donor agencies, often being obligatory. Serving as the project's inception, design establishes the framework for defining objectives, implementing strategies, and monitoring progress. Consequently, the design phase holds utmost significance, as its efficacy influences subsequent stages of the project cycle. Unfortunately, this critical phase is often neglected due to limited resources. Nevertheless, investing time and effort into project design is vital, as it mitigates the risk of compromising project quality during implementation. Adequate allocation of resources, particularly financial resources, can substantially enhance the analysis and identification of actual needs. In instances where financial resources are constrained, time remains a valuable asset. By allowing stakeholders to develop cohesion and familiarize themselves with the context, adequate time allocation can contribute to effective problem-solving and addressing key challenges (ILO, 2010).

As per the project manual by the United Nations Environmental Program (UNEP, 2005), the project cycle comprises of five key stages that are interdependent: identification, preparation and formulation, review and approval, implementation, and evaluation. However, there exists a certain level of ambiguity between the identification and preparation phases in practice. The importance of each phase differs greatly depending on the project's character, scale, and history. During the project identification stage, the environmental problems that need addressing are identified, and the interests and requirements of the potential stakeholders and beneficiaries are determined. The problems are analyzed, and the most practical and effective interventions are reviewed, and ideas for projects and other actions are proposed and screened.

2.1.3. Approaches for Project Selection and Identification

According to Freeman (2004), the identification approaches for projects can be categorized into two: the top-down approach and the bottom-up approach. The top-down approach involves the identification of projects based on external demands, often coming from the government or higher officials. These projects are selected based on various opportunities or challenges. Examples of such opportunities or challenges include directives from international conventions like the Kyoto Protocol focusing on climate change, priorities set by international institutions or NGOs, and projects aligned with party manifestos or national plans as identified by national policymakers. On the other hand, the bottom-up approach

involves the identification of projects from within the community. It emphasizes the participation of community members in identifying projects that address their specific needs and aspirations.

Top-down approach to project identification is considered effective in facilitating development agendas, including emergencies. The bottom-up approach to project identification is the opposite of the top-down approach as it begins from the society or the beneficiaries of a specific project. In this approach, community beneficiaries are encouraged to actively participate in identifying and planning projects, either with or without the involvement of other external parties. One key aspect of the bottom-up approach is animation, which involves stimulating people to become more aware and conscious of the problems they face. It helps them gain confidence in their ability to address these problems and take initiative to improve their situation (Archer, 2004).

2.1.4. Background of NGO Projects in Ethiopia

Based on the mapping report by the United Nations (UN) Women's Office in 2020, the emergence of civil society organizations (CSOs) in Ethiopia dates back to the 1950s and 1960s. Their presence grew significantly during the 1970s, particularly in response to the famine, with a primary focus on relief and emergency responses to humanitarian crises. This role continued until the early 1990s. Following the overthrow of the Dergue regime in 1991, the Ministry of Justice established a registration and administration body for CSOs, leading to an increase in their numbers and a more diverse range of organizations. By the end of 2008, numerous CSOs were registered and actively contributing to socio-economic development and political participation. However, starting in 2009, CSOs faced highly repressive and restrictive legislation under Proclamation No. 621/2009. This legislation contradicted fundamental human rights and principles, including the freedom of association as outlined in international instruments and the Constitution. Various directives and regulations were introduced, such as The Charities and Societies Regulation No. 168/2009, by the Charities and Societies Agency to implement this law. It became clear to CSOs and the international community that a new law was necessary to ensure the freedom of association, establish a democratic society, and enhance the role of CSOs in national development. As part of the broader political reform that began in 2018, the Government of Ethiopia took a significant step in 2019 by lifting the highly criticized Proclamation No. 621/2009 and introducing the Organization of Civil Societies Proclamation No. 1113/2019. This new law, which came into effect in March 2019, applies to civil society organizations (CSOs) but does not include faith-

based organizations involved in development and aid work. The introduction of this law reflects the government's commitment to reforms and creating a more inclusive environment for CSOs in Ethiopia.

According to a thesis work by Adela (2020), the presence and origin of international NGOs in Ethiopia can be traced back to the famine crises of 1973-74 and 1984-85. During these challenging times, NGOs predominantly focused on emergency relief operations and were primarily foreign entities. However, a significant development occurred with the establishment of the Christian Relief and Development Association (CRDA) during the initial famine in 1973-74. CRDA was formed through a collaborative effort involving Catholic charities, religious affiliates, and secular NGOs. In 1995, the Ethiopian government introduced Guidelines for NGO Operations, which served as a classification and programming framework for NGOs. These guidelines identified priority areas such as agriculture, environment, education, health, women's empowerment, and infrastructure. NGOs have made substantial investments in human development, particularly in the areas of health, education, agriculture, child welfare, and food security. These align closely with the government's poverty reduction program outlined in the Plan for Accelerated and Sustained Development to End Poverty (PASDEP). In the realm of agriculture and rural development, NGOs have made significant financial contributions, amounting to approximately 3.8 billion Birr between 2004-2008. This surpasses the aggregate amount of 2.2 billion Birr projected from the private sector and communities for implementing agricultural and rural development initiatives. Overall, the presence of NGOs in Ethiopia plays a pivotal role in addressing various societal needs and supporting the government's ongoing efforts towards development and poverty alleviation.

2.2 EMPIRICAL LITERATURE REVIEW

A study carried out by Wendaferew (2021) on World Vision Ethiopia revealed that the project idea emanates from the donors' side for the majority of the grant-funded projects. It also found out that, stakeholders do have a significant role to the extent of co-leading project design for sponsorship-funded projects. A similar study also showed that the organization does not deploy any project appraisal technique to compare alternative project ideas apart from the practice of undertaking cost-per-beneficiary analysis as a comparison tool for some of its projects.

On the contrary, a study carried out by Adela (2020) showed that, even though both government and international NGOs are challenged during the identification of development projects, NGOs take the lead in problem identification, surpassing government organizations in terms of success performance. Both NGOs and government projects share a common process for project identification and selection. However, the specific steps they undertake differ in terms of technical analysis, stakeholder participation, and project team selection. The study revealed that 82.1% of the respondents source project ideas from government policies and plans. The remaining respondents use a combination of sources including technical specifications, local leaders, entrepreneurs, analysis of existing industries' performance, examination of input-output from various industries, review of imports and exports, and investigation of local materials and resources. Adela's research also explored the criteria NGOs use to screen project concepts, which was similar to the source of project ideas. The study found that 39.3% of respondents use "consistency with government priorities" as the sole screening criteria, while the remaining 60.7% use it in conjunction with other screening criteria such as cost reasonableness, acceptable risk levels, input availability, compatibility with interests, personality, and resources.

A research study conducted by Dagne (2018) on the project identification and selection practices of the Ethiopian Sugar Corporation highlighted several issues. The study revealed a lack of clarity in understanding the concerns of various stakeholders, including the local community and authorities, and a lack of strategies to address their questions and concerns. Although the corporation attempted to communicate with stakeholders, misunderstandings persisted. Moreover, the study found that the inputs and ideas of various stakeholders were not adequately considered during project identification and selection. Some vital stakeholders, such as experts and local authorities, were also excluded from the process, resulting in negative impacts on project performance. Additionally, there were significant shortcomings in risk identification and analysis, and the corporation's efforts in risk response strategy and monitoring and control were inadequate. The study also identified several challenges in project selection, including time constraints leading to the selection of ineffective projects, the selection of projects without clear feasibility studies, unnecessary political influence and interference, low capacity of consultants and the organization, and limited stakeholder involvement in the selection process.

Research conducted by Alemayehu(2022) in the Gurage zone revealed that, nearly half (48.3%) of the participants reported that the public health projects implemented in the Gurage

zone over the past five years were funded by development agencies. The organizations sponsoring these projects based their promotion on successful experiences from various settings. Around one-third (34.5%) of the participants stated that the projects were carried out as part of the government plan. Only a small proportion (17.2%) mentioned that the projects were demand-driven, based on the needs of beneficiaries or problem analysis results. The selection of public health projects was primarily based on their consistency with government priorities and policies, as reported by 27.6% of the participants. Compatibility with donor requirements was also considered. Technical, administrative, and financial feasibility, with emphasis on the availability of resources, were additional selection criteria mentioned by the participants. While a quarter of the participants reported conducting a rapid appraisal, only 10.3% revealed the use of a needs assessment survey for the implemented projects.

A thesis research at St. Paulos Hospital Medical College revealed that stakeholder management practices face significant challenges. The main obstacles include failure to identify stakeholders and delayed recognition of their needs, resulting in conflicting demands. The lack of a dedicated stakeholder management unit, with responsibilities scattered among project managers, exacerbates the issue. Contrary to the team's perceptions, the data indicates a subpar stakeholder management process with varying levels of problems at each stage, highlighting the need for significant improvement to achieve effective project management and successful project completion (Enyew, 2023).

A case study examining the role of stakeholder management in enhancing project success found a significant positive correlation between five key stakeholder management practices and project success. Specifically, the study revealed that identifying stakeholders, planning stakeholder engagement, conducting stakeholder analysis, communicating with stakeholders, and monitoring stakeholder engagement all have a strong and direct impact on enhancing project success (Jemal, 2023).

CHAPTER THREE

RESEARCH METHODOLOGY

In this study, a cross-sectional research approach was utilized to assess the process of project identification and design within Concern Worldwide, Ethiopia office. This chapter provides a comprehensive overview of the methodology employed, including a detailed description of the study, research design and approach, target population, sampling techniques, data types, sources of data, data collection methods, methods of data presentation, and ethical considerations taken into account throughout the study.

3.1. RESEARCH DESIGN

The primary objective of this study was to describe the process of project identification and design within Concern Worldwide, Ethiopia office. To achieve this, a descriptive cross-sectional study design was employed. .

3.2.TARGET POPULATION, SAMPLE SIZE AND SAMPLING TECHNIQUE

3.2.1. Source Population

The source population refers to the entire set or group of units to which the research findings will be applicable. It encompasses all units that possess the variable characteristic being studied and allows for the generalization of research findings (Satishprakash, 2020). For this study, the source population is comprised of all the staff members of Concern Worldwide working in Ethiopia with a total number of 500 individuals.

3.2.2. SAMPLE POPULATION (STUDY POPULATION)

According to Degu and Yigzaw (2006), the sample population refers to the specific population from which the sample is drawn and for which conclusions can be made. In practical terms, the study population is often more restricted than the target population. However, there are instances where the target population and the population sampled are identical. The sample population for this study consists of the staff members of Concern Worldwide who are employed at the organization's offices located in Addis Ababa, Gondar, Mekele, and Jigjiga offices where the sample for this study are drawn from. The total number of sample population consists of 180 staff members, with 95 individuals based in Addis Ababa, 31 in Gondar, 20 in Jigjiga, and 34 in Mekele, across the four offices.

3.2.3. SAMPLING UNIT

The study gathered information from individuals who are involved in identifying and designing projects within the organization. Therefore, the sampling unit for this study consists of the individuals who play a role in any form of project identification and design within the organization.

3.2.4. SAMPLE SIZE AND SAMPLING TECHNIQUE

For this study, data was exclusively collected from staff members who actively engaged in the project identification and design process. To ensure specific representation, a purposive non-probability sampling technique was employed. Staff members were deliberately selected based on their level of involvement in project identification and design. The study involved 55 staff members, with a response rate of 91% as 50 staff members responded, while the remaining 9% did not participate.

3.3. DATA TYPE AND METHOD OF DATA COLLECTION

In this study, a combination of primary and secondary data was collected. The primary data was obtained from employees using semi-structured questionnaires. The questionnaire was disseminated to the relevant employees within the organization via their official email addresses using Google Forms. The questionnaire itself was divided into four sections. The initial section focused on gathering demographic information, while the second section entailed questions pertaining to project identification. The subsequent sections, three and four, delved into project design and stakeholder engagement, respectively. To facilitate the data collection process, a fixed-response questionnaire was employed. This entailed utilizing a five-point Likert scale, ranging from "Strongly Agree" (5) to "Strongly Disagree" (1). This widely recognized rating scale obliged respondents to indicate their level of agreement or disagreement with a series of statements or questions. In addition to the fixed-response questions, the questionnaire also included open-ended questions to solicit the opinions and perspectives of the respondents. These open-ended questions allowed participants to provide detailed and qualitative feedback, providing valuable insights into their thoughts and experiences related to the project identification and design process. By incorporating both closed-ended and open-ended components, the questionnaire aimed to gather a comprehensive range of data, combining quantitative metrics and qualitative narratives. As for the secondary data, it was derived from the organization's annual internal reports, donor reports, various manuals, and web-based grant information sourced from the organization's grant management system (GMS).

3.4. DATA QUALITY CONTROL

3.4.1. Reliability

In order to establish reliability, the research tool, in this case, the questionnaire underwent a rigorous review process by peers to assess its content and structure. Feedback and suggestions from the reviewers were carefully considered and incorporated into the final version of the questionnaire.

3.4.2. Validity

To ensure the validity of the findings, a comprehensive approach was taken. Participants were selected based on their level of involvement in the project identification and design practices that were central to the research. This criterion ensured that the participants possessed valuable insights and experiences relevant to the research objectives. The questions presented to the participants were thoughtfully crafted to align with the research objectives, ensuring that they effectively captured the required information. Data collection was carried out using a combination of qualitative and quantitative tools. This approach allowed for a more holistic understanding of the research topic and provided diverse perspectives. Alongside the survey, document review was conducted to supplement the data collection process. Throughout the research process, feedback from the research advisor was actively sought and considered. His expertise and guidance ensured that the research design and execution adhered to best practices and remained aligned with the research objectives. Incorporating his insights at each step helped to enhance the validity of the findings and improve the overall quality of the research. By carrying out these measures, the research aimed to establish a high level of validity in its findings.

