



**St. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

**DETERMINANTS OF PROJECT IMPLEMENTATION  
BY SELECTED NGO'S AT PUGNIDO I REFUGE CAMP**

**BY  
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SGS/0139/2008**

**JUNE, 2019  
ADDIS ABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO St. MARY'S UNIVERSITY,  
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## **DECLARATION**

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Dr. Chalachew Getahun. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or full to any other higher learning institutions for the purpose of earning any degree.

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**June, 2019**  
**Addis Ababa**

## ENDORSEMENT

This Thesis, titled “Determinants of Project Implementation by Selected NGO’s At Pugnido I Refuge Camp” Has Been Submitted To St. Mary’s University, School of Graduate Studies for Project Management Department with my Approval as a University Advisor.

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Advisor

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Signature

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Date

## TABLE OF CONTENT

Declaration .....	I
Endorsment .....	II
Table of Contents .....	III
List of Tables.....	VI
List of Figures .....	VII
List of Annex.....	VIII
Acronyms .....	IX
Dedication .....	XI
Acknowledgement.....	XII
Abstract .....	XIII
<b><u>CHAPTER ONE: INTRODUCTION.....</u></b>	<b>1</b>
1.1 Introduction .....	1
1.2 Background of the Study .....	1
1.3 Statement of the Problem .....	4
1.4 General Objective of the Study .....	6
1.4.1 Specific Objective of the Study .....	6
1.5 Research Questions .....	6
1.6 Significance of the Study.....	7
1.7 Scope of the Study.....	7
1.8 Limitation of the Study.....	8
1.9 Organization of the Research Paper .....	8
<b><u>CHAPTER TWO: REVIEW OF RELATED LITERATURE.....</u></b>	<b>9</b>
2.1 Theoretical Review of Project Management .....	9
2.1.1 Functions of Project Management theory.....	11
2.1.2 Project Life Cycle.....	11
2.1.3 Project Implimentation .....	12
2.2. Relief and Developmental Projects .....	13
2.2.1 Implimentation of Relief Projects.....	13
2.2.2. Development Projects.....	14
2.3. Factors Affecting Projects Implimentation.....	15
2.3.1. The Performance.....	17

2.3.2. The Use of Iron Triangle in Project Evaluation .....	18
2.4 . Emperical Review .....	19
2.4.1. Factors Affecting Relief Project Implimentation .....	19
2.5. Reléf Projects In Ethiopia.....	24
2.5.1. The Refugee Situation In Ethiopia .....	26
2.6. Conceptual literature .....	26
<b>CHAPTER THREE: RESEARCH METHODOLOGY.....</b>	<b>28</b>
3.1 Research Design .....	28
3.2. Population of the Study .....	28
3.3. Sample and Sample Size .....	29
3.4. Sampling Technique.....	29
3.5.Methods of Data Collection.....	30
3.5.1.Data Collection Tools and Methods .....	30
3.5.2.Desk Review.....	31
3.5.3.Survey.....	31
3.5.4.Key Informat Interview .....	31
3.6.Validity .....	31
3.7.Reliability .....	32
3.8.Methods of Data Entry and Analysis.....	32
3.8.1. Data Analysis.....	32
3.8.2. Quantitative Analysis .....	32
3.8.3. Qualitative Data Analysis.....	34
<b>CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION.....</b>	<b>35</b>
4.1. Description of the study area .....	35
4.2 Descriptive Statistics .....	35
4.2.1 Response Rate .....	35
4.2.2 Demographic Characterstics of Respondants .....	36
4.2.3 Destribtion of Proejects by Sector .....	37
4.2.4 Approved Budget of Projects .....	39
4.2.5 Analysis of Cost Variance .....	39

4.3. Factors Affecting Relief Project Implimentation .....	40
4.3.1 Factors Affecting Relief Project Implimentation Based on level of influence.....	41
4.3.2 Top management Support .....	41
4.3.3 Clarity of defined Goals and General Direction .....	44
4.3.4 Communication Channels .....	46
4.3.4 Monitoring and Feedback .....	49
4.3.5 Stockeholder’s engagment .....	51
4.4. Discussion of the result .....	53
<b>CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>56</b>
5.1 Conclusions .....	56
5.2 Recommendations .....	59
<b>REFERENCES .....</b>	<b>61</b>
<b>ANNEX .....</b>	<b>68</b>

## LIST OF TABLES

	Page
Table 1: Demographic Characteristics of respondents.....	36
Table 2: Distribution of Projects across the sectors.....	38
Table 3: Projects approved annual budget.....	39
Table 4: Mean Score of Implementation factors.....	41
Table 5: Top management Support and effective relief project implementation.....	42
Table 6: Extent to which top management support influence effective implementation of relief projects.....	42
Table 7: Mean score of the indicators for top management support.....	43
Table 8: Clarity in defined goals to project staffs and effective relief project implementation .....	44
Table 9: Extent to which clarity of defined goal and its influence effective implementation of relief projects.....	44
Table 10: Mean score of the influence of clarity in defined goal.....	45
Table 11: Communication channels and effective relief project implementation .....	46
Table 12: Extent to which Communication channels influence effective implementation of relief projects.....	47
Table 13: Communication Channel and its influence effective implementation of relief projects.....	48
Table 14: Monitoring and Feedback and effective relief project implementation .....	49
Table 15: Extent in which monitoring, and feedback influence effective implementation of relief projects .....	50
Table 16: monitoring and feedback and its influence effective implementation of relief projects .....	50
Table 17: Client consultation/Stakeholder’s engagement and effective relief project implementation .....	51
Table 18: Client consultation influence effective implementation of relief projects at Pugniod I refugee camp.....	52
Table 19: Mean score of the influence of client Consultation/stakeholder engagement to the implementation of relief projects.....	52

## List of Figure

	Page
Figure - 1: Conceptual Framework.....	28
Figure -2 Mean Score of indicators of Top management Support .....	43
Figure -3 Mean Score of indicators of clarity in defined goal And general direction.....	46
Figure -2: Mean Score of indicators of Communication channels.....	49

## **LIST OF ANNEXES**

	Page
Annex – 1: Survey Questionnaire .....	67
Annex – 2: Interview Guide for Program staffs.....	75
Annex – 3: CPI and Cost Variance .....	76

## **ACRONYMS AND ABBREVIATIONS**

ARDO- Agricultural and Rural Development Office

CWW- Concern World Wide

IMC- International Medical Corps

IRC- International Rescue Committee

SCI- Save the Children International

SPSS- Statistical Package for social science

NGO- None Governmental Organization

NRC- Norwegian Refugee Council

NRDEP- Natural Resources Development and Environmental Protection

RaDO- Rehabilitation and Development Organization

UNHCR- United Nations High Commissioner for Refugees

IDP- Internally Displaced people

CP- Child protection

SGVB- Sexual Gender Based Violence

OECD- Organization for Economic Cooperation

CRIs- Core Relief Items

ARRA- Administration for refugees and returnees Agency

BCS- Bethany Christian Services

PMI- Project management institute

DAC- Development Assistance Committee

CSA- Central Statistics Agency

CPI – Cost Performance Index

IPMA- International project management association

## **DEDICATION**

I dedicate this research project to my beloved mom, Desse Ayele. I will never forget what you have done to me throughout my life. You have been a great mother. I wish you long life!

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## ABSTRACT

*The purpose of this study was to determine the factors that influence effective implementation of relief projects at Pugnido I South Sudanese refugee camp Gambelia, Ethiopia. The study adopted a descriptive research design and collected both quantitative and qualitative data from a total of 27 projects implemented at the camp by the year 2017/18. The population for the study comprises of employees participated in the implementation of these relief projects at Pugnido I refugee camp. Non-probability sampling (Purposive sampling) technique was be used. The data collection instrument was a structured questionnaires and key informant interview questions developed by the researcher, specifically for this study. A set of descriptive statistics of frequency, mean and percentage tables were used to present the results of the study. Project completion within budget was conceptualized as completion of projects within a positive or zero cost variance. It was measured by employing a cost variance formula and cost performance index. Accordingly, nearly 14, projects 51.9% completed exactly on budget and 9 projects that accounts 33.03% completed with positive cost variance, only 4 projects, 14.81% were found negative cost variance, indicating that these projects were completed with over spending. Among the variables investigated to establish factors that influence effective implementation of relief projects included, clarity/defined goals and general direction, stockholder's engagement, monitoring and feedback, communication channels and top management support. Of which top management support was found to be the top ranking or very significantly influencing factor for effective implementation of relief projects at pugnido refugee camp. Clarity of defined goals and general directions also were found to be the second ranking significant influencing determinants. While selection and application of appropriate communication channels were found to be the third ranking significant determinant in the implementation of relief projects at Pugnido I refugee camp. putting monitoring and feedback mechanisms in place was found to be the fourth ranking significantly influencing factor for completing relief projects within the allocated budget and time frame. Stakeholder's engagement was found to be the fifth ranking or moderately significant influencing factor in implementation of these project. To enhance the successful completion of projects within budget, the implementing agencies needs to critically assess the causes of budget over/under-run in their relief project implementation process.*

**Key words:** *Relief projects, Factors affecting project implementation, Pugnido I Refugee Camp.*

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

This chapter is an introductory part of the whole study. It presents the background of the study, statement of the problem, research questions, objectives of the study, significance of the study, limitation of the study, definition of key terms, scope of the study and organization of the study

### **1.2 Background of the study**

Projects are temporary endeavor undertaken to produce a unique product or service or result (PMBOK, 2008) and they are characterized by definite starting and ending points (time), specific budget (cost), a clearly defined scope or magnitude of work to be done and specific performance requirements that must be met (quality) (Lewis, 2007). Similarly (Wysocki and McGary, 2003) explained projects as a sequence of unique, complex and connected activities having one goal or purpose and that need to be completed within a specific time and budget according to the expected specification. Hence, project management involves proper planning, implementing, organizing, directing and controlling of the project activities with the limited resources available (Amade,Chibueze and Chinrdul, 2012 ).

Relief projects represent a response to a serious and unexpected natural and man-made emergency that demand an immediate reaction to reduce suffering and loss of life in the short term (Jamice, 2013). Similarly, the Implementation of relief projects can be considered as the alleviation of pain, discomfort or disaster that arises due to natural or environmental catastrophes such as hurricanes, floods, earthquakes and drought or manmade disasters such as political instability and war. Relief projects are planned, and actions are designed to produce rapid results through immediate treatment and lifesaving activities such as provision of medical care, portable water, shelter, food, clothing and security (Jamice , 2013). During the implementation of relief projects, the quality and swiftness of the services offered can play a major role in alleviating further disasters and saving lives.

The implementations of relief projects are the most important and difficult operations compared developmental projects. This is mainly because relief projects are lifesaving

activities and they require commitment to support individual humanity and self-respect. They are also fast-paced, reactive, short-term, focused on meeting immediate basic needs and preventing morbidity and mortality. The environment of change and uncertainty which are the characteristics of relief projects also raises difficulty of implementations and evaluation of such projects (Humanitarian Practice Network, 1995). Furthermore, they also require coordination, effective and efficient allocation of resources with the ability of forecasting the anticipated potential dangers that may jeopardize the implementation process and success of the projects.

However, development projects focus on the long-term process whereby individuals and communities sustainably improve their quality of life. It is also multi-dimensional and proactive with broad, complex parameters that focus on the rehabilitation and development of a vulnerable population through addressing bio-psycho-socio-economic factors within the cultural milieu. The solutions employed in development projects almost always include training, education, participation, and long-term planning. Both measure achievements via results that point to progress, but measurement differs greatly. Relief projects concentrates on input, output and short-term outcome (relieving suffering, providing basic necessities and services, saving lives) while the developmental project focus is on input, output, long-term outcome and impact to eradicate the root causes of vulnerability through ongoing research, monitoring, and analysis.