3.5. METHOD OF DATA ANALYSIS

Once the data from the questionnaire was collected, it was analyzed using the Statistical Package for Social Sciences (SPSS) software version 20. The analysis involved generating descriptive statistics such as frequency distributions, charts, and tables. These statistical measures provided a clear overview of the quantitative data collected, allowing for a comprehensive understanding of the trends and patterns within the dataset.

3.6. STUDY AREA

The research is conducted in Concern Worldwide, Ethiopia office. Despite the organization has project offices at woreda level, the level of engagement during project design and identification from woreda based staff is low, as a result, data was collected from staff

members working at Addis Ababa (country coordination office), Amhara Coordination offices (Gondar), Somali Coordination office (Jigjiga) and Tigray Coordination office (Mekele). These study areas are selected as project initiation and designs are made mainly at the country coordination office with the support from program managers and area coordinators based in each regional coordination offices.

3.6. ETHICAL CONSIDERATION

Prior to conducting the data collection, the organization was duly requested to grant permission for the data collection process. The respondents were provided with detailed information about the purpose of the study and explicitly asked for their consent to participate. It is important to note that the questionnaire itself does not contain any personal identifiers or information that could identify individual respondents. To ensure confidentiality and data protection, the gathered data will only be shared with Addis Ababa University (AAU) or the organization involved in the research. There will be no sharing of the data with any other party. This protocol is in line with the academic nature of the study and adheres to the ethical guidelines set forth by the university and the organization.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1. DEMOGRAPHIC INFORMATION

4.1.1 SEX OF RESPONDENTS

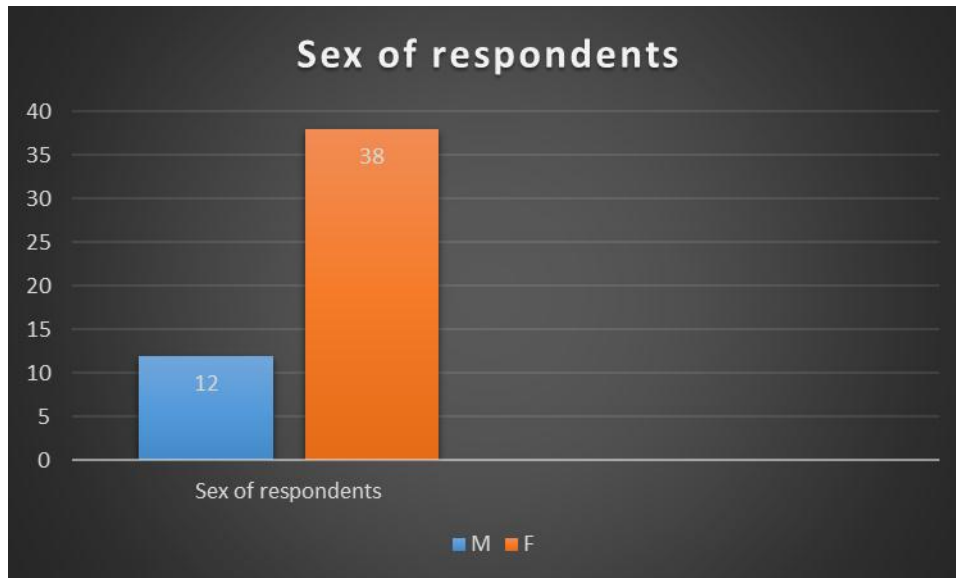


Figure 4.1. Sex of respondents

As depicted in chart 4.1 above, out of the total 50 respondents, 76 % (38) of the respondents were Male and the rest 24 % (12) were female.

4.1.2 AGE OF RESPONDENTS

As shown in the below figure, the majority of respondents, which is 62% (31 individuals), fall within the age range of 36-45 years. The remaining respondents were divided into two other age categories, with 24% (12 individuals) falling between 46-55 years, and 14% (7 individuals) falling between 26-35 years.

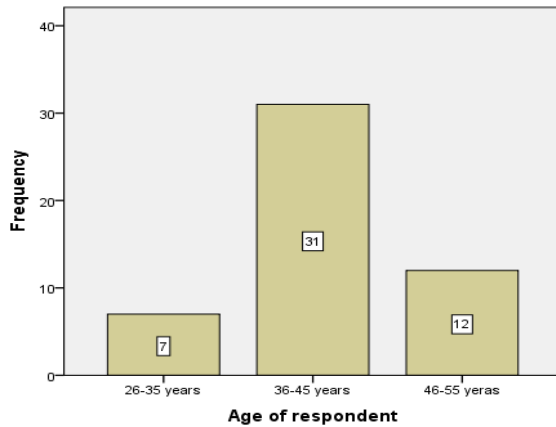


Figure 4.2. Age of respondents

4.1.3. NUMBER OF YEARS IN THE ORGANIZATION

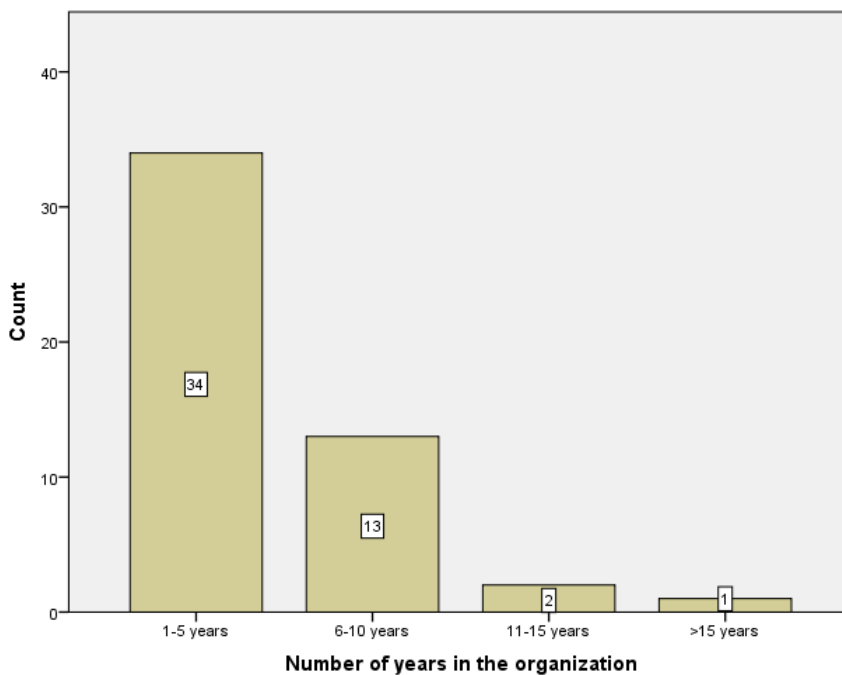


Figure 4.3 Number of years in the organization

The survey result indicates that, 68% (34) of respondents have been employed with the organization for 1-5 years, while 26% (13) have a service tenure of 6-10 years. Additionally, 4% (2) of respondents have worked for 11-15 years, and only 2% (1) have surpassed a service year of >15 years.

4.1.4. DEPARTMENT OF RESPONDENTS

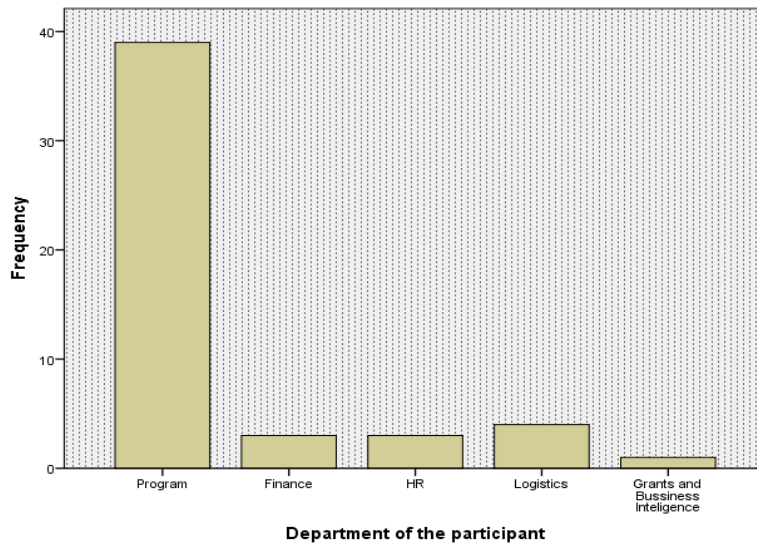


Figure 4.4. Department of respondents

The majority of respondents, 78% (39), come from the Program unit. The logistics department accounts for 8% (4) of the respondents, while 6% (3) each are from the finance and HR departments. The remaining 2% (1) of respondents are distributed between the grants and business intelligence departments.

4.1.5. RESPONSIBILITY OF RESPONDENTS

Table 4.1. Level of responsibility of respondents

Responsibility of Respondents	Count	Percentage	Managerial level for managers	Count	Percentage
Managerial	23	46%	Top Level	2	9%
Technical	27	54%	Middle level	19	83%
Total	50	100%	Lower Level	2	9%
			Total	23	100%

Out of the total 50 respondents, 46% (23) hold managerial positions, while the remaining 54% (27) are technical staff members working in various departments. Among the managers,

9% (2) are at the top managerial level, 83% (19) are at the middle managerial level, and the remaining 9% (2) are at the lower managerial level.

4.2. PROJECT IDENTIFICATION PRACTICE OF THE ORGANIZATION

4.2.1. APPROACH OF PROJECT IDENTIFICATION PRACTICE

Table 4.2. Concern Worldwide, Ethiopia office proactive approach for project identification

Is concern Worldwide's Ethiopia office taking a proactive approach by continuously identifying projects and engaging with different donors	Response	Count	Percentage
	Yes	21	42%
	No	29	58%
	Total	50	100 %

According to the table provided, 58% of the respondents believe that concern's Ethiopia office has not been taking a proactive approach to identify projects, while the remaining 42% believe the opposite. According to the quantitative data finding, the typical process followed by the organization while identifying projects is categorized as below. This finding is collected from respondents who indicated that the organization takes a proactive approach.

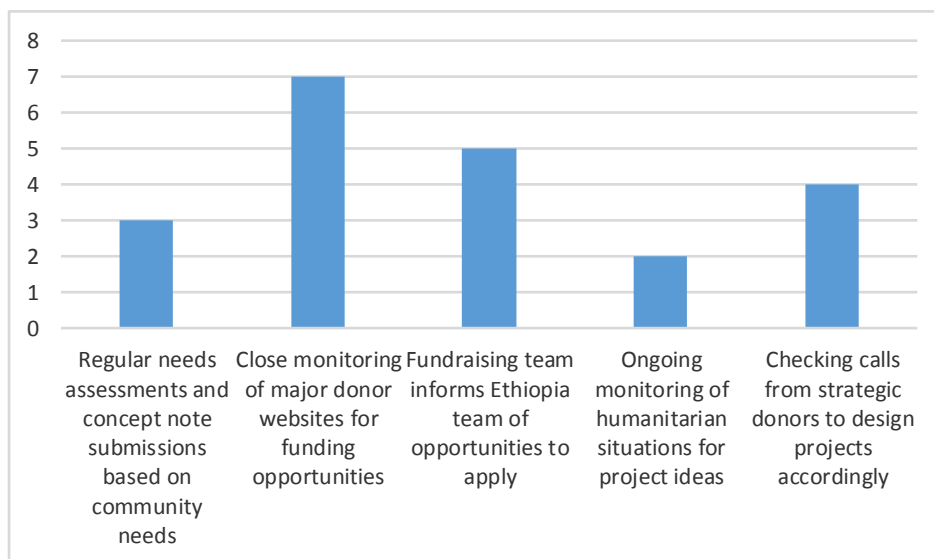


Figure 4.5. Process followed by Concern Worldwide, Ethiopia office, while identifying projects

Based on the qualitative data findings, it was revealed that a significant majority of funding opportunities are sourced by the headquarters team, primarily through the desk officer assigned to support the Ethiopia office. In contrast, a smaller percentage of respondents (10%) believe that continuous monitoring of the humanitarian situation at the field level influences project identification. Another finding from the data suggests that concept notes are consistently submitted to various donors by conducting ongoing need assessments and considering the genuine needs of the community, as indicated by 14% of the respondents.

4.2.2. DECISION OF THE ORGANIZATION ON WHICH PROJECT TO PURSUE

Table 4.3. Criteria in use by Concern Worldwide’s Ethiopia office, which project to choose among the long list of project ideas.

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
The decision to pursue projects is based on requests from government	9 (18 %)	31 (62 %)	4 (8 %)	5 (10 %)	1(2%)	3.8	3.4
The decision to pursue projects is based on assessing the community’s need	16 (32%)	18 (36%)	5 (10 %)	10 (20 %)	1 (2 %)	3.8	3.4
The decision to pursue projects is based on Donor’s interest and direction	37 (74 %)	11 (22 %)	2 (4 %)	0 (0 %)	0 (0%)	4.7	4.2
The decision to pursue projects is based on the organization’s strategic objective and priorities	25 (50 %)	24 (48 %)	1 (2 %)	0 (0 %)	0 (0 %)	4.5	4.0

The above analysis table reveals that a majority of respondents (74%) strongly believe that donor interests and directions heavily influence project decisions, indicating a strong reliance on external funding priorities. Additionally, a significant percentage (62%) of respondents acknowledges the influence of government requests in shaping project decisions, reflecting the importance of collaboration with government entities. It is noteworthy that considerable portions of respondents (32%) consider assessing the community's needs as a crucial factor in project decision-making, showcasing a commitment to addressing local requirements. Lastly, the analysis indicates that the organization's strategic objectives and priorities hold a substantial influence, with a balanced agreement (50% strongly agree, 48% agree), underscoring the alignment of projects with the organization's overall mission. Overall, these findings highlight the complex dynamics involved in project decision-making, with donor interests, government involvement, community needs, and organizational priorities all playing significant roles in shaping the process.

Regarding the decision to pursue projects based on requests from the government, there is a moderate level of agreement among respondents. The mean score of 3.8 suggests general agreement, but the standard deviation of 3.4 indicates some variability in responses. Similarly, the decision to pursue projects based on assessing the community's needs shows a moderate level of agreement. The mean score of 3.8 indicates general agreement, and the standard deviation of 3.4 suggests some variability in responses. In contrast, the decision to pursue projects based on the donor's interest and direction receives a high level of agreement among participants. The mean score of 4.7 indicates strong agreement, and the standard deviation of 4.2 suggests less variability in responses. Likewise, the decision to pursue projects based on the organization's strategic objectives and priorities also garners a high level of agreement. The mean score of 4.5 suggests strong agreement, and the standard deviation of 4.0 indicates less variability in responses.

4.2.3. MAJOR DATA SOURCES WHEN IDENTIFYING PROJECTS

Table 4.4. Major data sources used by Concern Worldwide Ethiopia office during project identification

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
Primary data collected from field visits and assessments	15 (30 %)	29 (58 %)	3 (6 %)	3 (6 %)	0 (0 %)	4.1	3.67

Secondary data from previous project evaluations and reports	15 (30 %)	31 (62 %)	3 (6 %)	1 (2 %)	0 (0 %)	4.2	3.72
Government and local authorities data on community needs and priorities	28 (56 %)	20 (40 %)	1 (2 %)	1 (2 %)	0 (0 %)	4.5	4.02
Feedback from previous project beneficiaries	11 (22 %)	12 (24 %)	7 (14 %)	19 (38 %)	1 (2 %)	3.3	2.98

Regarding major data sources for project identification, for the question of *is Primary data collected from field visits and assessments considered during project identification?*, 30% of respondents strongly agree, 58% agree, Only a small percentage expresses neutrality (6%), and an equal percentage disagrees (6%). Regarding *Secondary data from previous project evaluations and reports*: Similar to primary data, 30% of respondents strongly agree, and 62% agree, a negligible percentage expresses neutrality (6%), and only 2% disagree. For utilizing government and local authorities' data: A majority (56%) of respondents strongly agrees, while 40% agree, a minimal percentage (2%) expresses neutrality and 2 % disagree. For question related to feedback from previous project beneficiaries, the response is mixed. While 22% of respondents strongly agree and 24% agree, a notable 38% disagrees and 14% expresses neutrality. This suggests varying opinions on the practices of incorporating feedback from previous project beneficiaries while identifying projects. This result showed that, feedback from previous project beneficiaries has been used as the least information source while identifying projects.

From the mean values, it appears that the top three major data sources used by Concern Worldwide Ethiopia office during project identification are government and local authorities data on community needs and priorities (mean score of 4.5), secondary data from previous project evaluations and reports (mean score of 4.2), and primary data collected from field visits and assessments (mean score of 4.1). Feedback from previous project beneficiaries was considered to be the least major data source (mean score of 3.3), which indicates that there is a level of disagreement among the respondents regarding this data source's usefulness. The standard deviation values for all questions range from 2.98 to 4.02, which suggests that, for

each question, the responses are considerably spread out, with some discrepancies about the usefulness of specific data sources. Overall, the results suggest that Concern Worldwide Ethiopia office prioritizes the use of government and local authorities' data, secondary data, and primary data collected from field visits and assessments when identifying new projects. At the same time, feedback from previous project beneficiaries is still considered, although to a lesser extent.

4.2.4. BALANCING THE NEED FOR QUICK ACTION ON URGENT ISSUES WITH THE NEED FOR MORE THOROUGH PLANNING

Table 4.5. Practice of Concern Worldwide, Ethiopia office to balance the need for quick action on urgent issues with the need for more thorough planning

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
Utilize project management frameworks that allow for flexibility and adaptability	10 (20 %)	30 (60 %)	5 (10 %)	5 (10 %)	0(0 %)	3.9	3.5
Allocate dedicated resources and personnel to handle urgent matters while maintaining focus on through planning	15 (30 %)	24 (48 %)	3 (6 %)	8 (16 %)	0 (0 %)	3.9	3.5
conduct risk assessment to identify potential urgent issues and incorporate contingency plans in to the overall project design	8 (16 %)	30 (60 %)	4 (8 %)	8 (16 %)	0 (0 %)	3.8	3.3
Establish clear protocols and guidelines to facilitate decision making in urgent situations while considering the importance of thorough planning	7 (14 %)	31 (62 %)	5(10 %)	7 (14 %)	0 (0 %)	3.8	3.3

The analysis of the survey responses on how the organization balances the need for quick action on urgent issues with the need for more thorough planning shows that, in case of Utilizing project management frameworks that allow for flexibility and adaptability: 20% of respondents strongly agree, while the majority (60%) agree, a smaller percentage (10%) expresses neutrality or disagreement. This suggests that the organization recognizes the value of adaptable frameworks to balance urgent issues and thorough planning. For the question related to allocating dedicated resources and personnel to handle urgent matters while maintaining focus on thorough planning, 30% of respondents strongly agree, 48% agree, a minor percentage of 6% expresses neutrality, while 16% disagree with this approach. Conduct risk assessment to identify potential urgent issues and incorporate contingency plans into the overall project design: 16% of respondents strongly agree, while 60% agree that conducting risk assessments and incorporating contingency plans is significant in this balancing act. Another 16% express neutrality or disagreement. This highlights the recognition of risk assessment and contingency planning as a means to address urgent issues while considering the overall project design. Establish clear protocols and guidelines to facilitate decision-making in urgent situations while considering the importance of thorough planning: 14% of respondents strongly agree, 62% agree, 10% express neutrality, while 14% disagree.

4.2.5. CHALLENGES FACED WHEN IDENTIFYING PROJECTS

Table 4.6. Challenges faced by concern worldwide, Ethiopia office when identifying projects

Major Challenges encountered when identifying projects	Count	Percentage
Getting reliable information on communities need and type of support needed	15	30%
Lack of time to discuss with beneficiaries especially for emergency projects	9	18%
Donors idea influence as compared to real communities need	26	52%
Scarcity of resources	5	10%
There is no clear role and responsibility assigned for specific staff to identify a project idea	35	70%
Lack of commitment and courage to actively apply for calls from multiple donors (mainly due to shortage of staff)	12	24%

Note that respondents mentioned more than one challenge and the percentage here will not add up to 100 %.

The analysis from qualitative data reveals several significant challenges faced by the organization during project identification, including obtaining reliable information, time constraints, potential donor influence, scarcity of resources, lack of clear roles, and staff shortage affecting commitment to seek funding opportunities. Addressing these challenges would contribute to more effective and community-oriented project identification processes. Of those challenges, lack of clear role and responsibility assigned for specific staff to identify project idea, donors' idea influence as compared to real communities need and lack of reliable information source are the three top major challenges mentioned.

4.2.6. HOW PROJECTS ARE TAILORED TO THE SPECIFIC NEEDS AND CONTEXT OF THE COMMUNITIES THEY SERVE

Table 4.7. Methodologies employed by Concern worldwide Ethiopia office to ensure that identified projects are tailored to the specific needs and context of communities they serve

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
The organization conduct thorough needs assessment to ensure that projects are tailored to the specific needs and context of the communities they serve	17 (34 %)	22 (44 %)	3 (6 %)	7 (14 %)	1 (2 %)	3.9	3.6
The organization ensures that projects are tailored to the specific needs and context of the communities they serve by ensuring community engagement and participation	12 (24 %)	15 (30 %)	6 (12 %)	16 (32 %)	1 (2 %)	3.4	3.1
The organization ensures that projects are tailored to the specific needs and context of the communities they serve by establishing partnerships with local partners	7 (14 %)	26 (52 %)	8 (16 %)	9 (18 %)	0 (0 %)	3.6	3.2
The organization ensures that projects are tailored to the	9 (18 %)	26 (52 %)	10 (20 %)	5 (10 %)	0 (0 %)	3.8	3.4

specific needs and context of the communities they serve by ensuring flexibility and adaptability throughout the project cycle		%)	%)				
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The study reveals that the majority of respondents (78%) agreed or strongly agreed that the organization conducts thorough needs assessment to ensure projects are tailored to the specific needs and context of the communities they serve. This implies that the organization seems to be meticulous in identifying and understanding the needs of the communities they serve. On the other hand, the results show that only 54% of respondents agreed or strongly agreed that the organization ensures that projects are tailored to the specific needs and context of the communities they serve by ensuring community engagement and participation. This implies that the respondents may not feel as involved in the identification of the projects as they would like to be. In addition, 52% of respondents agreed or strongly agreed that the organization tailors projects to the specific needs and context of the communities they serve by establishing partnerships with local partners. This suggests that engaging with local partners is a strategy that the organization has adopted to ensure community-specific needs are being met. The results also show that 70% of the respondents agreed or strongly agreed that the organization ensures that projects are tailored to the specific needs and context of the communities they serve by ensuring flexibility and adaptability throughout the project cycle. This implies that the organization has a focus on being adaptable and responding to changing community needs and contexts. Overall, the study's results suggest that the organization is diligent in conducting needs assessments, showing a strong commitment to tailoring projects to specific community needs. However, further focus is necessary to guarantee that community engagement and participation should be improved for outcomes that are more meaningful.

4.2.7. TOOLS AND GUIDELINES EMPLOYED TO ENSURE EFFECTIVE PROJECT IDENTIFICATION

Table 4.8. Tools and guidelines utilized by Concern Worldwide Ethiopia office to ensure effective project identification

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
The organization uses a structured project identification framework to help guide the project identification team and to ensure effective project identification	15 (30 %)	25 (50 %)	5 (10 %)	5 (10 %)	0 (0 %)	4.0	3.6
The organization employs standard data collection and analysis tools to gather information on community needs and preference and to ensure effective project identification	17 (34 %)	15 (30 %)	6 (12 %)	11 (22 %)	1 (2 %)	3.7	3.4
The organization train core project identification team to build their skill in identifying viable projects	6 (12 %)	14 (28 %)	10 (20 %)	17 (34 %)	3 (6 %)	3.1	2.8

The table above shows that, the majority of respondents (80%) agreed or strongly agreed that the organization uses a structured project identification framework to guide the project identification team and ensure effective project identification. This indicates that there is a systematic approach in place to streamline the process of identifying projects. Roughly 64% of employees agreed or strongly agreed that the organization employs standard data collection and analysis tools to gather information on community needs and preferences for effective project identification. This suggests that the organization recognizes the importance of using reliable tools to gather relevant data and make informed decisions. Only 40% of respondents agreed or strongly agreed that the organization provides training to the core project identification team to enhance their skills in identifying viable projects. This implies that there may be a need to invest more in training and capacity-building initiatives to

improve the effectiveness of the project identification team. Overall, these findings indicate that concern worldwide has established a structured framework for project identification and utilizes data collection tools to gather community-related information. However, there appears to be a potential area for improvement in terms of training initiatives to enhance the skills and capabilities of the project identification team.

4.3. PRACTICES DURING PROJECT DESIGN PHASE

4.3.1. SUFFICIENCY OF THE EXISTING STAFF FOR PROJECT DESIGN

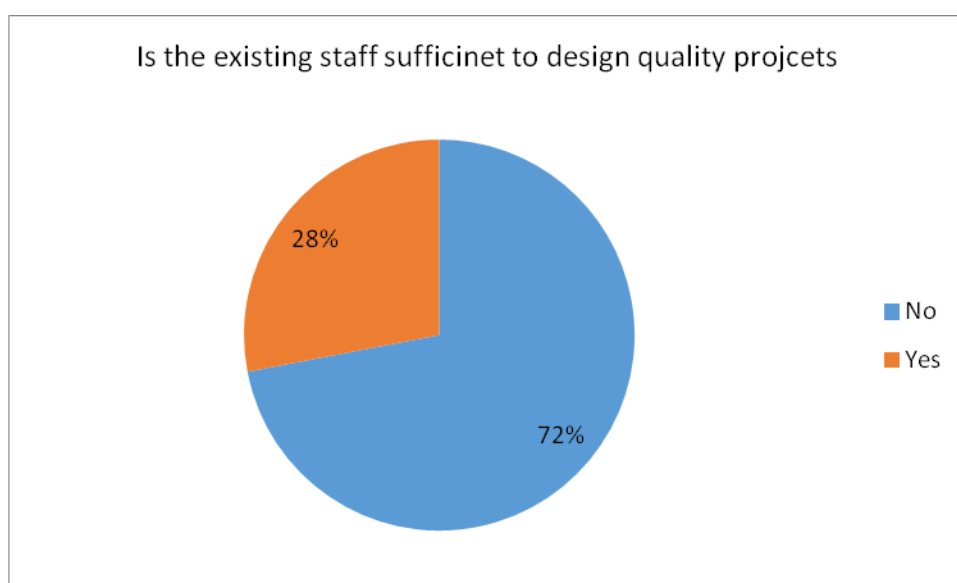


Figure 4.6. Response on sufficiency of the existing staff to design a quality project

According to the above analysis, 72% of the respondents believe that the current staff is insufficient to design high-quality projects and only 28% believe otherwise

4.3.2. RECOMMENDATION IF THE EXISTING STAFF FOR PROJECT DESIGN IS NOT SUFFICIENT

Table 4.9. Recommended actions to solve project designing team shortage (collected from qualitative data)

Recommendations	Count	Percentage
The organization need to have an independent business identification and design team comprised of different technical background based on Concern World wide’s sectorial priorities	28	78 %
Bring in external consultants to provide technical assistance on project design and proposal development	2	6 %
Capacitate staff based at regional level to support the country team	9	25 %

during project design		
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Note that one respondent mentioned more than one recommendation and the percentage here will not add up to 100 % (Percentage is calculated out of the 36 participants who think staff is not sufficient).