Project failure manifests as inability to deliver a project to time, cost, and quality specification or inability to satisfy consumer expectation (Amachree 1988). The reasons for failure are numerous; they could range from technical problems associated with poor project conceptualization and design, to economic problems associated with their implementation (Nzekwe, Oladejo, Emoh 2015).

In recent years researchers have become increasingly interested in factors that may have an impact on the project management effectiveness and the success of the projects (Irja,2007). Several authors writing on project management have developed sets of critical success factors which can significantly improve project implementation (Pinto and Slevin, 1987).

An earlier study on determining critical success/failure factors in projects (Belassi and Tukel, 1996) sensibly tried to group critical success factors according to; those related to the project, those related to the project manager and the team members, those related to the organization and those related to the external environment. They further cite that factors which relate to the project include the “urgency” of a project. They identify that “projects which start after natural disasters are typical examples and that in these situations, not enough time is allocated for planning and scheduling projects”. They further identify that in relation to factors related to external environment, a number of environmental factors such as political, economic, and social, as well as factors related to the advances in technology or even factors related to nature affect project performance.

According to Rachale, 2012 some of the factors include external influence, unexpected events, ever-growing requirements, changing constraints and fluctuating resource flows. Similarly (Amada, Achimba and Casmir 2012) suggested that inefficient management, inadequate planning and project complexity, change in technology know-how, business environment/geography or project risk structure, financial /pricing empowerment in organizations and restructuring, skilled and competent manpower and customer’s specification as factors that potentially affect the implementation and success of projects.

The logic of the search for critical success factors has been justified with reference to the many observed examples of the project failure and the belief that the identification of generic factors will greatly facilitated the project implementation process in practice (Jonas, 2003).

### **1.3 Statement of the problem**

Relief projects usually address short term basic needs through larger amount of material inputs in standardized large-scale operations. As a result, they always have a possibility of being short term, top-down, rigged and dictated by donors in terms of structure and approach.

In order to utilize resources effectively and efficiently and to attain the intended objectives, responding to emergency situations through the implementation of relief projects is an integral part of most of local and international NGO's who are working through coordination, fundraising, and implementation of projects (Kilby, 2015). Relief projects often have to deal with complex situations where many of local and international humanitarian organizations were formed as part of the community response to provide humanitarian services whenever needed (OECD, 1988).

The primary objectives of these projects are to save life, in reality, however, the implementation of such projects is delayed due to longer bureaucracies, cost overrun and reduction of project requirements usually observed and they are the most common and critical problems of NGOs in Ethiopia. In most cases due to lack of investigation and control over the factors that affect the implementation process, it is quite common to see projects behind schedule, over spent resources, reducing expected performance requirements and sometimes terminated altogether.

For instant in relieving the suffering of those in camps for refugees and displaced persons around the Great Lakes region, prompted by genocide in Rwanda in 1994, it was noted that camps were becoming a place for warlord factions to rehabilitate and regroup, therefore prolonging their violence and ultimately working against humanitarian objectives (The Guardian 2009. The main reason that makes the operations of agencies highly inefficient was lack of coordination among the agencies who were working on the ground and they didn't try to remake contacts and build a new rapport with local people).

Similarly, during Rwandan genocide, when hundreds of small organizations tried to set up ad hoc operations/relief projects in refugee camps in the Democratic Republic of

Congo and Tanzania, some camps turned into staging posts for armed factions. In the ensuing chaos, more than 50,000 refugees died from cholera (Robert, 2008).

(Janice, 2013) also suggested that many stakeholders believe that humanitarian aid has been unsuccessful in delivering on their promises through lack of coordination and duplication of services. These results in a failure to meet the needs of those meant to benefit.

Dunn 2016, on her research, how the refugees rebuilt their lives using humanitarian aid from government and non-governmental organizations in Georgia, suggested that much of the aid was not helpful and that at times, the ad hoc way which it was delivered even harmed the families who were supposed to be benefited from it. She also added that the problems she saw in Georgia are typical of many refugee relief efforts including the current Syrian crisis. According to her explanation the main reasons for the failure are aid agencies, (NGOs), and other humanitarian groups often compete with each other for funding, they don't always tell each other and refugees what they're doing that includes what kind of aid they plan to deliver and when, with no coordinated plan, and no plan for communicating it to the people receiving aid, agencies force refugees and the displaced into an awkward position. They can't make any plans using their own resources. They don't usually give much attention and consideration for needs of the beneficiaries because there's an idea that that refugees should take anything, whether or not it's appropriate.

Usually organizations (NGOs) tried to identify implementation affecting/influencing factors during their project mid-year or terminal evaluation as per the requirement of donors. However, there are no studies that have attempted to identify and analyze factors that can potentially affect the implementation of relief projects across the sectors in the refuge context.

However, there has been relatively limited research conducted on how to improve the delivery of these kinds of projects from practical project management practices and to fully recognize the factors that inhabit Project management best practices being applied to these relief projects (Steinfort and Walker.2007).

Similarly (IZA2015) indicated that, despite the significant financial resource devoted to the implementation of relief projects, learning from such interventions and improve their effectiveness and efficiency is very rare.

It is important and crucial to identify major factors that affect/influence the successful implementation of relief projects at a national level.

To fill this gap, the study attempted to identify and analyze the major factors that hinder the effective implementation of relief projects in the refugee camp.

#### **1.4 General objective of the Study**

The main purpose of the study is to investigate factors that influence effective implementation of relief projects at Pugnido I refugee camp. The variables of the interest are clarity of defined goals and general direction, stakeholder's engagement/client consultation, monitoring and feedback, communication channels.

##### **1.4.1 Specific Objective of the Study**

- ✚ To establish the influence of clarity/defined goals and general direction on effective implementation of relief projects in Pugnido I refugee camp.
- ✚ To determine how stockholder's engagement, influence effective implementation of relief projects in Pugnido I refugee camp.
- ✚ To establish the influence of monitoring and feedback on effective implementation of relief projects Pugnido I refugee Camp.
- ✚ To determine the influence of communication channels on effective implementation of relief projects Pugnido I refugee Camp.
- ✚ To examine the influence of top management support on effective implementation of relief projects at Pugnido I refugee camp.

#### **1.5 Research Questions**

For the realization of the stated objectives and to guide the study it is important to answer following questions.

- ✚ To what extent does clarity of defined goals and general direction influence effective implementation of relief projects at Pugnido I refugee camp?
- ✚ How does stockholder's engagement /client consultation influence implementation of relief projects at Pugnido I refugee camp?

- ✚ To what extent does Monitoring and feedback influence effective implementation of relief projects at Pugnido I refugee camp?
- ✚ To what extent do communication channels influence effective implementation of relief projects at pugnido I refugee camp?
- ✚ To what extent does top management support influence effective implementation of relief projects at pugnido I refugee camp?

### **1.6 Significance of the Study**

The proposed research is important for other organizations which are planning to implement relief projects. It can also serve as their reference or guide to improve the design as well as implementation of the projects in terms of the relevance of the projects and their effects, it helps them to understand whether they attain their goals and objectives measured in terms of effectiveness, including impact and sustainability. In addition to this, the research will help experts, project managers, top managements to have a deeper understanding about factors influencing effective implementation of relief projects with the refugee context; it also gives a research based finding for their decision making, In general, it is useful for refugee community development through project success. It helps to increase the scope of knowledge on this area for those who want to study further about a holistic way of implementing relief projects to bring improvement on the implementation of humanitarian aid projects by different governmental and nongovernmental organizations. Academic scholars could use the findings of this research for further research and as a reference.

### **1.7 Scope of the Study**

Several researches work defined successful implementation of projects as completion of projects within the agreed schedule, approved cost, agreed scope and quality and acceptance by the client or beneficiaries. This research is designed to exclusively deal with the cost dimension of the relief project success and factors determining completion of relief projects within the approved budget. Many Local as well as international NGOs in 2017/18 implemented relief projects in the sector of protection, health and nutrition, education, wash, Shelter, CRIs and food distribution at Pugnido one refugee camp. As a

result, this research will cover relief projects implemented by UNHCR and ARRA partner agencies at Pugnido I refugee camp by the year 2017/18.

### **1.8 Limitation of the Study**

The study will be conducted on relief projects implemented by local and international NGOs at Pugnido refugee camp in 2017/18. Being confined in one refugee camp, the external validity of the study may be questioned for not being too strong to generalize for other enterprises engaged in the implementation of relief projects in the refugee camp context. The study also does not capture the perception of project beneficiaries given the extremely wide geographic coverage of the projects and financial constraints for such a thesis work.

### **1.9 Organization of the Research Paper**

This thesis is organized into five chapters. The first chapter deals with background, statement of the problem, objectives of the study, research questions to be addressed, and significance, scope and limitations of the study. While the second chapter presents review of empirical literatures pertinent to objectives of the study, chapter three exclusively dwells on the research methodology pursued. Findings of the study are discussed in chapter four and conclusions and recommendations of the study are presented in Chapter five. Finally, the tools employed for the research and other documents related to the study are included in the annex for reference.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1 Theoretical Review of project Management**

In prior literature, it has been generally seen that there is no explicit theory of management. We contend that it is possible to precisely point out the underlying theoretical foundation of management as espoused in the PMBOK Guide by PMI and mostly applied in practice. The present doctrine of project Management suffers from serious deficiencies in its theoretical base and the theoretical base has been implicit (Koskela and Howell, 2002). Project management is a narrow theory (only linear), and it is implicit because the assumptions, such as linearity, are rarely explicitly acknowledged (Warburton, 2014).

It is unquestionable that the subject of project management experienced an increasing level of interest recently. Despite this, projects keep failing and although more knowledge is created and is available to practitioners. We are still far from an ideal situation where all projects would succeed. Based on this scenario, some authors suggest that there is still a gap to be bridged between theory and practice of project management and others are even more radical in their views by claiming that project management theory is obsolete, fragmented, or even non-existent (Silva, 2015)

Morris (2013), also strongly Suggested that the reason for the narrowness of the project management theory was that the front-end aspect of a project in particular its definition and its interface with strategy, procurement, finance, and similar crucial elements that make the management of projects pluralistic discipline, much more comprehensive than the management of the triple constraints.

According to prior literature, it has been generally seen that there is no explicit theory of project management. They also argue that it is possible to precisely point out the underlying theoretical foundation of project management as espoused in the PMBOK by PMI and mostly applied in practice (2002b). This foundation can be divided into a theory of project and a theory of management.

The increasing acceptance of project management indicates that the application of appropriate knowledge, processes, skills, tools and techniques can have a significant impact on project success. (PMBK 2008). Akpan & Chizea (2002) defined “Project

Management as the effective utilization of available human and material resources under time and cost constraints for the satisfactory realization of the pre-determined project objectives”. Ntamere (1995) defined project management as managing and directing time, materials and costs to complete a particular project in an orderly and economical manner, so as to meet established objectives in time, budgeted amount and to achieve technical results. A project has a defined starting point and a technical point. Project management hence, is perceived as having developed out of the growing necessity to deal with the growing complexity of inter-disciplinary transaction in organization. Project management involves project planning and project implementation, organizing, directing, and controlling of the company’s resources for a relative short-term objective that has been established to complete specific goals and objective. According to Soderlund,2003 there exist two main theoretical traditions in project management research. The first tradition which intellectual roots in engineering science and applied mathematics primarily interested in the planning techniques and methods of project management. The other tradition with its intellectual roots in the social science such as sociology is especially interested in the organizational and behavioral aspects of project management.