Using qualitative question on the view of participants if the available staff is sufficient for project design, several recommendations were gathered. The majority recommendation, supported by 78% of participants with a count of 28, suggests establishing an independent business identification and design team. This team should consist of individuals with diverse technical backgrounds aligned with Concern Worldwide's sectorial priorities. Additionally, 6% of participants, with a count of 2, proposed bringing in external consultants to provide specialized technical assistance for project design and proposal development. Furthermore, 25% of participants, totaling 9 individuals, recommended enhancing the capacity of staff members at the regional level to support the country team during the project design phase.

4.3.3. TYPICAL PROCESS FOLLOWED BY CONCERN WORLDWIDE DURING PROJECT DESIGN

Table 4.10. Process followed by Concern worldwide, Ethiopia office, during project design

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
Begin Project Design after a thorough need assessment	10 (20 %)	26 (52 %)	2 (4 %)	11 (22 %)	1 (2 %)	3.7	3.3
Problem identification and goal setting in collaboration with stakeholders	8 (16 %)	13 (26 %)	9 (18 %)	20 (40 %)	0 (0 %)	3.2	2.9
Design Projects using previous experiences solely	11 (22 %)	26 (52 %)	3 (6 %)	8 (16 %)	2 (4 %)	3.7	3.4

A majority of participants (52%) agreed that project design begins after a thorough need assessment, with 20% strongly agreeing. However, 11 participants (22%) disagreed with this statement. In terms of problem identification and goal setting in collaboration with stakeholders, 26% of participants agreed while 18% were neutral. Unfortunately, 40% of respondents disagreed with this statement, indicating the need for further stakeholder engagement during the design phase. - In the statement "Design Projects using previous

experiences solely," a majority of participants (52%) agreed, but only 22% strongly agreed while 16% strongly disagreed. This suggests a need for more diverse and innovative approaches during the project design phase, rather than solely relying on experiences. Overall, these responses indicate that there is room for improvement in the project design processes at Concern World Wide. The organization may need to consider more stakeholder engagement and diverse approaches to ensure that projects are effectively designed to meet the needs of the community and achieve their goals.

4.3.4. GOAL AND OBJECTIVES SETTING PRACTICE

Table 4.11. Response on how Concern Ethiopia Office identify Project goal and objectives during project designing

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
Concern Worldwide Ethiopia office identify the goals and objectives of a project based on needs identified during need assessment	13 (26 %)	22 (44 %)	3 (6 %)	12 (24 %)	0 (0 %)	3.7	3.4
Concern Worldwide Ethiopia office identify the goals and objectives of a project based on donors interest	29 (58 %)	17 (34 %)	2 (4 %)	2 (4 %)	0 (0 %)	4.5	4.0
Concern Worldwide Ethiopia office identify the goals and objectives of a project based on the organizations mission and strategic direction	20 (40 %)	27 (54 %)	1 (2 %)	1 (2 %)	1 (2 %)	4.3	3.8

The findings from the above table reveal the following insights. In terms of identifying the goals and objectives of a project based on needs identified during the need assessment, 26% strongly agree, 44% agree, 6% are neutral, 24% disagree, and 0% strongly disagree. On the other hand, when it comes to identifying project goals and objectives based on donors' interests, 58% strongly agree, 34% agree, 4% are neutral, 4% disagree, and 0% strongly

disagree. Lastly, in terms of identifying goals and objectives based on the organization's mission and strategic direction, 40% strongly agree, 54% agree, 2% are neutral, 2% disagree, and 2% strongly disagree. These results indicate that the office primarily focuses on needs identified during the need assessment and donors' interests, while also considering the organization's mission and strategic direction in shaping project goals and objectives.

4.3.5. OUTCOME AND ACTIVITIES DETERMINING PRACTICE DURING PROJECT DESIGN

Table 4.12. Response on how Concern Ethiopia Office identify outcomes and activities during project designing

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
Project activities and outcomes determined during the design phase based on expert knowledge and best practices	30 (60 %)	14 (28 %)	3 (6 %)	3 (6 %)	0 (0 %)	4.4	4.0
Project activities and outcomes determined during the design phase using pre-determined outcomes and activities by donor organization	28 (56 %)	18 (36 %)	1 (2 %)	3 (6 %)	0 (0 %)	4.4	4.0
Project activities and outcomes determined during the design phase using stakeholder input	2 (4 %)	21 (42 %)	9 (18 %)	17 (34 %)	1 (2 %)	3.1	2.8

Based on the responses gathered on how Concern Ethiopia Office identifies outcomes and activities during project designing, the data reveals the following trends. When it comes to determining project activities and outcomes during the design phase based on expert knowledge and best practices, 60% strongly agree, 28% agree, 6% are neutral, 6% disagree, and 0% strongly disagree. Alternatively, in terms of project activities and outcomes being determined during the design phase using pre-determined outcomes and activities by donor organizations, 56% strongly agree, 36% agree, 2% are neutral, 6% disagree, and 0% strongly

disagree. Finally, when it comes to determining project activities and outcomes during the design phase using stakeholder input, 4% strongly agree, 42% agree, 18% are neutral, 34% disagree, and 2% strongly disagree. These results indicate that the office primarily relies on expert knowledge and best practices for determining project activities and outcomes during the design phase. However, they also take into consideration pre-determined outcomes and activities by donor organizations. Stakeholder input, while considered, appears to have a comparatively lesser impact on the decision-making process.

4.3.6. MAJOR FACTORS CONSIDERED DURING PROJECT DESIGN PHASE

Table 4.13. Factors considered by concern Ethiopia team, during project design

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
Donor's interest is considered as a factor during the project design phase	45 (90 %)	5 (10 %)	0 (0 %)	0 (0 %)	0 (0 %)	4.9	4.4
Community's need is considered as a factor during the project design phase	19 (38 %)	24 (48 %)	3 (6 %)	4 (8 %)	0 (0 %)	4.2	3.7
Resource and capacity is considered as a factor during the project design phase	35 (70 %)	14 (28 %)	0 (0 %)	0 (0 %)	1 (2 %)	4.6	4.2
Sustainability and impact is considered as a factor during the project design phase	13 (26 %)	26 (52 %)	6 (12 %)	5 (10 %)	0 (0 %)	3.9	3.5

Based on the data presented in Table 4.13 regarding factors considered by Concern Ethiopia team during the project design phase, the analysis provides the following insights. In terms of considering the donor's interest as a factor during the project design phase, 90% strongly agree, 10% agree, and 0% have a neutral, disagree, or strongly disagree response. This indicates that the team highly values and takes into account the donor's interest when

designing projects. When it comes to considering the community's needs as a factor during the project design phase, 38% strongly agree, 48% agree, 6% are neutral, 8% disagree, and 0% strongly disagree. This shows that while the team acknowledges the importance of community needs, there is room for improvement in further incorporating them into the design process. Regarding the consideration of resources and capacity as a factor during the project design phase, 70% strongly agree, 28% agree, and 0% have a neutral, disagree, or strongly disagree response. This demonstrates that the team prioritizes assessing available resources and considering the capacity needed for successful project implementation. In terms of sustainability and impact being considered as factors during the project design phase, 26% strongly agree, 52% agree, 12% are neutral, 10% disagree, and 0% strongly disagree. This suggests that while sustainability and impact are taken into account, there may be varying levels of emphasis within the team. Overall, the analysis shows that Concern Ethiopia team highly considers the donor's interest and resource/capacity factors during the project design phase. However, there could be further effort to strengthen the incorporation of community needs and ensure a more balanced focus on sustainability and impact.

4.3.7. AVAILABILITY OF SPECIFIC GUIDELINES AND FRAMEWORK FOR PROJECT DESIGN

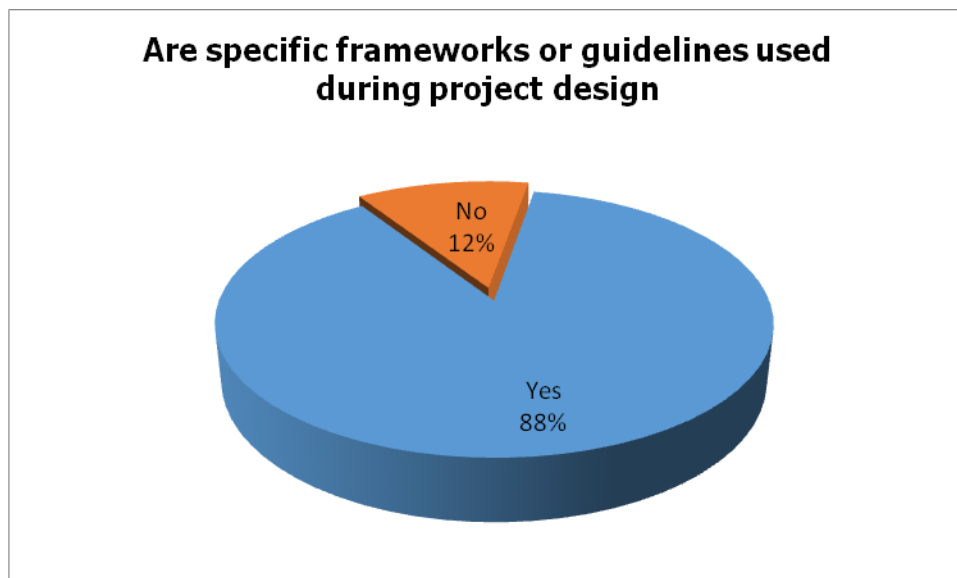


Figure 4.7. Availability of specific frameworks or guidelines used by Concern Worldwide, Ethiopia Office.

Based on the responses received regarding the availability of specific frameworks and guidelines for project design, it is evident that the majority of the respondents, representing

88% (44 individuals), agree that such tools are available. Conversely, a minority of 12% (6 individuals) hold the opposite view. This indicates that a significant portion of the respondents acknowledge the presence of specific frameworks and guidelines that can be utilized during the project design phase. These tools likely provide valuable support and structure to the design process, facilitating effective decision-making and implementation strategies. However, it is essential to consider the perspective of the minority that disagrees with the availability of these tools. Their viewpoints may shed light on potential gaps or limitations in the existing frameworks and guidelines. Evaluating and addressing these concerns could lead to further improvements in the project design process, ensuring its efficiency and effectiveness.

4.3.8. AVAILABILITY OF PROJECT DESIGN REVIEW AND APPROVAL PROCESS

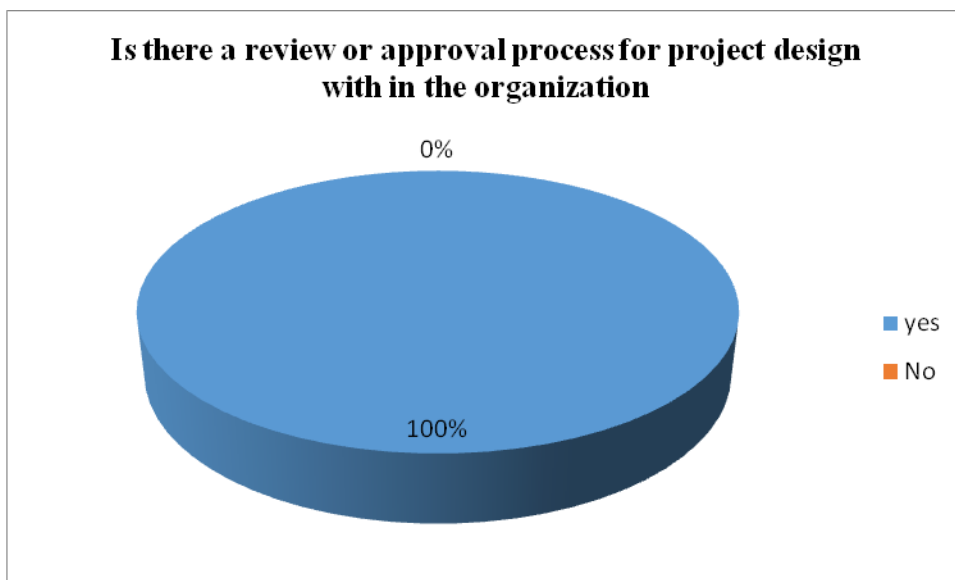


Figure 4.8. Presence of a review or approval process in Concern Worldwide Ethiopia office during project designing

Based on the data obtained, it is evident that all the respondents, representing 100% of the participants, agree that there is a review and approval process in place during project designing. This unanimous agreement among the respondents indicates a strong consensus regarding the existence of this practice. Moreover, secondary data sources support this idea by highlighting the specific steps involved in the review and approval process. After the project proposal is finalized, it undergoes review by technical advisors and desk officers at the headquarters level. Subsequently, the country director further reviews the proposal before

providing the final sign-off. These findings affirm the organization's commitment to ensuring a thorough and comprehensive review of project designs. This systematic evaluation process, involving multiple levels of scrutiny, helps to enhance the quality and effectiveness of the proposed projects. By leveraging the expertise and perspectives of various stakeholders, this review and approval process ensures greater alignment with organizational goals and objectives.

4.3.9. ALLOCATING BUDGET AND RESOURCES TO DIFFERENT ACTIVITIES DURING PROJECT DESIGNING

Table 4.14. Ways of allocating project budgets and resources to different activities during the design phase, the practice of Concern Worldwide Ethiopia office

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
Using Work Breakdown structure	18 (36 %)	25 (50 %)	2 (4 %)	5 (10 %)	0	4.1	3.7
Using experts judgment from different departments	21 (42 %)	22 (44 %)	4 (8 %)	2 (4 %)	1 (2 %)	4.2	3.8
Using resource allocation matrix	5 (10 %)	10 (20 %)	17 (34 %)	12 (24 %)	6 (12 %)	2.9	2.6
By doing cost benefit analysis	8 (16 %)	10 (20 %)	13 (26 %)	14 (28 %)	5 (10 %)	3.0	2.8

In Table 4.14, which outlines the ways of allocating project budgets and resources to different activities during the design phase, Concern Worldwide Ethiopia office follows diverse approaches. The majority of respondents, comprising 50%, agree and 36% strongly agree that budget and resources has been allocated to various activities using a Work Breakdown Structure (WBS). Additionally, 44% of respondents agree and 42% strongly agree that the organization allocate budget relying on expert judgment from different departments . When it comes to using a resource allocation matrix, respondents' opinions are distributed across multiple categories. While 34% feel neutral about this approach, 20% agree, and only 10% strongly agree with utilization of this tool. Conversely, 24% disagree and 12% strongly disagree with using a resource allocation matrix. In terms of employing cost-benefit analysis, respondents' opinions are somewhat divided. Notably, 26% are neutral, 20% agree, and 16%

strongly agree with this method. However, a significant proportion of respondents, 28%, disagree, and 10% strongly disagree with the utilization of cost-benefit analysis. Overall, the analysis reveals a general consensus in favor of using a work breakdown structure and expert judgment from different departments for project budget and resource allocation.

4.3.10. ANTICIPATING AND ADDRESSING POTENTIAL RISKS AND CHALLENGES DURING PROJECT DESIGN

Table 4.15. Ways that potential risks and challenges anticipated and addressed during project design by Concern Worldwide, Ethiopia office

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
By conducting thorough risk identification and assessment	17 (34%)	19 (38 %)	4 (8 %)	9 (18 %)	1 (2 %)	3.8	3.5
Through stakeholders input and engagement	6 (12 %)	17 (34 %)	10 (20 %)	16 (32 %)	1 (2 %)	3.2	2.9
By drawing lessons from previous projects	20 (40 %)	28 (56 %)	1 (2 %)	1 (2 %)	0 (0 %)	4.3	3.9

Table 4.15 presents the ways in which potential risks and challenges are anticipated and addressed during project design by Concern Worldwide Ethiopia office. According to the data, there is a strong agreement among respondents on the practice of conducting thorough risk identification and assessment during project designing. 38% agree, and 34% strongly agree that this method is employed by the organization. In terms of utilizing stakeholders' input and engagement, the data reveals diverse opinions. While 34% agree and 12% strongly agree that potential risks are anticipated through stakeholders' input and engagement. Considerable proportions (32%) of respondents are neutral, and 20% disagree with this approach. These findings suggest the need for further exploration and understanding of the role and influence of stakeholder engagement in risk mitigation during project design. Furthermore, the data highlights that, in terms of the practice of drawing lessons from previous projects, a significant majority of respondents, with 56% agreeing and 40% strongly agreeing, acknowledge the value of leveraging past experiences. Overall, this analysis indicates that Concern Worldwide Ethiopia office emphasizes the use of risk identification and assessment as well as drawing lessons from previous projects in their project design

process. While stakeholders' input and engagement receive varied responses, there is a collective recognition of the benefits of leveraging experiences.

4.3.11. ALIGNING PROJECTS WITH NATIONAL OR REGIONAL DEVELOPMENT PRIORITIES FOR EFFECTIVE IMPLEMENTATION

Table 4.16. How Concern Worldwide Ethiopia Office Ensures Alignment with National or Regional Development Priorities in Project Design

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	SD
By collaborating with government agencies while designing and using different coordination mechanisms regularly	22 (44 %)	25 (50 %)	2 (4 %)	1 (2 %)	0 (0 %)	4.4	3.9
By formally doing contextual analysis (reviewing national development plans, policies etc)	15 (30 %)	18 (36 %)	9 (18 %)	7 (14 %)	1 (2 %)	3.8	3.4
Through Policy Advocacy	9 (18 %)	9 (18 %)	8 (16 %)	18 (36 %)	6 (12 %)	2.9	2.7

The majority of respondents, comprising 94%, either strongly agree or agree that Concern Worldwide Ethiopia Office collaborates with government agencies and utilizes various coordination mechanisms regularly. This collaborative approach demonstrates a proactive effort to align project design with national or regional development priorities. Regarding the formal contextual analysis of national development plans, policies, and other relevant documents, approximately 66% of the respondents either strongly agree or agree that Concern Worldwide Ethiopia Office undertakes this process. This step highlights the organization's commitment to understanding the broader development landscape and incorporating it into their project design. However, there is some diversity of opinions when it comes to policy advocacy in ensuring alignment with development priorities.

Approximately 36% of the respondents disagree with implementing policy advocacy, while another 36% either strongly agree or agree with this idea.

4.3.12. Measures taken to ensure gender equality and social inclusion in the project design process

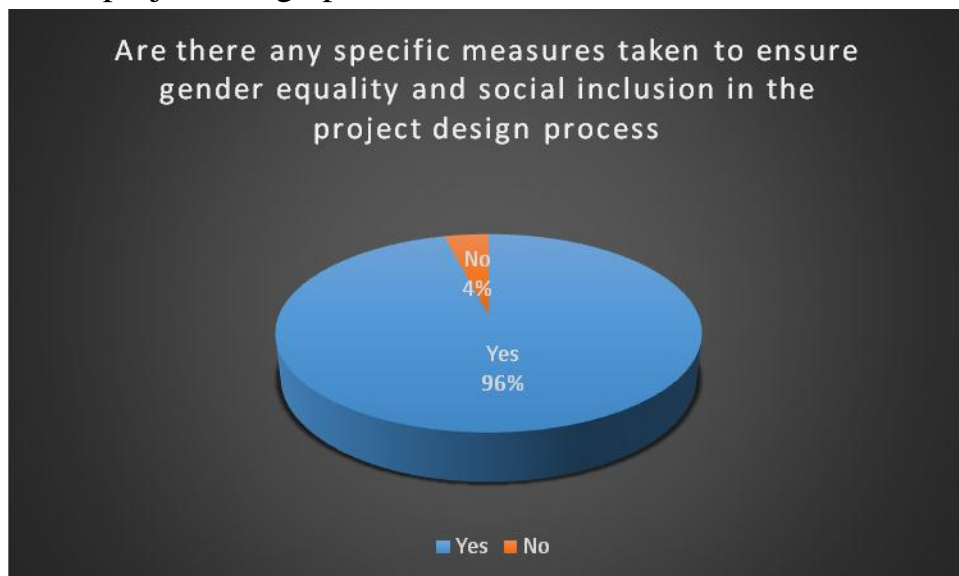


Figure 4.9. Measures Taken for Gender Equality and Social Inclusion in Project Design Process

According to the above figure, an overwhelming majority of respondents (96%) agree that Concern Worldwide Ethiopia office implements specific measures to ensure gender equality and social inclusion during project design. Conversely, only a small percentage (2%) held opposing views on this matter. These findings underscore the organization's strong commitment to promoting inclusive practices and addressing gender disparities within their project design processes.

4.3.12.1. SPECIFIC ACTIVITIES TO ENSURE GENDER EQUALITY AND SOCIAL INCLUSION

Table 4.17. Activities undertaken by Concern Worldwide to ensure gender equality and social inclusion during project designing

Activities undertaken by Concern Worldwide to ensure gender equality and social inclusion during project designing	Count	Percent age
Conducting gender equality and other crosscutting issue assessments and incorporate the findings in to the project design	46	96 %

Allocating budget for gender mainstreaming activities including hiring of gender experts	4	8 %
Include women experts during project design	1	2 %

This percentage is calculated taking the 48 respondents who respond 'yes' for the issue raised under section 4.3.12. The percentage will not add up to 100 % as respondents have more than one response.

The qualitative data finding in the table above illustrates the activities undertaken by Concern Worldwide to ensure gender equality and social inclusion during project design. According to the data, the most common activity undertaken is conducting gender equality and other crosscutting issue assessments and incorporating the findings into the project design, with a count of 46, representing 96% of the respondents. This indicates a strong commitment to incorporating a gender perspective and addressing other intersecting issues during the project design process. Allocating a budget for gender mainstreaming activities, including hiring gender experts, is another activity mentioned by 8% of the respondents, with a count of 4. This indicates that Concern Worldwide recognizes the importance of financial resources and expertise dedicated to promoting gender equality and social inclusion within their projects. The data also reveals that including women experts during project design is mentioned by only 2% of the respondents, with a count of one. While this percentage is relatively low, it still indicates recognition of the value and contribution that women experts can bring to the project design process. Overall, the data suggests that Concern Worldwide is actively engaging in activities to promote gender equality and social inclusion during their project design phase, with a particular emphasis on conducting assessments, allocating resources, and integrating diverse perspectives.

4.4. INCLUSION OF STAKEHOLDERS IN THE PROJECT IDENTIFICATION AND DESIGN PROCESS

4.4.1. IS STAKEHOLDER INPUT TAKEN INTO ACCOUNT DURING THE PROJECT IDENTIFICATION AND DESIGN PROCESS?

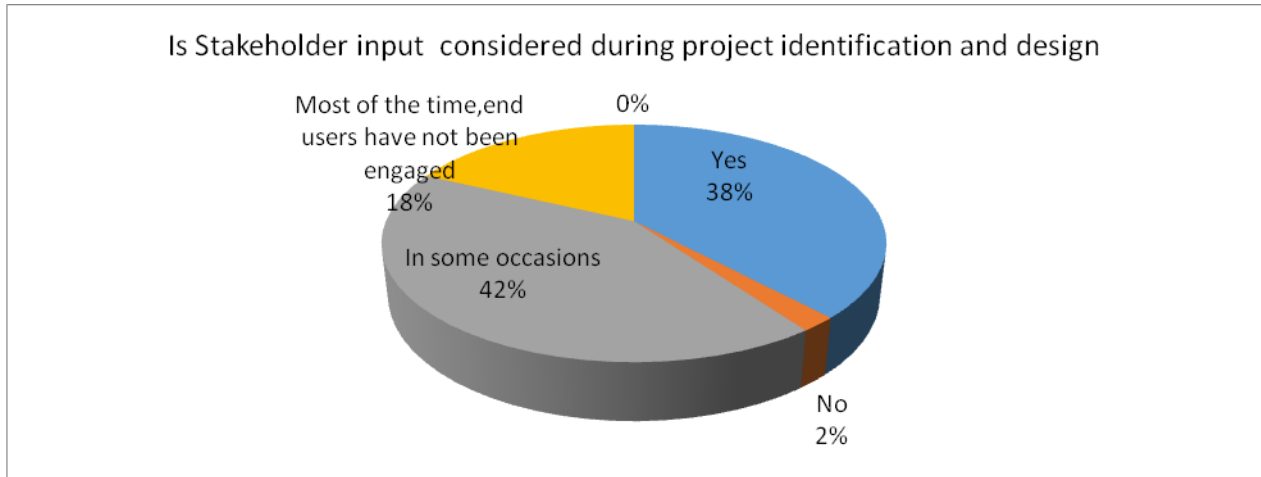


Figure 4.10. Implementation Status of Stakeholder Input in the Project Identification and Design Process

The analysis report displayed in figure 4.9 above shows that, Out of the respondents, 42% mentioned that stakeholder input is considered only on certain occasions, indicating an inconsistent approach. However, 38% agreed that stakeholder input is consistently taken into account, highlighting a positive perception of its value. On the other hand, 18% expressed concern that end users are not sufficiently engaged, raising the need for improved inclusiveness. Only 2% believed that stakeholder input is entirely disregarded, implying a potential lack of collaboration. In conclusion, actively involving stakeholders, including end users, throughout project planning is essential for informed decision-making and successful outcomes.

4.4.2. INVOLVEMENT OF KEY STAKEHOLDERS IN PROJECT IDENTIFICATION AND DESIGN PROCESS

The survey findings reveal that a significant majority of the respondents (60%) acknowledged the involvement of government agencies and authorities in Concern Worldwide's projects. This indicates a strong collaborative approach that ensures effective implementation through official bodies. Furthermore, 30% of the respondents mentioned the engagement of project

beneficiaries and community representatives, underlining the organization's focus on fostering community engagement and inclusivity. It is worth noting that 8% of the respondents recognized the participation of civil society organizations and NGOs. This highlights the importance of establishing partnerships with external entities to enhance project outcomes. However, the survey results also indicate that the level of involvement of project beneficiaries is not as satisfactory as that of government agencies. This suggests a potential area for improvement in order to better incorporate the perspectives and needs of the communities being served. Overall, the findings emphasize the multifaceted nature of stakeholder involvement in Concern World wide's projects, involving government agencies, community representatives, civil society organizations, and project management. Efforts can be directed towards further engaging and empowering project beneficiaries to ensure their active participation and maximize the impact of the organization's initiatives.