According to the foundation for the theory of project management can be divided in to a theory of project and a theory of management. The theory of project is further led by the transformation view on operations. In the transformation view, a project is conceptualized as a transformation of inputs to outputs. On the other hand, there are a number of principles, by means of which a project is managed such as decomposing the total transformation hierarchically into similar transformation, tasks, and minimizing the cost of each task independently.

To better understand the theory of management for the context of project management Koskela and Howell, (2002) argued based on these three management theories: management as planning, the dispatching model and the thermostat model.

In management-as- planning, management at the operation level is seen to consist of the creation, revision and implementation of plans. Usually this model approach views a strong casual connection between the action of management and outcomes of the organization. On the other hand, the dispatching model assumes that planned tasks can be executed by notification of the start of the task to the executer. Similarly, the

thermostat model is the cybernetic model of management control that consists of the following elements, there is a standard of performance; performance is measured at the output, the possible variance between the standard and the measured value is used for correcting the process so that the standard can be reached. Based on the understanding provided by competing theories and empirical evidence, the hidden assumptions of the underlying theories of project management can be revealed.

### **2.1.1 Functions of Project Management Theory**

An explicit theory of project management would serve various functions. In prior research, some of the pinpointed functions of project management theory are provides a prediction of behavior, basis on which tools can be built, when shared, provide a common language, pinpoints the sources for progress, leads to learning in practice, innovative practices can be transferred to other settings and it is a condensed piece of knowledge(koskela,2000).

Further it is stated that “a theory of project management should be Prescriptive: it should reveal how action contributes to the goals set to it”. the following roles of a theory have been pinpointed:

### **2.1.2 Project Life Cycle**

The project life cycle, which is a logical sequence of activities to accomplish the projects goals, is made up from five stages namely. According to Kerzner (2009) every project has certain phases of through its initiation to its closure and managing a project will be a process of achieving project objectives in terms of schedule, budget and performance through a set of activities that start and end at certain point in time and produce quantifiable and qualifiable deliverables.

The project Initiation Stage, the project planning stage, the project execution stage the monitoring and controlling stage and the project closure stage. Attention to detail along with the involvement of key stakeholders and proper documentation at each stage ensures the success and quality of the project.

The sequential phases are generally different by the set of activities that are carried out within the phase. The key actors involved, the expected deliverables and the control measures put in place (PMI 2004). Any ad-hoc planning may lead to the consequence of

not meeting deadlines and thereby increasing cost, which in turn affect the quality of the project.

### **2.1.3 Project Implementation**

According to (NIRN, 2014) Project implementation is defined as a specified set of activities designed to put into practice an activity or program of known dimensions. Similarly, (Fixsen et al. 2005:5) defined implementation process are purposeful and are described in sufficient detail such that independent observers can detect the presence and strength of the specific set of activities related to implementation. Based on these definitions many argue that implementation is simply means carrying out the activities described in your work plan which require the coordination of a wide range of activities, the overseeing of a team, the management of budget, the communication to the public, among other issues.

Project implementation begins at the actual pre- investment and ends when the project becomes fully functional (Baum and Tolbert 1985:334 - 335). Implementation is a procedure directed by a manager to install planned changes in an organization. The project manager also has to devote more time on human, financial and technical variables as the key to the realization of project implementation. There is a widespread agreement that the managers are the key process actors and that the intent of implementation is to install planned changes whether they are novel or routine. According to Philip 2008, the successful implementation, will have benefits such as, gives the opportunity to see the plans become a reality, allows end-users to have access to better services and living environment, success stories and experiences can be shared with others, and encourages others to adopt similar approaches which in turn may improve the implementation process.).

Implementing projects successfully is complex and difficult (Slevin & Pinto 1987). However, it can be facilitated by addressing a variety of project critical success factors and deploying all efforts to ensure successful implementation.(Pinto & Prescott 1990:305).

## **2.2 Relief and Developmental Projects.**

### **2.2.1 Implementation of Relief Projects**

Relief can be defined as the “The alleviation of pain, discomfort, or distress.” following natural or environmental disasters such as hurricanes, floods, earthquakes, and droughts, or human disasters such as political instability and wars. Individuals and communities are often unable to meet their immediate needs and require relief as soon as possible. Similarly, relief represents a response to a serious and unexpected natural or man-made emergency that demands an immediate reaction to reduce suffering and loss of life in the short term. Humanitarian relief programs are focused on rapid start-up, and rapid impact. Implementers of relief projects need to gear up as fast as possible and start providing necessary assistance as fast as possible. Their primary focus is not building local capacity, sustainability, or monitoring and evaluation. Their primary focus is getting help to people in need. They end when the emergency ends. (Alana 2008).

Usually relief interventions may entail providing limited aid such as assisting refugees with transportation, temporary shelters, food and establishing semi-permanent settlements in camps and other locations to a temporary calamity, helping to stop death and suffering and bring people from disaster mode to recovery mode. They are also fast-paced, reactive, short-term, focused on meeting immediate basic needs and preventing morbidity and mortality. The standard duration of rescue, relief and rehabilitation are defined as seven days, three months and five years respectively. Relief phase follow immediate after rescue phase, may take duration from one to three month depending on magnitude of the situation and resources (Shaw 2006).

Although these efforts sometimes last longer, most relief work is done in weeks or months. In practice, however, it's not that simple. Sometimes the emergency doesn't end. Situations that look like short-term humanitarian emergencies can go on for years, or even decades. We can mention Somalia, Afghanistan, or Sudan as an example. Programs designed to provide immediate assistance become a way of life for people in crisis. It would be nice if those programs could be converted into development programs, but it's very hard to turn a relief program into a development program (Shaikh, 2008).

During the implementation of relief projects agencies are often called up on to rendered immediate responses and recovery services. To be able to respond effectively, these

agencies must have experienced leaders, trained personnel, adequate transport, logistic support, appropriate communication and guidelines for working in emergency (David, Stephen and Maureen 2014).

Everyone's perfect ideal for relief is to give aid that empowers the communities who receive it. Immediate assistance also builds skills and improves quality of life for the long term. You could, for example, truck in water to a community struck by drought. Then you could dig wells and turn the wells over to local management. You could train a local engineering association or the Ministry of Water on well-digging and irrigation management and safe drinking water.

### **2.2.2 Development Projects.**

Developmental project sets up organizations, networks and tools that have an impact in terms of synergy and development for the community, a sector, region, etc. A developmental project can generate or drive other projects and gather actors from different horizons to work towards a common objective. Development projects can be defined as the process of economic and social transformation that is based on complex cultural and environmental factors and their interactions focus on the long-term process whereby individuals and communities sustainably improve their quality of life (Shaikh,2008). It is the work to meet the foreseen needs. The solutions employed in development projects almost always include training, education, participation, and long-term planning. Similarly, it is suggested that development projects are multi-dimensional and proactive with broad, complex parameters that focus on the rehabilitation and development of a vulnerable population through addressing bio-psycho-socio-economic factors within the cultural milieu. Building capacity is a key component of development and can be defined as the transfer of knowledge and resources through mentoring, workshops, trainings, infrastructure development, etc.

Development projects are focused on achieving long-term change of some kind, with the intent of improving people's lives and the lives of their descendants. They involve rigorous planning and ongoing operational research. They are rooted in local capacity building, because they are aimed at change which continues after the project ends. Even if it has outside support, development in the end has to come from inside (Shaikh, 2008).

Hence, activities are targeted toward enabling positive outcomes for the target population through the provision of basic necessities, advice and mentoring with regard to health, education, equity, governance, infrastructure improvement and security. Long-term successful impact is sustained empowerment of the government, community and civil society to meet the population's aspirations and needs, leading to an improvement in the quality of life without compromising.

### **2.3 Factors Affecting Project Implementation**

Successful accomplishment in project management context can mean many things; thus, we defined success to be sustainable and ongoing performance from both time and cost point view (Taherdoost and Keshavar (2003). Projects do not succeed by chance, rather successful implementation is a result of careful conceptualization, design and implementation, factoring in all the variables which may influence project success in a given locality. Since every micro environment is unique in some way. Factors dictating project success could differ markedly from environment to environment (Nzekwe, Oladejo and Emoh, 2015). Project failure manifests as inability to deliver a project to time, Cost and quality specifications or inability to satisfy consumer expectation (Amachree 1988). The reasons for failure are numerous. They could range from technical problems associated with poor project conceptualization and design to economic problem associated with their implementation.

There is currently a wealth of project management literature in the field of organizational research. Several authors writing on project management have developed sets of critical success factors or those factors which it addressed will significantly improve project implementation chances. However, in many cases project management prescriptions and process frame-works are theoretically based, rather than empirically proven. Authors such as Cleland and king (1988), Archibagd (1976), Martin (1976), all presented strong theoretical framework in denoting critical project success factors. However, evidence supporting these sets of factors are often anecdotal, single-case study or theory-derived, rather than empirical.

According to Slevin and Pinto (1987), to successfully implement a project is usually difficult and complex. The project manager has to devote more time on human, financial and technical variables as the key to the realization of project implementation. From

available literature, it is apparent that the following determinants are capable of affecting project implementation and success of a project in the states-in review if not handled with care. Some of the factors represent specific points raised by two or more of the research includes, clearly defined goals and general direction/Project Mission, top management support, Project Schedule/Plans, Client Consultation, Personnel recruitment, selection and training, Control mechanisms, monitoring and feedback, Adequate communication channels and troubleshooting (ability to handle unexpected crises and deviations from plan.

In addition to these ten critical success factors Pinto and Slevin (1986) comprised four additional factors which they think are critical and beyond the control of the project team and have an important impact on the project success. They also labeled these factors as external to the project implementation process, these factors include characteristics of the project team leader, competence of the project leader, power and politics, environmental events and urgency.

A project typically is perceived as a set of activities coupled with exact precedence and interdependencies among those activities. Project performance targets are tied with the scheduling and control of project activities in a well-coordinated time and cost-effective manner so that the project can be fulfilled within the preplanned scope of the project. This highlights the significance of understanding and achieving the project goals and a project is a means to achieving those goals. As long as the project management and final result are inherently interrelated together, the success of the project has often been associated with final result of the project and project success criteria. However, Munns and Bjeimi, 1996 provided the fact that the project management and its success factors are those managerial or must be given special and enterprise area that must be given special and continual attention to bring about high performance in both current operating activities and future success.

Accordingly, it is necessary to evaluate behavior and technical skill potential for leadership, personal strengths and weaknesses and experience, because they strengthen the chance of better management performance. Similarly, poor communication among stakeholders, managers and the project team also cause a project serious problem since the team comprises professionals who interact for the benefit of all.

Hyvari (2007) recognized the success factors dimensions in terms of short-term and long-term goals according to timeframe of expected results and usually a short-term goal of projects efficiency concedes meeting cost, time and goals. A medium-term goal may concede meeting technical specifications, functional performance solving customer's problem that triggered the project right through to matching intangible and tangible outcomes. Along term goal for aid projects could be generating confidence, satisfaction and also influence.

### **2.3.1 The Performance**

DAC describe efficiency measures the output qualitative and quantitative in relation to the inputs. Specifically, in the humanitarian context it is an economic term which signifies that the aid uses the list costly resources possible in order to achieve the desired result and it requires comparing alternatives approaches to achieve the same output, to see whether the most efficient process has been adopted.

OECD 2000 suggested some consideration should be made by asking questions such as where the activities cost efficient? Where the objectives achieved on time? Was the project implemented in the most efficient way compared to alternatives?

Defining project success poses another challenging in understanding project management and consequence in understanding its performance. It is generally accepted however, that the success or otherwise a project can be defined through the convergence of the ability of the process to meet the technical goals of the project whilst not deviating from the three constructions of Scope, time and cost.

Projects generally fail as a result of poor planning constant changes in the scope and consequently deadline and budget as well as the lack of monitoring and control. For instance, according to PMI 2008 depicts various level of project success and there levels includes project success is measured by products and project quality, timelines budget compliance and degree of customer satisfaction. Project managers manage the program staff and the project manager, they provide vision and overall leadership portfolio, and success is measured in terms of aggregate performance of portfolio components. On the other hand, success in project management has been traditionally associated with the ability of the project manager to deliver is scope, time, cost and quality. Acceptability

adoption, appropriateness, feasibility, fidelity, cost, coverage and suitability can serve as an indicator of the success of a project or a program. (D.H. Peteres 2013).

According to (Samset 2010) project efficiency is defined as to which project outputs have been delivered as planned and in accordance with the budget. It is also contributed to the tactical and short-term performance targets such as cost and scope which are project management issues. (Williams Knut)

According to DAC in evaluating the effectiveness of a program or a project, it is useful to consider the following questions; to which extent were the objectives achieved/likely to be achieved? And what were the major factors influencing the achievement or non-achievement of the objectives?

Boyd (2001) introduced five maxims of measuring project satisfaction regardless of project scope, size or duration, which are delivering the product that the customer desires or need, delivering the product within the time frame stipulated by the customer, delivering the desired degree of feedback that the customer desires, having a system of conflict resolution that is fair to both the customer and the development team.

DeWit(1988) distinguished between project success which is measured against the overall objectives of the project and project management success measures of performance against the widespread and traditional measures of performance against cost, time, and quality.

### **2.3.2 The use of Iron Triangle in Project Evaluation**

Since it was introduced in the early 1950s the discipline of project management has sought to define criteria against which a project can be measured. Cost, time and quality (the iron triangle) over the last fifty years has become inextricably linked with measuring the success of the project management (Atkinson 1999). It has been suggested that while this triple constraint model is important it can also narrow the focus away from other crucial factors that lead to project success. project management; cost, time and quality to best guesses and a phenomenon it's time to accept other success criteria as the project managers see their role as restricted to achieving the predefined time, cost and quality objectives Atkinson, 12(1999).

The iron triangle is a very popular metaphor pointing out that the project manager is asked to reach a reasonable trade off among various concurrent heterogeneous and visible constraints (Caccamese and Bragantini 2012).

The international project management association IPMA 2016 state that project success relates strictly to project management success as the ability to deliver the projects product in scope, time and quality. On the other hand, there are many other requirements for project success, some are concerned with the ability to control the level of uncertainty in a project, some are related to establishing and maintaining appropriate communication channels and much more. (Kerzner 2009).

## **2.4 Empirical Review**

### **2.4.1 Factors Affecting Relief Project Implementation**

**Lack of clearly of Defined Goals:** Before making any investment on implementation of projects or start managing new projects, the project goals and objectives must be clearly defined and understood as fully as possibly by the project team. So many times, it is common to see projects get off to a terrible start simply because there never was clear understanding of exactly what was to be done.

The project goal gives purpose and direction to the project; it defines the final deliverables or outcomes of the project and serves as a continual point of reference for any question that arises regarding the purpose of the project. The purpose of objective statements is to clarify the exact boundaries of the goal statement and define the boundaries or the scope of the project. However, Mullay 2003, identified lack of clearly defined goals and objectives as one of the factors that project fail to achieve the expected results with time, cost, and the required quality. Similarly, in the case of relief projects Humanitarian Practice Network 1995, argued that the setting of objectives for relief intervention by which interventions will be judged is highly problematic and many relief agencies describe their objectives only in very general terms and lacks specificity and identification of indicators of achievements. The project manager also cannot be expected to carry out successfully if the requirements are not adequately defined in the project goal and objectives.

**Lack of top Management Support:** Top management support is considered to be an area that has high impact on project success. However, previous studies have also stated that effective top management support practices may vary across industries. For instance PMI's 2010 indicated that government Program Management Study found that 81 percent of program managers at U.S. government agencies said that strong support from at least one executive-level sponsor had a high impact on project success. Top management usually controls a project manager access to resources which are supervised by functional managers and the level of support from functional managers is usually determined by the level of support from the top management.

According to Belassi and Tukel 1996 full support from the organization for the project helps to facilitate and implement strategies for the successful completion of projects. This is mainly because agencies to rendered immediate responses and recovery services and to be able to respond effectively must have experienced leaders that provide strategic direction to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment(Aosa 1992).However in reality during the implementation of relief projects the willingness of top management to provide the necessary recourses and authority for the project team is not usually. And as a result, even critical emergencies are routinely underfunded, not timely or sufficient, nor they are equitable or predictable (Torrente 2013).

**Lack of Stakeholder's engagement /Client consultation:** Stakeholder are the people who are actively involved with the work of the project or have something to wither gain or lose as a result of the project (Kim heldman 2009). The purpose of every project is to satisfy stakeholders. It is also suggested that understand the need of stakeholders and designing control system to keep those need visible is very crucial. Anyone who participate in the project or is impacted by its result is a stakeholder (Eric, 2003). Fostering and maintaining relationship with stakeholders, holding them to their commitments and ensuring the project continues to meet their expectations. Failure to identify stakeholders, understand their needs and meet their needs can result in spectacular project failures.

P. Serrador (2015) indicated the following steps for successful stakeholder management, identify the stakeholders, understanding their need manage all stakeholders and confirm that stakeholders' roles or needs have not changed. Similarly, Kapoor (2002) depicts two stakeholders engagement steps during community development process. During the planning phase, the organization should focus on identifying key stakeholders, the potential positive and negative impacts of the operation, community needs and existing community resource and assets. During the implementation phase, ongoing dialogue and participation is required to inform key decision making. However as one world bank study notes, virtually all humanitarian relief efforts suffer from lack of coordination and an overarching national driven plan to which all donors agree resulting in fragmentations gaps, duplication in aid financed programs poor coordination among stakeholders can have serious consequences by scattering assistance among a greater number of projects so that relief workers fail to tackle key priorities.

According to the Humanitarian Accountability Partnership a leading initiative in this area, these include efforts to consult and listen to affected persons take their views into account when carrying out needs assessments and crating the aid response, establish feed-back mechanisms and register complaints during implementation and eventually assess the results and impacts of the aid that has been provided. Similarly, Torrente 2013, understanding of the aid organization's identity, intentions decisions, and actins is critical not only for the nature of the relationship between provider and recipient, but also more broadly for the relevance and effectiveness of assistance.

On the contrary (Torrente 2013) indicated that consulting and involving affected people in disaster situation finds much of its imputes in concepts of community participation prevalent in development aid policy and practice yet who is precisely the "community" being consulted in situations of crisis and upheaval? The first practical difficulty of widely or effectively consulting within the time constraints of an emergency response.

In many situations, authority structures marginalize the weakest and most vulnerable, who either cannot speak for themselves or are not heard, resulting in their needs being ignored by aid organization. The paradox is that unless aid providers have a response and thus actively look for the corresponding needs to be met, these needs will remain invisible.

Improvements required for increased effectiveness and impact include more interactive and understandable communication with affected communities about the purpose and limitations of the aid response, and more participation of “recipients” in defining the aid response, and more participation of recipients in defining the help they require and improving their own situation in conjunction with outside assistance.

By making aid recipients “stakeholders” rather than beneficiaries, bottom up pressure that will ultimately improve aids quality and appropriateness will be generated.

**Communication Channel:** Getting information to the correct team members at the right time in the project usually determines the success or failure of the project. (Wysocki and Mc. Gary 2003). Project communication management includes the process required to ensure timely and appropriate generation collection distributing, storage, retrieval and ultimate disposition of project information. Effective communication creates a bridge between diverse stakeholders involved in a project, connecting various cultural and organizational backgrounds, different levels of expertise and various perspectives and interests in the project execution or outcomes. According to Wysocki and Mc. Gary (2003) project include, identification of stakeholders, plan communications, information distribution management of stakeholder’s expectation and performance reporting. Information management and communication should be part of planned design and execution and be integral to an organization risk and disaster management plan. To be able to respond effectively and working in emergency agencies must have appropriate communication and guidelines in addition to experienced leaders trained personnel adequate transport, logistic support, (David, Stephen and Maureen 2014).

**Monitoring and Feedback:** Many projects fail to be successfully completed due to several reasons. Among these are lack of understanding of the need for monitoring and evaluation. Although the humanitarian community acknowledges the need for good quality data in program design and monitoring, the challenges and demands of field settings have too often led to the argument that “we just don’t have time” or “it is too difficult”. Yet without the allocation of time and resources to the collection of baseline and monitoring data, project activities cannot be grounded in strong evidence from program evaluation (Jennifer and Sara 2008)

In recent years, the rapid nature of humanitarian aid has been coupled with an increasing number of natural disasters and armed conflicts, increasing the need for aid while diminishing the resources available to meet this need. Consequently, increased competitions in finding funding and resources to meet these needs often causes organizations to compromise the transparency of their work as public opinion of their operations may infringe upon their ability to secure funding (Laurel, Jennifer, Juliana ,and Abigail 2015). Historically, due to these challenges, M&E has been deprioritized, inhibiting program accountability and effectiveness. On the other hand demands on monitoring have grown as each agency aims to better incorporate feedback from affected populations into programming, to measure outcomes as well as outputs, to assess value for money and to remotely monitor work in challenging contexts (Warner 2017).

Following the 1994 Rwandan genocide and the subsequent displacement of Rwandans in surrounding countries thereafter, the need for greater humanitarian accountability became a focal point for the international community (Tim 2009). Conducting M&E activities in active complex emergencies presents a unique challenge for humanitarian aid providers. Lack of access and security leads international INGOs to engage local actors to deliver aid, making it much more difficult to conduct M&E on humanitarian projects. Distrust between organizations and a lack of data transparency makes it difficult to gather data for analysis (GOAL 2016). Accountability in relief operations is multifaceted and includes both upward accountability to donors and downward accountability to beneficiaries. Its value lies in its ability to contribute to prioritization in these fragile and resource-limited settings. (Benini, Chataigner, Noumri, Tax, and Wilkins ,2016) Accountability is a crucial component of risk mitigation and management, with increased monitoring and reporting requirements than traditional programming. A recent study across four conflict settings found that surveys of local beneficiaries reported that aid received was frequently not what was most needed. (SAVE 2016). A clear plan for M&E must be designed; monitoring in emergency operations may need to be more intensive and can require significant resources beyond those used in direct management settings. Several general methods and practices exist to support internal and external M&E initiatives in remote operations. (GOAL 2016). In general, currently monitoring is used for the top three priorities; keeping to the project

plan during implementation, improving the relevance and appropriateness of the project, and accountability to stakeholders.

Warner, (2017) in his research concluded that, monitoring is used for the top three priorities; keeping to the project plan during implementation, improving the relevance and appropriateness of the project, and accountability to stakeholders. The main use appears to be for accountability (reporting to donors), followed by decision-making during project implementation (the two purposes of keeping to the project plan and improving relevance). However, accountability to other stakeholders, and particularly to affected populations, is weak, and there is little or no organizational learning or improving the understanding of organizational contributions.

### **2.5 Relief Project in Ethiopia.**

For many decades In Ethiopia. Somewhat modern civil associations began to emerge in Ethiopia during the 1930s as a factor of urbanization and economic development (world Bank, 2000). The first organizations in Ethiopia which can be defined as NGOs were traditional self-help systems these self-help institutions, such as “Iddirs” and “Mahbers” (CCRDA, 2006). In 1960 both foreign and local NGOs were established when these self-help groups could no longer suffice to support the needy of the country and the government were unable to meet the growing demands of the population. The first NGOs in the form known today that were established in the country were the Ethiopian Red Cross and Swedish Save the Children.