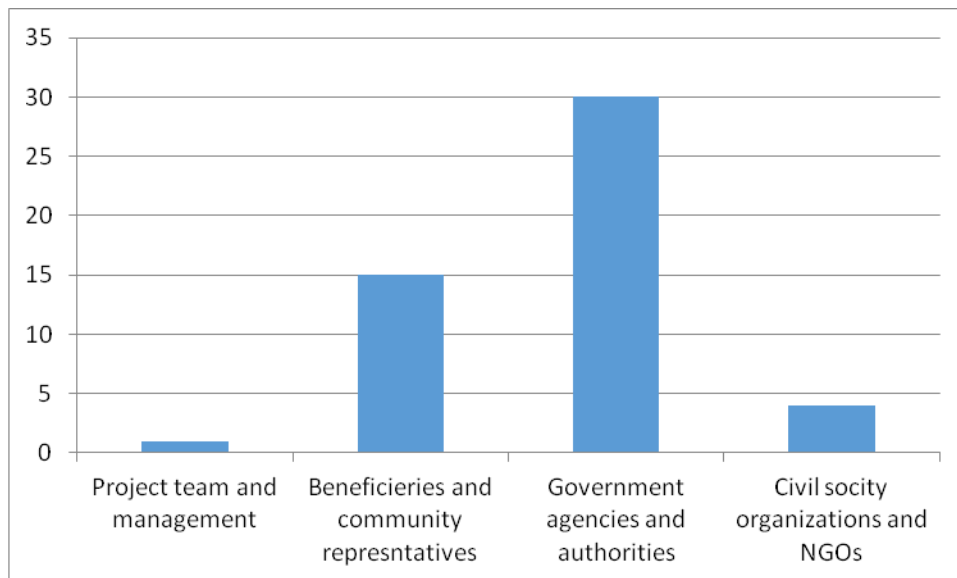


Figure 4.11. Key stakeholders involved in the project identification and design process

4.4.3. PROCESS OF STAKEHOLDER IDENTIFICATION AND SELECTION FOR INVOLVEMENT

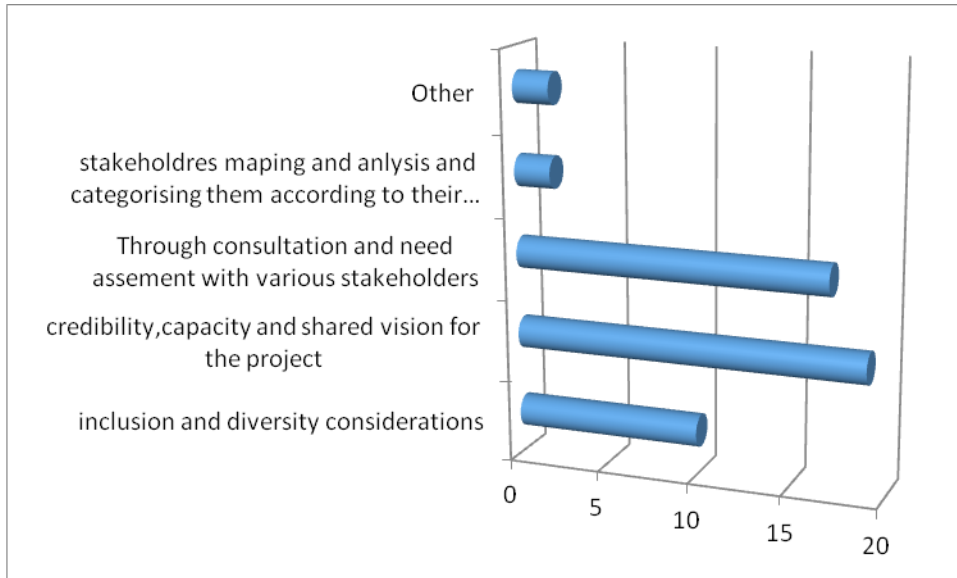


Figure 4.12. Processes followed by Concern Worldwide, Ethiopia office for stakeholder identification and selection for involvement

According to the depicted figure, the majority of respondents emphasized that stakeholders are identified based on their credibility, capacity, and shared vision for the project. A significant number of participants also agreed that the selection process involves consultation and needs assessment with various stakeholders. Additionally, a considerable majority highlighted the importance of considering inclusion and diversity when evaluating stakeholders. However, it is apparent that the process of stakeholder mapping, analysis, and categorization based on their importance and influence receives limited attention, suggesting that this practice is often overlooked or deemed negligible.

4.4.4. DEFINING THE ROLES AND RESPONSIBILITIES OF STAKEHOLDERS IN THE PROJECT IDENTIFICATION AND DESIGN PROCESS

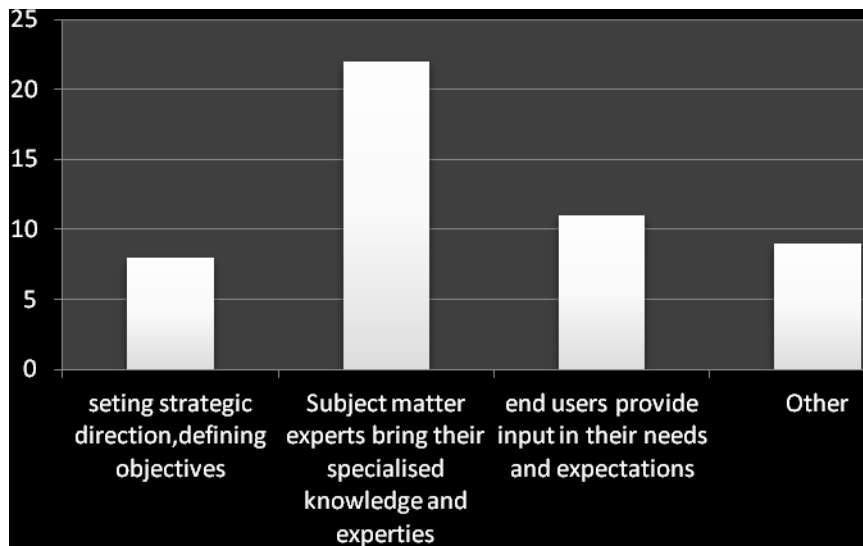


Figure 4.13. Roles and responsibilities of stakeholders in the project identification and design process

Based on the displayed graph, it is evident that in the majority of cases, stakeholders actively seek the knowledge and expertise of subject matter experts. Subsequently, the end users contribute their input regarding their needs and expectations. The process of setting strategic direction and defining objectives is typically prioritized at the final stage.

4.4.5. PLATFORMS AND MECHANISMS FOR SHARING OPINIONS AND SUGGESTIONS

4.4.5.1. AVAILABILITY OF MECHANISMS

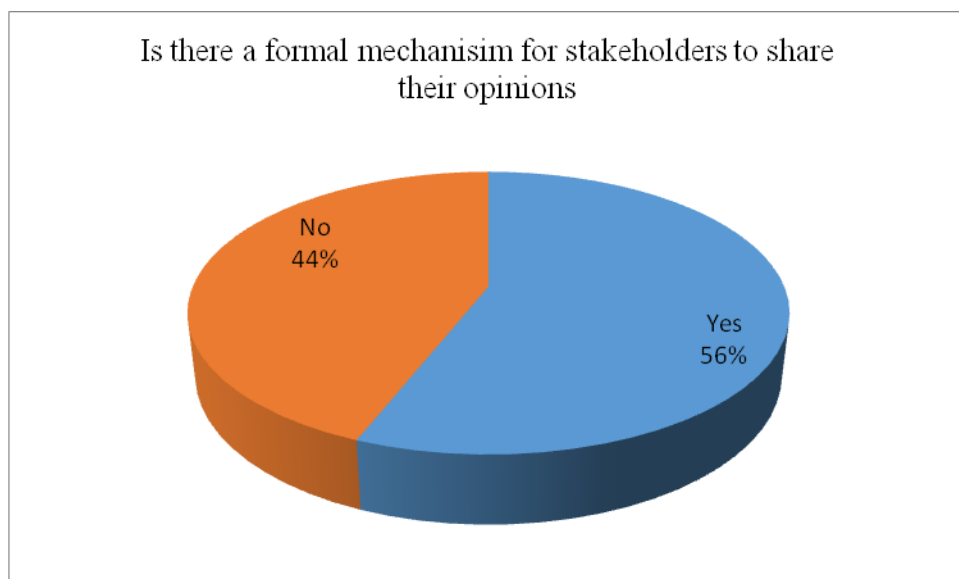


Figure 4.14. Availability of formal mechanisms for stakeholders to share their opinion

The findings of the study revealed that 56% of the respondents acknowledged the existence of a formal mechanism for stakeholders to share their opinions at the Concern Worldwide Ethiopia office, whereas 44% of them did not agree with the same.

4.4.5.2. MECHANISMS UTILIZED FOR FACILITATING OPINION SHARING

Table 4.18. Different mechanisms utilized by Concern Worldwide, Ethiopia office to facilitate opinion sharing by its stakeholders

Mechanisms used by stakeholders to share their opinions during project identification and design	Count	Percent age
Through formal communication, reporting and Post Distribution monitoring	11	22%
Coordination meetings and joint review meetings	46	92%
Concern Local Integrated Assessment Tool	1	2%
Conducting contextual analysis using how concern understands extreme poverty via different approaches	6	12%
Complaint Reponses Mechanism	2	4%

The data reveals that 11 respondents (22%) mentioned formal communication, reporting, and post-distribution monitoring as a tool to engage stakeholders used by Concern Worldwide during project identification and design. Additionally, coordination meetings and joint review

meetings emerged as the most prominent method, with 46 respondents (92%) highlighting their utilization. 1 respondent (2%) referred to the Concern Local Integrated Assessment Tool, while 6 respondents (12%) reported conducting contextual analysis to understand extreme poverty through various approaches. Furthermore, 2 respondents (4%) acknowledged the existence of a Complaint Responses Mechanism. These findings emphasized that Concern Worldwide engage stakeholders mainly through coordination meetings and joint review meetings, which serve as effective platforms for expressing opinions and shaping project identification and design.

4.4.6. CHALLENGES OF INVOLVING STAKEHOLDERS

Table 4.19. Major challenges encountered by Concern Worldwide, Ethiopia office while involving stakeholders

Major challenges encountered while involving stakeholders	Count	Percent age
The time given by donors for proposal submission is very tight and there will not be sufficient time to engage beneficiaries in project identification and design	29	58 %
Limited willingness of some stakeholders	10	20 %
Lack of strategic approach from concern worldwide. There is no practice of stakeholders mapping and regularly updating of stakeholders based on their interest and influence	11	22 %

Table 4.19 provides insights into the major challenges faced by Concern Worldwide's Ethiopia office when involving stakeholders. Firstly, the limited time given by donors for proposal submission, as reported by 29 respondents (58%), poses a significant constraint on engaging beneficiaries during project identification and design. Secondly, 10 respondents (20%) cited limited willingness from certain stakeholders, indicating resistance or reluctance to actively participate. Lastly, 11 respondents (22%) expressed concerns about the lack of a strategic approach, including the absence of stakeholder mapping and regular updates. Addressing these challenges through strategies such as managing time constraints, fostering willingness, and implementing stakeholder mapping can enhance stakeholder involvement and improve project outcomes.

4.4.7. WHAT IMPACT HAS STAKEHOLDER INVOLVEMENT HAD ON OUTCOMES?

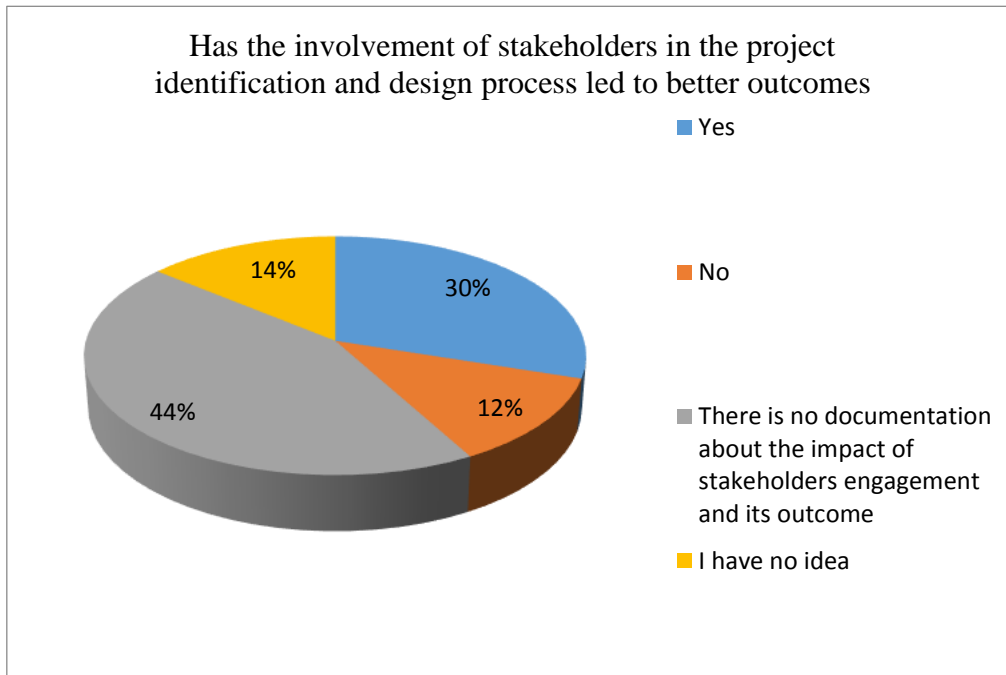


Figure 4.15. Stakeholder Involvement During Project Identification and Design: Responses on the Impact on Outcomes.

When asked about the tangible impact of involving stakeholders, the analysis shows that 44% of respondents mentioned the absence of documentation regarding the impact of stakeholder engagement on project outcomes. On the other hand, 30% agreed that involving stakeholders during project identification and design has indeed led to better outcomes. Respondents who had no clear idea accounted for 12%, while 14% expressed the belief that stakeholder involvement did not contribute to improved outcomes.