According to the World Bank report the roots of most of the international and local NGOs traced to the catastrophic famine crises of 1973–74 and 1984–85. Their major interventions experience was focused and overwhelmed on relief operations. Children Local church-affiliated agencies also played a very significant role in these operations. Ethiopia generally receives between 20 and 30 percent of all food aid arriving in Sub-Saharan Africa, the annual amount depending on the severity of prevailing drought or famine conditions. Reports also indicate that aid deliveries ranged between 200,000 and 300,000 tons until the large-scale famine of the mid-1980s, at which point they rose sharply to almost 1.0 million tons.).At that time there were almost 100 NGOs operating in Ethiopia in addition to usual bilateral and multilateral donors. During the famine crisis of 1984–85, many international donors insisted upon channeling relief aid through nongovernmental groups because of well-founded suspicions of the policies of the

Mengistu regime. During the initial famine of 1973–74, various groups engaged in relief operations formed what became known as CRDA (Christian Relief and Development Association), the first NGO umbrella organization in Ethiopia. CRDA was organized by a coalition of Catholic charities, other religious affiliates, and a few outside, secular NGOs. Its formation played critical role in coordinating relief activities during more acute crisis and also helped to facilitate the coordination between the government and NGOs sectors in the country through Relief and Rehabilitation Commission (RRC) later Disaster Prevention and preparedness Commission (DPPC). However, in most relief operations the active actors were large and resource-rich international NGOs (some working in collaboration with local church-affiliated entities) and United Nations (UN) relief agencies. Local NGOs were decidedly junior partners in these operations.

When the developmental trend of NGOs in Ethiopia devalued before 2009, the implementation of the new proclamation there were about 3822 registered and operational national and international NGOs in different parts of Ethiopia. However this figure dramatically decreased following the establishment of Charities and Societies Agency in 2009. Only 736 has re-registered based on the new proclamation No.621/2009. As of December 2014, the numbers of newly registered NGOs have increased considerably. Based on the information from CSA More than 2000 new NGOs both local and international were registered and received certification and they are engaged in various social, economic, governance and relief activities. For a long time, the NGO community was dominated by a relief agenda. But following the government's policy to steer this focus to development, a number of NGOs are going into education and skill training, credit and saving, environmental protection, health, child welfare and advocacy. However due to conflicts, recurrent drought and the influxes of refuge from neighboring countries disaster remain at the heart of Ethiopian politics. As a result, the majority of NGOs besides their development projects, they are participating in different relief operations at federal and regional levels.

### **2.5.1 The refugee Situation in Ethiopia**

Ethiopia is a leading refuge hosting country in Africa next to Kenya. More than 850,000 refugees from South Sudan, Somalia, Yemen, and Eritrea have been living in camps jointly run by the Ethiopian government and the UN. A recent report indicates that due to the political instability in South Soudan and Yemen and the deterioration of human right in Eritrea; may led to an increase in the influx of refugees.

The Ethiopian government provides security and protection for the refugees and the United Nations High Commissioner for Refugees (UNHCR) is responsible in providing welfare through its operational and implementing Partners. Currently there are more than 36 Non-governmental organization (local and international) implementing relief projects in different sectors such as WASH (water hygiene and sanitation), livelihood, education and health in 26 refugee camps in six regional states of Ethiopia. These organizations are working in partnership with the Ethiopia government and UNHCR to provide basic social services through their relief projects according to their specialization.

### **2.5 Conceptual literature**

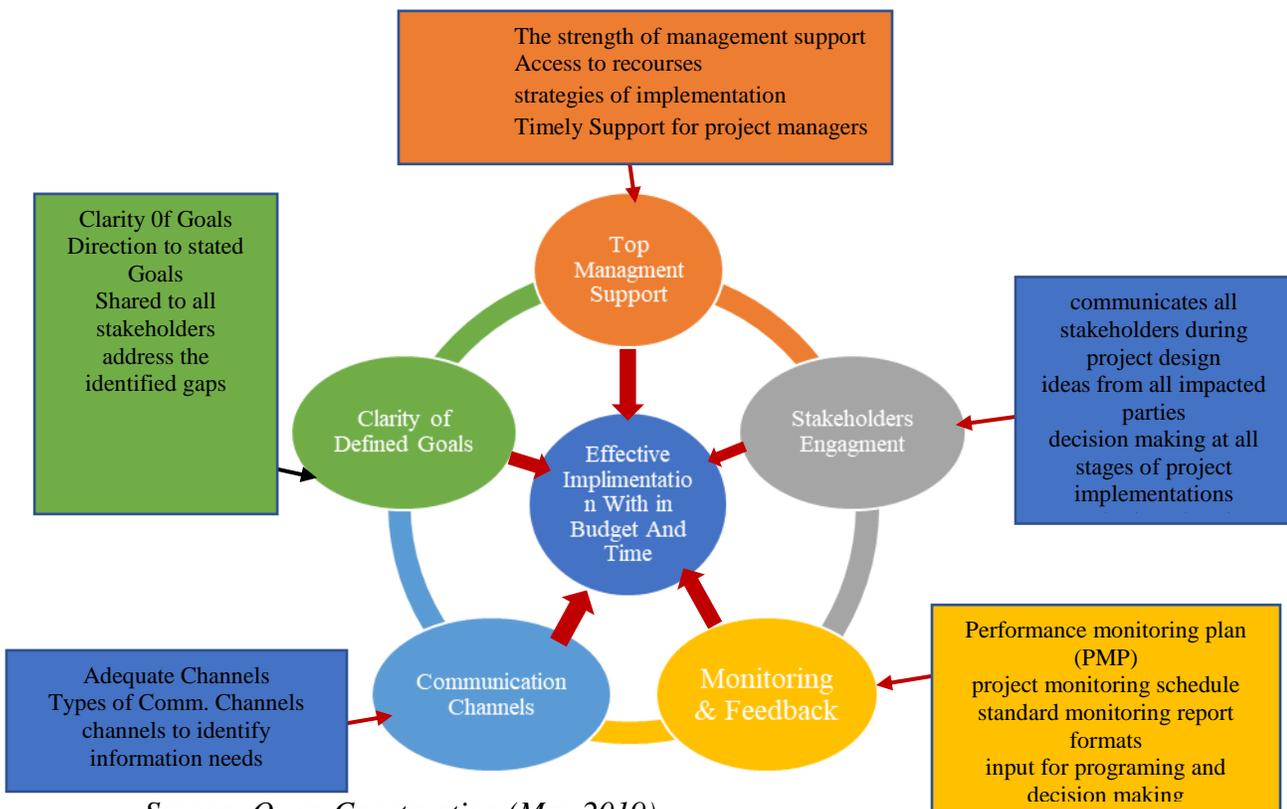
The conceptual framework explains the path of a research and grounds it firmly in the theoretical constructs. The overall aim of the framework is to make research findings more meaningful, acceptable to the theoretical constructs in the research filed and ensures generalizability. According to Camp 2001 a conceptual framework is a structure which the researcher believes can best explain the nature progression of the phenomenon to be studied. Similarly, Jabareen 2009, defined conceptual framework as a network or plane of interlinked concepts that together provide a comprehensive understanding of a phenomenon or phenomena. The concepts that constitute a conceptual framework support one another, articulate their respective phenomena and establish a framework specific philosophy.

A Conceptual framework is a hypothesized model identifying the model under study and the relationships between the dependent variable and the independent variables (Mugenda & Mugenda, 2006).

A dependent variable is the outcome variable, the one that is being predicted and whose variation is what the study tries to explain. The independent variables, also known as the

predictor or explanatory variables, are factors that explain variation in the dependent variable.

The dependent variable in this research is effective project implementation of projects within the allocated budget and time, which is the goal of any organizational entity with the mandate of bringing a project to life. In the case of relief projects implemented at Pughido I refugee camp as per the researcher observation, effective project implementation was influenced by the following factors among others; clarity of defined goals and general direction, stockholder’s engagement, monitoring and feedback, Communication Channels and top management support, which are the independent variables and the indicators of the variables are also listed alongside the independent variables as presented in the figure 3 below.



Source: Owen Construction (May 2019)

**Figure - 3: Conceptual Framework**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

Chapter three discusses the methodology to be pursued in undertaking the research. More specifically it presents operational definition of key terms, the research design to be employed, population of the study, sample size determination, sampling technique to be employed, sample distribution, data collection instruments and approaches as well as data analysis methods.

#### **3.1. Research Design**

A research design is the conceptual structure with in which research is conducted and it's constitutes will be the blue print for the collection, measurement and analysis of data (Kothari, 2007). A descriptive survey design will be used for this study to find out factors that affect the implementation of relief projects specifically for a refuge context. It is mainly because, this type of research design will describe what exists and help to uncover new facts and meanings with the purpose of observing, describing and documenting aspects of a situation as it naturally occurred. This research design will also help the researcher to collect in-depth data from administering well designed questionnaires and in-depth interview with key informants in order to make both qualitative and quantitative analysis.

#### **3.2. Population of the study**

Target population is a set of individual units in a population including those in the sampling frame about which the research inferences and generalization is made. The selection and inclusion of potential participant samples determined by several factors such as the research questions, design and the availability of adequate number and type of participants (Geoffrey, DeMatteo and Festinger 2005).

The units of analysis for the research are one-year relief projects completed by different agencies in the year 2017/8 at Pugnido one refugee camp. In 2017/18 at Pugnido I twenty-seven projects were implemented in the sector of protection, health and nutrition, education, wash, Shelter, CRIs and food distribution. (2017/18 ARRA- UNHCR Accountability Matrix). So, these Twenty -seven projects were subject/ units of analysis for the research. Review of secondary data revealed that a total of 162 program staffs involved in the implementation of these relief projects by the year 2017/18.

### 3.3. Sample and Sample Size

In a bid to come out with a representative sample, the following formula was used to determine the sample size.

$$n = \left[ \frac{NK^2[P(1-P)]}{K^2[P(1-P)] + NE^2} \right]$$

Where:

$n$  = The required sample size

$P$  = The expected proportion/value of key parameter (0.5)

$K$  = Z score, which is 1.96 for a confidence level of 95%.

$E$  = An error of 5 to 10% is usually acceptable (Kothari, 2004). Accordingly, a margin error of 7.5% was considered for the study.

$N$  = Target population (total number of road projects = 166).

Accordingly, a sample size of 83 program staffs were found to be sufficient to attain a 95% confidence with an absolute error of 7.5%.

### 3.4. Sampling Technique

Of the 162 program staffs participated in the implementation of this projects 83 staffs were selected. Given the small number program staffs involved from each project at Pugniod I refugee camp non-probability sampling technique was applied. A purposive sample is a non-probability sample that is selected based on characteristics of a population and the objective of the study. Purposive sampling is also known as judgmental, selective, or subjective sampling. Using Purposive sampling method, Program staffs were selected from each project and included in the sample (project officers, program/project managers, program coordinators, Monitoring and Evaluation officers).

### **3.5. Methods of Data Collection.**

The selected research design for this study is descriptive and for this type of research whether it is based on sample or census surveys, primary data can be obtained through observation or direct communication with respondents (C,R.kolthi, 2004 ). This study will adopt primary and secondary data collecting tools which are suitable for descriptive research design. Primary data was collected from the then project managers or program officers using the tool developed and secondary sources including project financial reports, baseline, mid-term and end line evaluation reports, terminal reports and Performance Monitoring Plan (PMP). These tools are selected because they enable the researcher to collect in-depth data by personally delivering to the respondents.

The questioner is developed using factors that will have an effect in the implementation of projects as identified from the available literature. They will also have two parts. Part one will contain demographic information of each respondent and part two will constitute twelve sub sections with closed ended items which will reflect the identified factors.

Interview is relatively simple approach however it can produce a wealth of information and its effectiveness depends on how it is structured and standardized for all participants.

#### **3.5.1 Data Collection Tools and Methods**

Triangulation of data source has a number of advantages that no single source could have. Carvalho and White (1997) pointed out that integrating methodologies help in implementing better measurements, confirming, enriching, merging and explaining the findings resulting in better analysis. White (2002) also indicates that using quantitative and qualitative approaches together yields synergy. Thus, for the purpose of attaining objectives of the research and answering research questions, both quantitative and qualitative data were used. Both primary and secondary data were collected employing the following methods and tools:

### **3.5.2. Desk Review**

Pertinent documents related to budget and cost will be reviewed to collect secondary data for the research. Accordingly, participatory assessment reports, project document (both technical and financial), financial reports, strategic plan documents will be reviewed to extract causes of cost over-run and capture learning. Review of literature pertinent to the research topic was made to design instruments.

### **3.5.3 Survey**

Primary data will be collected through survey employing structured questionnaire prepared for the purpose. The questionnaire will have a cover page providing a clear guidance and requesting consent. The researcher will distribute the self-administered structured questionnaire to be filled by the respective program staffs (project officers, program/project managers, program coordinators, Monitoring and Evaluation officers). The completed questionnaires were collected within a defined date and in order to enhance the response rate, the researcher used to send reminders until the last data was collected.

### **3.5.4 Key Informant Interview**

Primary data was also be collected through key informant interview to capture inputs that will complement the survey data. Accordingly, key informant interview was conducted with key program staffs who participated in the implementation of these projects. The key informant interview was undertaken using semi-structured key informant checklist prepared for the purpose.

### **3.6. Validity**

Validity concerns the extent to which a measurement actually measures those feature the investigator wishes to measure and provided information that is relevant to the question being asked. The measurements are accurate if they are relatively free from systematic errors. Validity was ensured by making sure the sampling techniques were free from bias by giving each subject an equal opportunity to score. Validity was also improved through operationalization of variables. The questionnaires were comprehensive to cover all the variables being measured. Comparison was done between the conceptual frame work (own variables) and theoretical framework (what has been said by others) for validation.

### **3.7. Reliability**

To measure the reliability of the data collection instruments an internal consistency technique Cronbach's alpha was computed using SPSS. The pilot study involved questionnaires from 20 respective program staffs (project officers, program/project managers, program coordinators, Monitoring and Evaluation officers who are involved in the implementation of these relief projects by the year 2017/18. The data obtained from these respondents was analyzed using SPSS Cronbach's alpha. According to Zinbarg, (2005) Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability. The reliability coefficient of 0.7 and above is recommended. Reliability analysis through SPSS yielded a Cronbach alpha greater than 0.7 for the five research objectives. This implies that the research instrument was reliable.

### **3.8. Methods of Data Entry and Analysis**

#### **3.8.1. Data Analysis**

Data analysis is the process of systematically applying statistical and /or logical techniques to describe and illustrate, condensed and recap, and evaluate data. According to (C,R.kolthi, 2004) the data gathered will be processed and analyzed in accordance with the outline laid down for the purpose at the time of developing the research plan. Without application of certain statistical treatment, the raw data is meaningless. For this study the collected data was analyzed using descriptive statistics. Excel software was used to transform the variables into a format suitable for analysis. Data statistical package for social sciences (SPSS) 25 version for windows was be used to analyze the data. Percentages mean, and standard deviation was attained. The information is presented in form of charts and tables for ease of interpretation, conclusion

#### **3.8.2. Quantitative Analysis**

Data collected from the respondents was first checked for completeness and entered into statistical software programmed database. More specifically, Statistical Package for Social Science (SPSS) software was employed to analyses the data. Descriptive statistics such as frequency, proportion, mean and standard deviation was employed. Cost Variance (CV), which is measures cost performance of a project (PMI, 2008) was employed to gauge whether or not projects were completed within the approved budget. Cost Variance was computed using the following formula.

$$CV = EV - AC$$

*Where:*

*CV = Cost Variance*

*EV = Earned Value*

*EV = PV \* % Complete*

*AC = Actual Cost*

A positive CV indicates that the project is completed under the approved budget. While zero variance indicates completion of the project exactly on budget, a negative CV shows that the project was completed over budget. (PMI, 2008 and Deborah et, al., 2013).

Cost Performance Index (CPI) was employed in a bid to measure efficiency in an objective way. CPI measures the value of the work completed compared to the actual cost or progress made on the project. While CPI value of less than 1 indicates cost over-run for the work completed, CPI value of greater than 1 indicates cost under-run or work was accomplished for less cost than budgeted (PMI, 2008 and Deborah et, al., 2013). CPI value of 1 indicates that the planned work was completed on budget. CPI is computed employing the following formula.

$$CPI = EV \div AC$$

*Where:*

*CPI = Cost Performance Index*

*EV = Earned Value*

$$EV = PV * \% \text{ Complete}$$

$$AC = \text{Actual Cost}$$

The data used to compute Cost Variance and Cost Performance Index was collected from UNHCR data base.

### **3.8.3 Qualitative Data Analysis**

The qualitative data collected from key informant interviews and secondary sources was analyzed thematically. Results of the thematic analysis were then used to complement findings of the quantitative analysis.

## **CAPTEHER FOUR**

### **RESULTS AND DISCUTION**

#### **4.1 Description of The Study Area**

The Gambella Region is located in the western part of Ethiopia which is 777 KMs from Addis Ababa. According to the 2007 housing and population census the total population of the region has been 306,916 (Male 159,679 and Female 147,237).The indigenous ethnic groups constitute Nuer, Agnuak, Majanger, Komo,opo and other tribes from the highland of Ethiopia.

Pugnido I is the oldest refugee camp in the Gambella Region. Pugnido hosts South Sudan refugees who arrived in different waves since 1993; in 2012; and since December 2013 following various conflicts in the country of origin. The camp population is primarily comprised of refugees from South Sudan's Jonglei State (72.1%) and Upper Nile (27%), while the remaining 0.9% came from other states in South Sudan. The main ethnic groups are the Nuer (63.7%), Agnuak (35.3%), others (1%). According to the UNHCR update 2017 there are more than 67,955 refuges settled in Pugnido I refugee camp

#### **4.2. Descriptive Statistics**

##### **4.2.1 Response Rate**

A total of 96 questioners was circulated and 83 are collected, all of the collected responses were found valid and used for analysis. Based on the response obtained from the respondents' data presentation and analysis were made.

#### 4.2.2 Demographic Characteristics of Respondents

It is important to discuss about the demographic characteristics of the respondent to know the distribution in terms of gender, age, and level of education.

*Table .1 Demographic Characteristics of respondents*

Demographic Type	Variables	Frequency	%
Gender	Male	58	71.1
	Female	24	28.9
	<b>Total</b>	<b>83</b>	<b>100</b>
Age	20-30 year	28	33.7
	31-40 year	42	50.6
	41-50 year	12	14.5
	51 and above	1	1.2
	<b>Total</b>	<b>83</b>	<b>100</b>
Educational back ground	College Diploma	6	7.2
	Bachelor's	57	68.7
	Masters	20	24.10
	<b>Total</b>	<b>83</b>	<b>100</b>
Level of expertise and position	Project officer	43	51.8
	Project Coordinator	8	9.6
	Project Manager	18	21.7
	Program Manager	5	6.0
	M & E officer	9	10.8
	<b>Total</b>	<b>83</b>	<b>100</b>

*Source: Owen Survey (February 2019)*

From Table 1 Male respondents formed 71.1% of the total participants whereas female participants were only 28.9%. This demographic show that in the implementation these relief projects at pugnido refugee camp the participation of women is lower compare to men. Majority of the respondents, 50.6% were aged between 31 – 40 years. This represents that majority of the respondents were young professional who have at least basic experience in work execution, this making them the most crucial unit in relief project execution operations. The second highest representation was that of the respondents who were aged between 20 – 30 years of age with a percentage representation of 33.7%. The respondents

who were aged 41 – 50 years were about 14.5%, while respondents above the age of 51 were about 1.2%.

Majority of the respondents were undergraduates who formed about 68.7% of the sample population. Next were post-graduates who formed about 24.1% of the respondents. Finally, a marginal of 7.2% of the respondents had lower education level which was a diploma. The researcher recognizes that majority of the respondents were frontline officials who dealt with implementation of relief projects at pugnido refugee camp. The researcher holds that, educated people are more creative, focused and conscious on successes, which are the basic ingredients for ensuring an effective project implementation.

In relation to respondents' level of expertise and work position that majority of respondents 51.8 %. participated in this study are project officers who are managing the day today activities of the relief operations. Project managers also were about 21.7% of the respondents. Those who are working as a program manager and project coordinator accounts for 6% and 9.6% respectively. Monitoring and evaluation officers that participate in the study as respondent accounted 10.8%. These demographics indicate that majority of the respondents were pretty young professionals thus having worked in refugee response projects and similar with the age distribution.

#### **4.2.3. Distribution of Projects by sector.**

The 27 relief projects included in the reperch, were implemented in 10 sectors based on the specialization of implementing organization. 15 organization participated in the implementation based on their specialization. All 27 projects were included in the partnership framework agreement signed by both parties, the implementing organization UNHCR and the government counterpart ARRA.10 of them were focused on protection, 3 of them on education, 6 on health and nutrition, the remaining projects were implemented by different organizations based on their specialization. The project distribution is presented in the below table.

*Table .2 Distribution of Projects across the sectors*

<b>Sector</b>	<b>Projects</b>	<b>Implementing Organization</b>
<b>Protection</b>	<b>Transportation of Persons of Concern (Inter-camp family renunciation/protection cases)</b>	<b>DICAC</b>
	<b>Registration &amp; Refugee Status Determination</b>	<b>UNHCR ARRA</b>
	<b>SGBV - Prevention</b>	<b>IMC</b>
	<b>SGBV- Response</b>	<b>RADO/IMC</b>
	<b>Child Protection</b>	<b>SCI</b>
	<b>Child and Youth Protection</b>	<b>SCI/BCS</b>
	<b>Support to people with specific needs</b>	<b>RADO/</b>
<b>Education</b>	<b>Sport and recreational activities</b>	<b>SCI</b>
	<b>ECCE (Early Childhood Care and Education)</b>	<b>SCI</b>
	<b>Primary Education</b>	<b>ARRA</b>
	<b>Secondary Education</b>	<b>DICAC</b>
	<b>Non-Formal, Adult Education</b>	<b>DICAC</b>
	<b>School Feeding</b>	<b>ARRA/SCI</b>
<b>Health and Nutrition</b>	<b>Primary Health Care</b>	<b>ARRA</b>
	<b>HIV/AIDS /reproductive health (Community and Facility Based)</b>	<b>ARRA/RaDO</b>
	<b>Psychosocial and mental Health Support (Facility based)</b>	<b>ARRA/ BCS</b>
	<b>Psychosocial and mental Health Support (Community based)</b>	<b>BCS</b>
	<b>Nutrition (OTP, SFP, BFP and SC)</b>	<b>CWW</b>
<b>WASH</b>	<b>Sanitation and hygiene promotion</b>	<b>IRC</b>
<b>SHELTER</b>	<b>Shelter</b>	<b>NRC</b>
<b>ENVIRONMENT AND ENERGY</b>	<b>Environmental Protection &amp; Rehabilitation</b>	<b>NRDEP</b>
<b>CRIs</b>	<b>Provision of Core Relief Items</b>	<b>UNHCR</b>
	<b>Core Relief Item Distribution</b>	<b>ARRA</b>
<b>FOOD</b>	<b>Food Provision</b>	<b>UNWFP</b>
	<b>General Food Distribution</b>	<b>ARRA</b>
<b>Camp Management</b>	<b>Camp Management</b>	<b>ARRA</b>
<b>Livelihood</b>	<b>Agriculture</b>	<b>CWW</b>

*Source: UNHCR and ARRA Accountability Matrix (February 2019)*

#### 4.2.4 Approved Budget of Projects

The total annual approved budget of these 27 projects was found to be Birr 115,583,297.33 (One hundred fifteen million five hundred eighty-three two hundred ninety-seven). The source of funding for implementing partners was from UNHCR and for operating partners organizations the sources of funding were different donors, such as BPRM and private funding. While the lion's share of the budget (Birr 46,317,647.11) accounting for 40.07% went to projects that provide food, nutrition and water services and Birr 24,942,512 accounting for 21.5% allocated to health service providing projects. The remaining budget (44,323,138.22) that accounts for 38.35% was distributed to protection, education, infrastructure, core relief items distribution and livelihood projects. Detail of the budget related information is presented in the below table.