4.4.8. INFORMING STAKEHOLDERS ABOUT THE FINAL OUTCOME OF PROJECT IDENTIFICATION AND DESIGN

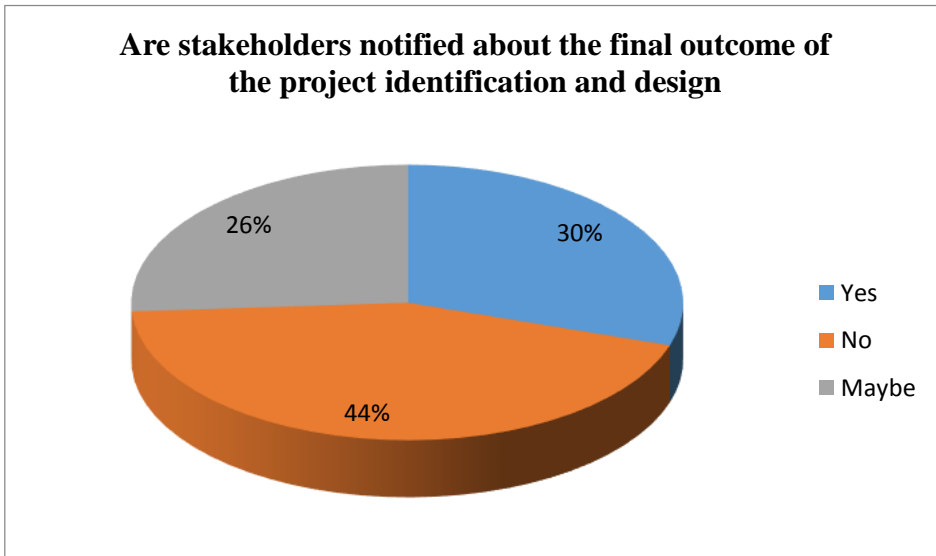


Figure 4.16. Concern Worldwide, Ethiopia Office's approach to informing stakeholders about the outcome of project identification and design

According to the analysis, almost half of the respondents, which is around 44%, stated that stakeholders are not notified regarding the outcome of the project identification and design. On the other hand, approximately 30% of the respondents agreed that stakeholders are notified, and about 26% are not certain whether they are being notified or not.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1. SUMMARY OF MAJOR FINDINGS

5.1.1 Major findings from project identification practices

In the analysis, it was found that the majority of respondents perceive Concern's Ethiopia office as lacking proactivity in project identification, while a significant portion holds a different viewpoint. The headquarters team, especially the desk officer supporting the Ethiopia office, plays a crucial role in sourcing funding opportunities during the project identification process. A smaller number of participants considered ongoing monitoring of the humanitarian situation on the ground as a contributing factor. Furthermore, a portion of the respondents mentioned the submission of concept notes to various donors based on ongoing needs assessments and addressing community needs. In terms of project decision-making, a majority of respondents believe that donor interests heavily influence project decisions, indicating reliance on external funding priorities. Collaboration with government entities is also acknowledged as a significant factor shaping project decisions. Additionally, assessing community needs and aligning with the organization's strategic objectives and priorities were highlighted as important considerations. These findings highlight the complex dynamics encompassing donor interests, government involvement, community needs, and organizational priorities in project decision-making.

Primary and secondary data sources, along with utilizing government and local authorities' data, are commonly considered during project identification. However, there are divergent views on the incorporation of feedback from previous project beneficiaries, with a significant portion disagreeing with its use as an information source.

In balancing quick action on urgent issues against the need for more thorough planning, the analysis of survey responses indicates that the organization recognizes the significance of adaptable frameworks, dedicated resources, conducting risk assessments, and establishing clear protocols

The qualitative data analysis highlights several key challenges faced by the organization during project identification. These challenges include obtaining reliable information, time constraints, potential donor influence, scarcity of resources, lack of clear roles, and staff shortage impacting commitment to seek funding opportunities. Addressing these challenges would contribute to more effective and community-oriented project identification processes.

Among these challenges, the lack of clear role and responsibility assigned to specific staff for project idea identification, potential donor influence over real community needs, and the absence of a reliable information source emerge as the top three major challenges mentioned. These findings emphasize the need to address these issues for improved project identification and alignment with community needs.

The study reveals that the organization conducts thorough needs assessments to ensure projects are tailored to the specific needs and context of the communities they serve. However, there is room for improvement in terms of community engagement and participation, as respondents expressed a desire for more involvement in the identification of projects. Engaging local partners is seen as a positive strategy by more than half of the respondents. The organization also demonstrates a commitment to flexibility and adaptability throughout the project cycle. Overall, the findings highlight the organization's diligent approach to needs assessment and the need for enhanced community engagement for more meaningful outcomes.

In the analysis, it was observed that the organization has established a structured framework for project identification, as most respondents agreed that the organization has a systematic approach to identifying projects. Additionally, a majority of the respondents agreed that Concern has been using reliable tools for data collection and analysis to gather community-related information for informed decision-making. However, only a minority agreed that training is provided to the project identification team to enhance their skills and capabilities in identifying viable projects. This highlights the need for capacity-building initiatives to improve the effectiveness of the project identification team. Overall, the findings suggest that the organization needs to focus on enhancing the skills and capabilities of the project identification team to improve the effectiveness of the project identification process.

5.1.2 MAJOR FINDINGS FROM PROJECT DESIGN PRACTICES

Upon analyzing the data, it is evident that a majority of participants consider the current staff insufficient for designing high-quality projects. The recommendations gathered from qualitative data include the establishment of an independent business identification and design team, comprising individuals with diverse technical backgrounds aligned with Concern Worldwide's sectorial priorities. Additionally, some participants proposed the involvement of external consultants to provide specialized technical assistance, while others suggested enhancing the capacity of regional staff to support the country team during project

design phase. These findings shed light on the need to address the shortage of project design staff by implementing strategies such as forming a specialized team, engaging external consultants, and building regional staff capabilities.

While a majority of participants acknowledged that project design begins after a thorough need assessment, some participants disagreed with this statement. Similarly, there was a lack of consensus regarding problem identification and goal setting in collaboration with stakeholders, with a significant number of respondents expressing disagreement. Furthermore, the reliance solely on previous experiences for project design was supported by a majority but received mixed responses, indicating a potential need for more diverse and innovative approaches. These findings emphasize the importance of enhancing stakeholder engagement and incorporating varied strategies during the project design phase to effectively address community needs and achieve project goals.

The analysis of the responses regarding how Concern Ethiopia Office identifies project goals and objectives reveals the following key findings. Firstly, participants consider that project goals and objectives mainly rely on needs identified during the need assessment. Secondly, it is evident that donors' interests influence project goals and objectives. This indicates that the organization actively considers the priorities and preferences of the funding sources during project design. Lastly, participants state that project goals and objectives are aligned with the organization's mission and strategic direction. The analysis of the responses on how Concern Ethiopia Office identifies outcomes and activities during project design reveals the following trends. Firstly, there is a strong agreement among participants that project activities and outcomes are determined based on expert knowledge and best practices. This indicates that the office values the expertise and established practices in shaping the design of the project. Secondly, participants also agree that project activities and outcomes are influenced by pre-determined outcomes and activities by donor organizations. This suggests that the office considers the expectations and requirements set by the funding sources during the design phase. Lastly, stakeholders' input is taken into account during the design phase, although it appears to have a relatively lesser impact on the decision-making process compared to expert knowledge and donor requirements. Overall, the findings suggest that the Concern Ethiopia Office relies heavily on expert knowledge and best practices, takes into consideration donor requirements, and considers stakeholder input in determining project activities and outcomes during the design phase.

The analysis of factors considered during the project design phase by the Concern Ethiopia team reveals the following key insights. The team highly values the donor's interest, acknowledging it as a significant factor in project design. While they recognize the importance of community needs, there is room for improvement in further incorporating them into the design process. Assessing available resources and capacity is a priority for the team, ensuring successful project implementation. Although sustainability and impact are considered, there could be varying levels of emphasis within the team. Consequently, it is crucial to strengthen community involvement, balance the focus on sustainability and impact, and ensure a comprehensive consideration of all project factors during the design phase.

The study assessed the availability of frameworks and guidelines for project design. The majority of respondents (88%) agreed that such tools were available, offering support and structure for efficient decision-making. However, a minority (12%) disagreed, suggesting potential gaps in the existing frameworks. Addressing these concerns could improve the efficiency and effectiveness of the project design process. Additionally, the study found that 100% of participants agreed on the presence of a review and approval process during project designing in Concern Worldwide Ethiopia office. This systematic evaluation involves technical advisors, desk officers, and the country director, ensuring comprehensive scrutiny and alignment with organizational goals.

The study examined different methods used by Concern Worldwide Ethiopia office for allocating budget and resources during the project design phase. The majority of respondents agreed or strongly agreed that a Work Breakdown Structure (WBS) was used for allocation. Expert judgment from different departments was also relied upon for budget allocation. Opinions on a resource allocation matrix varied, while some were neutral, others agreed or strongly agreed with its use. Regarding cost-benefit analysis, opinions were divided. Overall, there was a consensus in favor of using a WBS and expert judgment for project budget and resource allocation within Concern Worldwide Ethiopia office.

The ways in which potential risks and challenges are anticipated and addressed during project design by Concern Worldwide Ethiopia office are examined. The majority of respondents agree or strongly agree that the organization conducts thorough risk identification and assessment during project designing. Stakeholders' input and engagement for risk anticipation receive mixed opinions, with some agreeing and strongly agreeing, while others are neutral or disagree. Leveraging lessons from previous projects is widely acknowledged as valuable,

with a significant majority agreeing or strongly agreeing. Overall, Concern Worldwide Ethiopia office emphasizes risk identification, assessment, and learning from past experiences in their project design process, although stakeholder engagement is subject to varying opinions.

The alignment of projects with national or regional development priorities is an important aspect considered by Concern Worldwide Ethiopia Office during project design. Collaborating with government agencies and utilizing coordination mechanisms regularly is seen as a proactive approach to achieve this alignment. The organization also emphasizes the formal contextual analysis of national development plans, policies, and relevant documents to ensure a comprehensive understanding of the broader development landscape. While opinions vary on the implementation of policy advocacy for alignment, Concern Worldwide Ethiopia Office demonstrates efforts to align projects with development priorities through various strategies.

Concern Worldwide's Ethiopia Office shows a strong dedication to promoting gender equality and social inclusion in the design of their projects. An overwhelming majority of respondents (96%) agree that the organization implements specific measures to ensure inclusivity and gender balance, reflecting their proactive approach. The qualitative data findings shed light on the activities undertaken by Concern Worldwide to achieve these goals. A recurring activity mentioned is conducting assessments focused on gender equality and other intersecting issues, which are then incorporated into the project design. This highlights their commitment to incorporating a gender perspective and addressing various challenges. Furthermore, allocating a dedicated budget for gender mainstreaming activities, including the recruitment of gender experts, is recognized as an important step. This highlights the organization's understanding of the significance of financial resources and expertise in promoting gender equality and social inclusion within their projects. Although the involvement of women experts during project design is mentioned by a smaller percentage of respondents (2%), it demonstrates an acknowledgment of the valuable contributions they can bring to the process. Overall, Concern Worldwide actively engages in promoting gender equality and social inclusion during project design, prioritizing assessments, resource allocation, and diverse perspectives.

5.1.3 MAJOR FINDINGS FROM INCLUSION OF STAKEHOLDERS IN THE PROJECT IDENTIFICATION AND DESIGN

The survey found that stakeholders are primarily identified based on their credibility, capacity, and shared vision for the project. Consultation and needs assessment with various stakeholders are also considered in the selection process, along with inclusion and diversity. However, stakeholder mapping and categorization based on importance and influence receive limited attention. In terms of roles and responsibilities, subject matter experts are sought for their knowledge and expertise, while end users contribute their input. Setting strategic direction and defining objectives typically occurs at the final stage.

The study found that 56% of respondents acknowledged a formal mechanism for stakeholders to share opinions at Concern Worldwide Ethiopia, while 44% did not agree. The main mechanism for facilitating opinion sharing was coordination and joint review meetings, mentioned by 92% of respondents. Other mechanisms included formal communication, reporting, post-distribution monitoring, the Concern Local Integrated Assessment Tool, contextual analysis, and a Complaint Responses Mechanism. These findings highlight the importance of coordination and review meetings as effective platforms for stakeholders to express their opinions and contribute to project identification and design.

When involving stakeholders, Concern Worldwide's Ethiopia office faced several challenges. One major challenge was the limited time given by donors for proposal submission, as reported by 58% of respondents. This constraint made it difficult to engage beneficiaries during project identification and design. Additionally, 20% of respondents cited a limited willingness from certain stakeholders to actively participate, indicating resistance or reluctance. Another significant challenge was the lack of a strategic approach, including the absence of stakeholder mapping and regular updates, expressed by 22% of respondents.

To address these challenges, strategies such as managing time constraints, fostering willingness among stakeholders, and implementing stakeholder mapping can enhance stakeholder involvement and improve project outcomes. Regarding the impact of stakeholder involvement on outcomes, 44% of respondents mentioned the absence of documented evidence. However, 30% of respondents agreed that involving stakeholders during project identification and design has led to better outcomes. 12% of respondents had no clear idea about the impact, while 14% expressed the belief that stakeholder involvement did not contribute to improved outcomes. Overall, there is a need for better documentation and

assessment of the impact of stakeholder involvement to gain a comprehensive understanding of its influence on project outcomes. With regard to informing stakeholders about the status of project design and identification, 44% responded that stakeholders are not notified, while 30% reported being informed. 26% were uncertain about the notification process. Enhancing stakeholder engagement requires clear communication, regular updates, reports, and feedback mechanisms. This ensures their involvement and contributes to successful project outcomes.

5.2 CONCLUSION

Respondents expressed concern about the Ethiopia office's lack of proactivity in project identification. The desk officer primarily drives project identification, relying heavily on a few fixed donors. The country team does not consistently generate project ideas or approach diverse donors. Projects are mainly identified when big donors announce calls, with the project ideas coming from the donors themselves. While the organization engages the government during project identification, thorough assessment of community needs is lacking, except in select development projects with contextual analysis. Incorporating feedback from previous beneficiaries to shape project ideas is also limited. Regarding balancing quick action and thorough planning, Concern has a track record of using adaptable frameworks, allocating resources, conducting risk assessments, and establishing clear protocols.

Concern's Ethiopia office faces several challenges while identifying projects, including limited access to reliable information, time constraints, potential donor influence, scarcity of resources, lack of clear role assignments, and staff shortage affecting commitment to seeking funding opportunities. Addressing these challenges is crucial for more effective and community-oriented project identification processes. Among the challenges, the top three are the lack of clear role assignments for staff responsible for project identification, potential donor influence over community needs, and the absence of a reliable information source. Addressing these issues is necessary for improved project alignment with community needs.