*Table 3. Projects approved annual budget*

No.	Project Name	Approved Annual Budget	Expenditure	Cash Flow Balance
1	DICAC	6,842,000.00	6,842,000.00	0.00
2	ARRA/UNHCR	34,041,802.20	33,901,712.40	140,089.80
3	IMC	6,724,276.40	6,710,000.00	14,276.40
4	RaDO	5,900,000.00	6,180,000.00	-280,000.00
5	SCI	8,990,352.00	8,924,000.00	66,352.00
6	BCS	4,912,955.32	4,564,578.27	348,377.50
7	IRC	6,478,902.71	7,038,000.00	-559,097.29
8	NRC	4,500,000.00	4,485,000.00	15,000.00
9	NRDEP	2,400,000.00	2,400,000.00	0.00
10	CWW	11,932,507.70	12,648,613.23	-716,105.53
11	WFP	22,860,501.00	22,860,501.00	00.00
<b>Total</b>		<b>115,583,297.33</b>	<b>116,554,44.90</b>	<b>-971,107.12</b>

*Source: Compiled from Reports of implementing Organizations*

#### 4.2.5 Analysis of Cost Variance

The cost variance analysis revealed that about 14, projects 51.9% completed exactly on budget and 9 projects that accounts 33.3% completed with positive cost variance of Birr 2,187,972.30, indicating they were all completed pretty under budget. As key informants indicated, positive cost variance is expected due to two main reasons. One usually donor

especially UNHCR release funding very late, and it may cause delay or cancelation of some activities that are time sensitive. The other reason if a conflict and instability happened in the refugee camp humanitarian workers may not carry out their daily activities as per their work plan. And this cause delays the implementation of some project activities and hinder agencies from utilization their annual budget as per the plan. Of the 27 relief projects implemented at Pougido by 2017/18 only 4 projects, 14.81% were found negative cost variance, indicating that these projects were completed with over spending, amount of Birr 2,382,822.29. Most of projects that showed negative cost variance were projects that have construction activities. As key informants indicated construction management is very difficult for any construction activities in the refugee camps and it is mainly due to lack of construction material in a nearby places and the required manpower with market labor cost. Therefore, projects are expected to go beyond their anticipated budget. The other reason is that sometimes the influx of newly arrive refugees might be very high than anticipated. In such emergency cases projects may incur additional costs to handle the situation.

Similarly, the mean for cost performance index (CPI) was found to be 1.03. About 4 of these relief projects implemented at Pugnido I refugee camp (14.81%) scored CPI value that ranges between 1.26 and 1.09. The CPI score, which stood over 1, indicates cost under-run or project activities were accomplished for less cost than budgeted and project activities were accomplished for less cost than budgeted. On the other hand, about 9 of these Projects that accounts for 33.3%, CPI score found to be less than 1 and ranges between 0.73 to 0.9. This indicate that, these 4 projects encountered cost over-run. The CPI score of remaining 12 projects found to be zero, this indicate that these 12 projects completed on budget.

### **4.3. Factors Influencing Relief Project Implementation**

The research established that the independent variables considered for the analysis demonstrated different levels of effect in influencing implementation of relief projects within the approved budget. This section discusses the findings of the research, more specifically the extent to which each independent variable affects project completion within budget, the actual practice of the implementing agencies and the views of the key informants.

### 4.3.1 Factors Affecting relief project Implementation Based on their level of influence

As portrayed in table 4 the factors influencing the effective implementation of relief projects at Pugnido I refugee camp are ranked according their level of influence based on their mean score. As a result, with the mean score of 4 points or above were found to be very significant influencing factor for relief project implementation at Pugnido I refugee camp for the year 2017/18. Top management support ranked at the top with 4.23 mean score. Clarity of goals and direction also ranked second with a mean score 4.16. Both communication channels and monitoring and feedback ranked third and fourth with mean score of 4.03 and 4.02 respectively. Stakeholder engagement /client consultation is found to be the fifth ranking factor with a mean score of 3.7.

*Table 4. Mean Score of Implementation factors*

Factor	Mean Score	Std. Deviation	Rank
Clarity of defined goals and general direction	4.16	0.55	2nd
Stockholder's engagement/Consultation	3.70	0.62	5th
Monitoring and feedback	4.02	0.53	4th
Communication Channel	4.03	1.14	3rd
Top Management Support	4.23	0.5	1st

*Source: Owen Survey (February 2019)*

### 4.3.2 Top Management Support

With mean score of 4.23 out of 5, top management support was found to be the top-ranking factor for the effective implementation of relief projects at Pugnido I refugee camp, within the approved budget and allocated time. About 91.65% of the respondents reported that project top management support has an effect to implement relief projects effectively. Similarly, 73.5 % of the respondents reported that top management support is a very significant influencing factor in the implementation of the relief projects in the case of Pugnido I refugee camp. Result of the descriptive analysis on the actual top management support was found to be consistent with the finding from interview analysis.

**Table 5. Top management Support and effective relief project implementation**

Respondents	Frequency	Percentage %
Yes	76	91.6
No	7	8.43
Total	83	100

*Source: Owen Survey (February 2019)*

About 91.6 % of the respondents indicated that top management support has an influence over effective implementation of relief projects at Pugnido I refugee camp. While only 8.43% the respondent replied that the two variables don't influence over each other.

**Table 6. Extent to which top management support influence effective implementation of relief projects.**

Factor	Levels of influence					Total
	Very Significant	Significant	Moderately Significant	Slightly Significant	Very Slightly Significant	
Top Management support						
Frequency	61	14	2	6	-	83
Percentage	73.5	16.8	2.4	7.22	-	100

*Source: Owen Survey (February 2019)*

The research also found out that in the process of implementing relief projects, the mean score of all indicators was found to be above average and consistence with the finding from the key informant interview analysis.

The four indicators included the strength of management support, project manager's access to recourses, Strategies that facilitate the implementation, and timely support to managers and the mean score of these indicators ranges from 4.41 to 4.07 out of 5.

Results of key informant interview and review of secondary data revealed that the support of the top management was crucial during the implementation of relief projects. Most of the time the situation on the ground might be totally different from the project document due to the dynamic nature of refugee situation and relief projects. Therefore, providing support for project managers and other program staffs in terms of access resources by avoiding extended procedures and by putting polices and strategies that

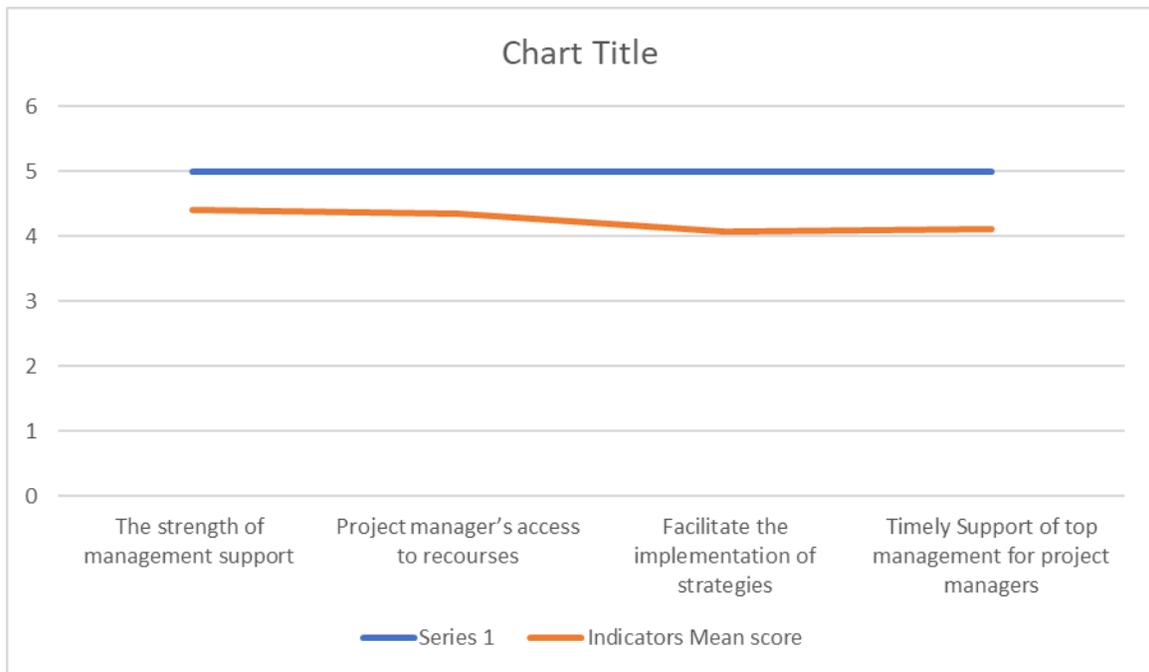
facilitate the implementation process is very important. This is mainly because, the result of relief projects implementation delays may cause loss of life. The researcher also observed that most of the organizations have a separate document that indicates how top management provides support for the implementation of relief projects than other type of projects implemented by the same organization.

**Table 7: Mean score of the indicators for top management support**

S/N	Indicator	Mean	Std. Deviation
1	The strength of management support	4.41	0.625
2	Project manager’s access to recourses	4.34	0.63
3	Facilitate the implementation of strategies	4.07	0.793
4	Timely Support of top management for project managers	4.11	0.749

*Source: Owen Survey (February 2019)*

Detail of the mean scores against the four top management indicators is presented in Figure 2 below .



**Figure -2 Mean Score of indicators of Top management Support**

### 4.3.3 Clarity of defined goals and general direction

The research tried to establish how clarity of defined goals and general direction to staffs of the project on effective implementation of relief projects at Pugnido I refugee camp. With a mean score of 4.16, clarity of defined goals and general direction was found to be the second top ranking influencing factor of completing relief projects within the approved budget at pugnido I refugee camp by the year 2017/18

*Table 8. Clarity in defined goals to project staffs and effective relief project implementation*

Respondents	Frequency	Percentage %
Yes	83	100
No	0	0
<b>Total</b>	83	100

*Source: Owen Survey (February 2019)*

All respondents 100% indicated the that clarity of defined goals and general direction has an effect in the implementation of relief projects at Pugnido I refugee camp.

*Table 9. Extent to which clarity of defined goal and its influence effective implementation of relief projects.*

Factor Clarity of Goals/general Direction to project staffs	Levels of influence					Total
	Very Significant	Significant	Moderately Significant	Slightly Significant	Very Slightly Significant	
Frequency	59	14	10	-	-	83
Percentage	71.08	16.9	12.04	-	-	100

*Source: Owen Survey (February 2019)*

According to the Table 9, above, 71.1 % of the respondents indicated that clarity of goals and general directions to staffs and other stakeholders influences effective relief project implementation very significantly, 16.9% indicated significantly and 12.04% indicated moderately significantly.