It is encouraging to note that Concern's Ethiopia office has started engaging local partners during project identification and design, as evident from recent practices and the organization's five-year strategic plan. However, the secondary data highlights that this was not a common practice in the past. Another significant finding is that the project identification and design team has not received any training on project identification and design tools. This lack of training can potentially affect the quality of projects being

identified and designed. Therefore, it is essential to prioritize capacity-building initiatives for the project identification team to enhance their effectiveness. The current staff capacity is inadequate to design competitive and high-quality projects, primarily because they are burdened with additional responsibilities from their existing roles. Furthermore, the setting of goals and objectives is largely influenced by donors, often neglecting the incorporation of inputs from major stakeholders. To address this challenge, it is important to allocate sufficient resources and personnel to the project design process. Additionally, there should be a greater emphasis on involving and incorporating the input of key stakeholders to ensure a comprehensive and inclusive approach to goal and objective setting. This will contribute to the development of more robust and impactful projects.

According to the study, Concern's Ethiopia office has established frameworks and guidelines to assist the project identification and design team. However, it appears that the team lacks a clear understanding of the guidelines, and as a result, the guidelines have not been fully incorporated into their work processes. On the other hand, the organization has good practices of reviewing project proposals by technical advisors, desk officers, program directors, and the country director. Following this, there is an approval process before the project is submitted to donors. This approach helps to identify and address major issues and enhance the probability of meeting donor and community requirements. Furthermore, although the organization has a good practice of aligning its projects with national development priorities, there seems to be a lack of structure in how national priorities are identified, with data mainly coming from coordination meetings, which could make the data highly subjective. Additionally, there was no trend of conducting in-depth sectoral policy analysis. In summary, Concern Ethiopia can benefit from improving the integration of guidelines within the project identification and design team's work processes, incorporating stakeholders' inputs in a structured risk analysis, and conducting more in-depth sectoral policy analysis to ensure projects are aligned with national development priorities.

Concern Worldwide's Ethiopia Office demonstrates a strong commitment to promoting gender equality and social inclusion in their project design. This commitment is evident through the allocation of budgets specifically for these activities, the hiring of gender specialists, and the conduct of in-depth gender analysis. However, when it comes to engaging stakeholders, there are certain areas that require attention. Currently, stakeholder mapping and categorization based on importance and influence receive limited focus. There is no established process for regularly mapping and categorizing stakeholders based on their

importance and influence, and there is no clear strategy in place for managing stakeholders effectively. Concern Worldwide has faced several challenges in engaging stakeholders. These challenges include limited timeframes provided by donors for proposal submission, limited willingness from certain stakeholders to actively participate, and a lack of a strategic approach that includes stakeholder mapping and regular updates. Additionally, there is no formal mechanism for informing stakeholders about the outcomes of the project identification and design process. While stakeholders may be engaged at some point, there is a lack of clear communication, regular updates, reports, and feedback mechanisms to enhance stakeholder engagement.

5.3 Recommendations

Based on the comprehensive analysis findings, here is a list of recommendations to address the identified issues and enhance the effectiveness of Concern Worldwide's project identification and design process:

- Invest in training and professional development programs for existing staff involved in project design. This will enhance their skills, knowledge, and capabilities to efficiently handle their responsibilities and fill the gaps caused by staff shortage.
- Develop a strategic approach to stakeholder mapping and categorization, considering their importance and influence. Regularly update and communicate with stakeholders, ensuring their active participation throughout the project lifecycle.
- Establish a formal mechanism to inform stakeholders about the outcome of the project identification and design process. Regularly share updates, reports, and feedback mechanisms to promote transparency and enhance stakeholder engagement.
- Conduct in-depth sectoral policy analysis to ensure alignment of projects with national development priorities in a structured manner. Explore multiple data sources beyond coordination meetings to reduce subjectivity.
- Continue allocating specific budgets for activities promoting gender equality and social inclusion. Maintain the employment of gender specialists and conduct comprehensive gender analysis to ensure these aspects are effectively integrated into project designs.
- Allocate sufficient resources to address the staff shortage during the project design phase. This may involve establishing independent project identification and business

development unit staffed with experts from different background. This will help hunt funding opportunities regularly and developing proposals continuously

- Diversify funding sources. It seems that communities' interest is dominated by donor's interest while designing projects. This can be minimized by approaching different donors who have varied interest and different level of flexibility
- Foster partnerships and collaborations with local organizations, academic institutions, and other stakeholders with expertise in project design. Collaborative efforts can help leverage additional resources, knowledge, and work force to overcome staff shortage challenges.
- Regularly review and adapt project design processes. Conduct periodic reviews of the project design processes and workflows to identify areas for improvement and adapt them as needed. Solicit feedback from staff, beneficiaries, and stakeholders to incorporate diverse perspectives and enhance effectiveness.
- Given the fixed launch date for calls from major donors and the similarity in requirements, Concern can utilize the available time to engage in discussions with beneficiaries, conduct thorough needs assessments, perform risk analyses, and profile beneficiary data. By ensuring that all the necessary information is readily available, Concern can effectively shape the nature of the project during the release of the call. This proactive approach allows for a well-informed project design that aligns with the needs and priorities of the beneficiaries.
- Leverage technology tools. Explore and implement digital tools and platforms that can streamline and automate certain aspects of the project design process. This can help reduce the workload on staff, improve efficiency, and mitigate the impact of staff shortage.

By implementing these recommendations, Concern Worldwide's Ethiopia Office can enhance their project identification and design practices, improve stakeholder engagement, and effectively address key issues, ultimately leading to more impactful and successful projects.

5.4 DIRECTION FOR FUTURE RESEARCH

Considering the time constraints, only input from staff members involved in the project identification and design practice was utilized for the questionnaire. However, in order to ensure more comprehensive findings, it would be beneficial to expand the scope of the research to include input from a wider range of stakeholders. Given the importance of stakeholder involvement in project success, the inclusion of key partners, government

officials, community members, as well as previous beneficiaries in the research process presents a valuable opportunity to enhance the credibility of the research outcomes. Placing emphasis on triangulating data collected from different stakeholder groups and examining their level of involvement can lead to a more rigorous and comprehensive analysis. This expanded scope can highlight any potential gaps in stakeholder involvement, as well as opportunities for collaboration and partnership development. It can also generate unique insights regarding the varying stakeholder perspectives, priorities, challenges, and opportunities that can inform decision-making and project planning. Therefore, future research should focus on gathering input from a diverse range of stakeholders and incorporating their perspectives into the research process, thereby ensuring the development of more sustainable and inclusive projects.

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APPENDIX I: QUESTIONNAIRE

ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
MA-PROGRAM RESEARCH QUESTIONNAIRE

Dear Respondent,

I am Gashaneh Woldie, a staff member of Concern Worldwide and a student conducting a questionnaire as part of my Master's Degree in Project Management from Addis Ababa University. The objective of my research is to assess project identification and design practices, with a specific focus on the case of Concern Worldwide, Ethiopia Office. With the invaluable support from my research advisor, Dr. Teklegiorgis Assefa, I would like to extend an invitation to you to participate in this study. Your participation is of utmost importance as it will help me gather valuable insights that will contribute to the improvement of project identification and design practices in the future. Participating in this study is entirely voluntary, and you have the right to withdraw at any point during the questionnaire. Rest assured that all your responses will be treated with the strictest confidentiality and will be used solely for academic purposes. It is important to note that there are no known risks associated with your participation in this study. If you have any questions or require further clarification about the study, please feel free to contact me at any time via my phone number: 0931191083. Thank you for considering participating in this research. Your contribution will greatly contribute to the success of my study!

Section 1: Demographic Information

1.1. Gender

- Male Female

1.2. Number of Years in the Organization

- 1-5 6-10 11-15 > 15

1.3. Department

- Program Finance HR Logistics
 Admin Grants and Business Intelligence

1.4. Responsibility

- Managerial Technical

If your answer is managerial, which managerial level is it?

- Top-level Middle level Lower level

Section 2: Project Identification

1. Is Concern Worldwide's Ethiopia office taking a proactive approach by continuously identifying projects and engaging with different donors? Yes No
2. How do Concern Worldwide, Ethiopia office staff members determine which projects to pursue?

Parameter	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Based on the government's request					
By assessing the community's need					
Based on the donors' interest and direction					
By considering the organization's strategic objectives and priorities					

3. What kind of data sources do staff members rely on when identifying potential projects?

Parameter	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Primary data collected from field visits and assessments					
Secondary data from previous project evaluations and reports					
Government and local authority data on community needs and priorities					
Feedback from previous projects beneficiaries					

4. How do staff members balance the need for quick action on urgent issues with the need for more thorough planning and design?

Parameter	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Utilise project management frameworks that allow for flexibility and adaptability, balancing quick action and through planning					
Conduct risk assessment to identify potential urgent issues and incorporate contingency plans into the overall project design					
Allocate dedicated resources and personnel to handle urgent matters while maintaining focus on through planning					
Establish clear protocols and guidelines to facilitate decision making in urgent situations, while considering the importance of through planning					

5. What challenges do staff members face when identifying projects in Ethiopia?.....

6. How does the organization ensure that projects are tailored to the specific needs and context of the communities they serve?

Parameter	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Conduct through needs assessment					
By ensuring community engagement and participation					
By establishing partnerships with local partners					
By ensuring flexibility and adaptability throughout the project cycle					

7. What tools or guidelines do Concern Worldwide, Ethiopia office employ to ensure effective project identification?

Parameter	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The organization uses a structured project identification framework to help guide the project identification team					
Train core project identification team to build their skill in identifying viable projects					
The organization employs standard data collection and analysis tools to gather information on community needs and preferences					

Section 3: Project Design Phase

8. In your opinion, is the existing staff sufficient to design quality projects and win highly competitive calls? Yes No
9. If your answer to QNO 8 is No, what do you recommend.....

10. What is the typical process followed by Concern Worldwide Ethiopia office for project design?

Parameter	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Begin project design after a through need assessment					
Problem identification and goal setting in collaboration with stakeholders					
Design projects using previous experiences solely					

11. How does Concern Worldwide Ethiopia office identify the goals and objectives of a project?

Parameter	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Based on needs identified during need assessment					
Based on donors interest					
Based on the organization's missions and strategic direction					

12. How are project activities and outcomes determined during the design phase?

Parameter	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Based on expert knowledge and best practices					
Using pre-determined outcomes and activities by donor organization					
Using stakeholder input					

13. What factors are considered during the project design phase?

Parameter	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Donor's interest					
Community's need					
Resource and capacity					
Sustainability and Impact					

14. Are any specific frameworks or guidelines used for the Concern Worldwide Ethiopia office project design?

Yes No

15. Is there a review or approval process for project design within the organization?

Yes No

16. How are project budgets and resources allocated to different activities during the design phase?

Parameter	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Using Work breakdown structure					
Using expert judgment from different departments					
Using resource allocation matrix					
By doing cost-benefit analysis					

17. How are potential risks and challenges anticipated and addressed during project design?

Parameter	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
By conducting a thorough risk identification and assessment during designing and preparing a backup plan to mitigate the risks					
Through stakeholder input and engagement					
By drawing lessons learned from previous projects					

18. How does Concern Worldwide Ethiopia office ensure alignment with national or regional development priorities in project design?

Parameter	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Collaborate with government agencies while designing and using different coordination mechanisms regularly					
By formally doing contextual analysis (reviewing national development plans, policies, and strategies, as well as assessing the socio-economic, political, and environmental factors influencing the region)					
Through policy advocacy					

19. Are there any specific measures taken to ensure gender equality and social inclusion in the project design process?

- Yes No

20. If the answer is yes to QNO 19, please specify the activities.....

21. Are there any knowledge-sharing mechanisms or lessons learned incorporated into the project design practice?

- Yes No

Section 4: Stakeholders involvement

22. Are stakeholder inputs considered in the project identification and design process at Concern Worldwide, Ethiopia office?

- Yes No

23. If your answer is yes for QNO 22 above, who are the key stakeholders involved in the project identification and design process? *You can choose more than one option.*

- Project team and management
- Beneficiaries and community representatives
- Government agencies and authorities
- Civil society organizations and NGOs
- Other (Please specify).....

24. How are stakeholders identified and selected for their involvement in the process?

- Based on inclusion and diversity considerations (intentionally seeking out and involving stakeholders who represent different perspectives, marginalized groups, gender, and other dimensions of diversity)
- Based on their credibility, capacity, and shared vision for the project.
- Through consultation and need assessment with various stakeholders
- Based on stakeholders' mapping and analysis and categorizing them according to their interest, influence, and involvement in the project

Other (Please specify).....
.....
.....

25. What specific roles and responsibilities do stakeholders have in the project identification and design process? *You can choose more than one option.*

Setting the project's strategic direction, defining its objectives, and ensuring alignment with organizational goals.

Subject matter experts bring their specialized knowledge and expertise to the project identification and design process

End users provide input on their needs, preferences, and expectations, helping shape the project to better meet their requirements

Other (Please specify).....
.....
.....

26. Is there a formal mechanism or platform for stakeholders to share their opinions and suggestions?

Yes No

27. If the answer to the above question is yes, what are the platforms? *You can choose more than one option.*

Stakeholder engagement forum (Meetings, workshops, online platforms...)

Feedback surveys and questionnaires

Other (please specify).....
.....
.....

28. Are there any challenges or barriers in involving stakeholders in the process?

Yes No

29. If yes, what are they?.....
.....
.....

30. Has the involvement of stakeholders in the project identification and design process led to better outcomes?

Yes No

31. If yes, please provide examples.....
.....
.....

32. Are stakeholders notified about the final decisions and outcomes of the project identification and design process?

Yes No

33. Are there any plans or initiatives to further enhance stakeholder engagement in the project identification and design process?

Yes

No

34. How does the organization communicate and maintain ongoing relationships with stakeholders beyond the project identification and design phase?

.....
.....
.....