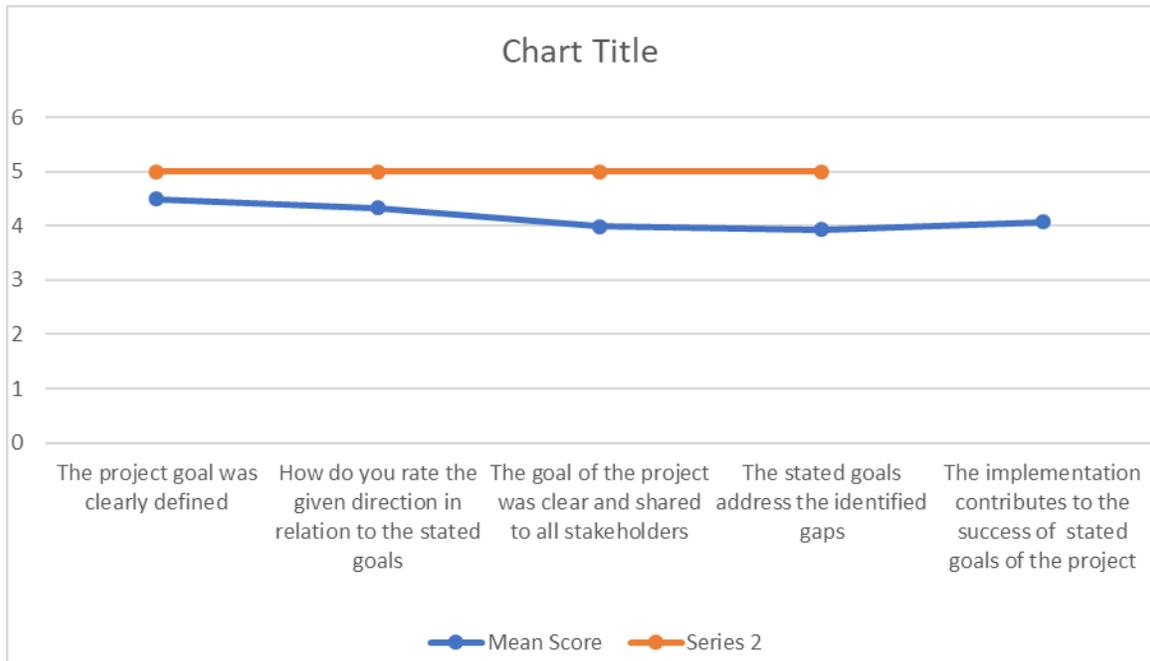
**Table 10: Mean score of the influence of clarity in defined goal.**

S/N	Indicator	Mean	Std. Deviation
1	The project goal was clearly defined	4.49	0.632
2	How do you rate the given direction in relation to the stated goals	4.33	0.646
3	The goal of the project was clear and shared to all stakeholders	3.99	0.876
4	The stated goals address the identified gaps	3.93	0.762
5	The implementation contributes to the success of stated goals of the project.	4.07	0.712

*Source: Owen Survey (February 2019)*

From table 10 the study can argue that the project goal and the given general direction was clearly defined before the implementation of the projects as shown by a mean score 4.49. The general direction was also strongly related with the stated goals as indicated by mean score 4.33. In addition to the clarity of the stated goal, it was properly shared with the concerned stakeholders during the implementation of the relief projects at pugnido I refugee camp as indicated by the mean score 3.99 and the information revealed from key informant interview and review of secondary data. It is also possible to argue that the stated goals of the projects were in harmony with the identified project gaps as indicated by mean score 3.93 out of 5. The mean score 4.07 also shows the contribution of the clarity of the stated to the implementation process to achieve the stated goals of the project.

Detail of the mean scores against the five indicators (clarity in defined goal, the rate in which the clarity in a given direction to the stated goals, shared to all stakeholders, the stated goals address the identified gaps and the contribution of the stated goals to the implementation success) is presented in Figure 3 below



**Figure -3 Mean Score of indicators of clarity in defined goal and general direction**

#### **4.3.4 Communication channels.**

With a mean score of 4.6, Communication channels was found to be the third ranking factor of completing relief projects within the approved budget at pugnido I refugee camp by the year 2017/18.

**Table 11: Communication channels and effective relief project implementation**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage %</b>
<b>Yes</b>	68	81.92
<b>No</b>	15	18.07
<b>Total</b>	83	100

*Source: Owen Survey (February 2019)*

From Table 11 above it can be seen that 81.92% of respondents indicated that communication channels have an influence over an effective implementation of relief projects, while 18.07% of respondents indicated that communication channel do not influence effective relief project implementation at pugnido I refugee camp.

**Table 12: Extent to which Communication channels influence effective implementation of relief projects**

Factor Communication Channel	Levels of influence					Total
	Very Significant	Significant	Moderately Significant	Slightly Significant	Very Slightly Significant	
Frequency	61	18	4	-	-	83
Percentage	73.5	21.7	4.8	-	-	100

*Source: Owen Survey (February 2019)*

About 74% of the respondents reported the selection of appropriate channel of communication to address the information need of stakeholders as a very significant influencing factor for effective implementation of relief projects in the refugee camp and 22 % of the respondents also indicated influence of communication channels to the implementation is significant while the remaining 4.8% reported the influence is moderate. Result of the descriptive analysis on the actual practice at pugnido I refugee camp was found to be very close with the finding. The finding was also found to be consistent with Wysocki and Mc Gary (2003) getting information to the correct stakeholders at the right time in a project usually determines the success or failure of the project. Detail of the scores against the five indicators used to measure the influence of communication channels are indicated in table 13 below.

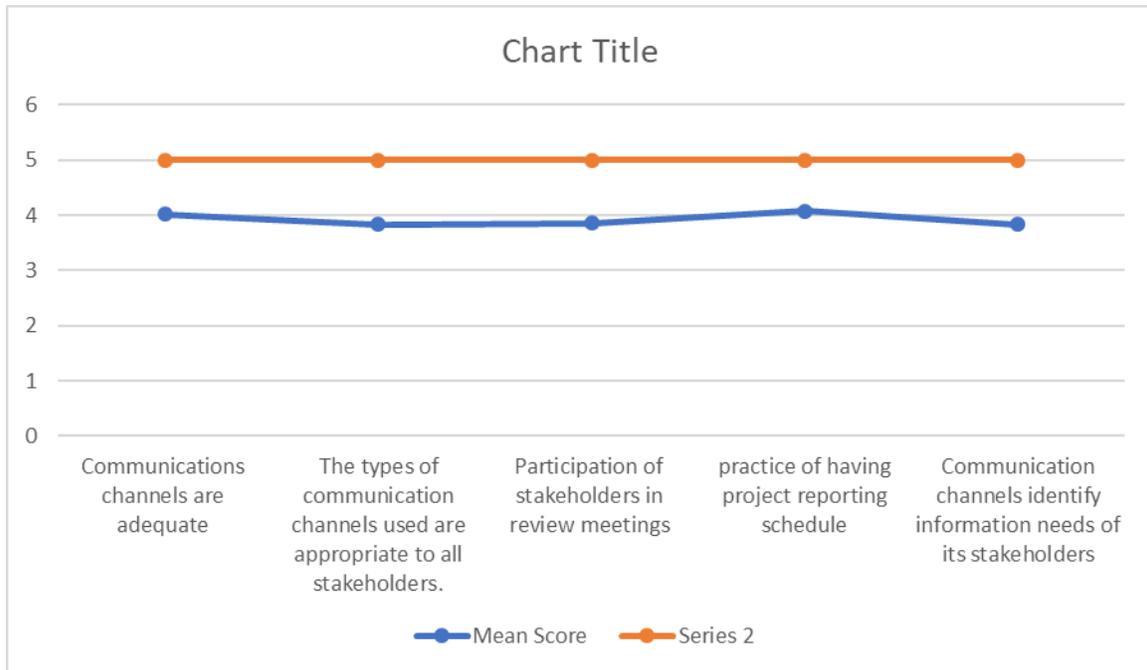
**Table 13: Communication Channel and its influence effective implementation of relief projects.**

S/N	Indicator	Mean	Std. Deviation
1	Communications channels are adequate to create a conducive atmosphere for successful project implementation?	4.02	0.643
2	The types of communication channels used are appropriate to all stakeholders.	3.83	0.63
3	Participation of stakeholders in review meetings	3.86	0.793
4	practice of having project reporting schedule	4.08	0.749
5	Communication channels identify information needs of its stakeholders	3.83	

**Source: Owen Survey (February 2019)**

From table 13 above it can be deduced that the availability of adequate communication channel significantly influence the implementation of relief projects at pugnido as shown by a mean score 4.02, there was an argument that the appropriateness of the type of communication channels used in the implementation was significant as shown by a mean score 3.83, participation of stakeholders in the formal communication such as in review meetings and having project reporting schedule was also shown by a mean score 3.86 and 4.08 respectively. The level of significance of using communication channels to identify the information need of its stakeholders shown by a mean score of 3.83.

Detail of the mean scores against the five indicators is presented in Figure 3 below



**Figure -4: Mean Score of indicators of Communication channels**

#### 4.3.4 Monitoring and Feedback

With a score of 4.02, project monitoring and feedback was found to be the fourth ranking influencing factor of implementing relief projects within the approved budget at Pugnido I refugee camp. About 94% of the respondents reported, having strong monitoring and feedback structure as a very significant influencing factor for the effective implementation of projects at Pugnido I refugee camp. The result of the descriptive analysis on the structure monitoring and feedback was found to be above average compared to the finding. The mean score regarding the practice monitoring and feedback was found to be 4.02 out of 5 points, indicating that it was highly practiced during the implementation of the projects in the camp.

**Table 14: Monitoring and Feedback and effective relief project implementation**

Respondents	Frequency	Percentage %
Yes	83	100
No	0	0
<b>Total</b>	83	100

*Source: Owen Survey (February 2019)*

All 100% of the respondents indicated that having monitoring and feedback structure has effect on the effective implementation of relief projects at Pugnido I refugee camp.

**Table 15: Extent in which monitoring, and feedback influence effective implementation of relief projects**

Factor Monitoring and Feedback	Levels of influence					Total
	Very Significant	Significant	Moderately Significant	Slightly Significant	Very Slightly Significant	
Frequency	78	5	-	-	-	83
Percentage	94	6	-	-	-	100

*Source: Owen Survey (February 2019)*

From Table 15 above 94% of the respondents reported that the influence of Monitoring and feedback on projects implemented at Pougnydo was very significant.

**Table 16: monitoring and feedback and its influence effective implementation of relief projects**

S/N	Indicators	Mean Score	St. Deviation
1	Performance monitoring plan (PMP) of the project	4.17	.695
2	Monitoring checklist while conducting monitoring visit	4.02	.869
3	Development and implementation of project monitoring schedule	3.82	.783
4	Application of standard monitoring report formats.	4.16	.653
5	Application of regular reporting schedule.	4.22	.663
6	Application of monitoring reports as an input for programing and decision making	3.94	.722
7	consistency using monitoring tools	4.02	.698
8	Timeliness of monitoring and evaluation conducted	3.96	.740
9	Appropriateness of methodologies used for monitoring and evaluation	4.01	.804
10	Validation of the evaluation report	3.94	.942

*Source: Owen Survey (February 2019)*

From Table 16 the research argued that performance monitoring plan influence the effective implementation of relief projects as shown by a mean score of 4.17. The importance of application monitoring check lists for conducting monitoring was also shown by 4.02 mean score. It is also possible to argue that having monitoring schedule,

standard reporting formats and regular reporting schedule significantly contribute for the effective implementation of relief projects as shown by a mean score of 3.82, 4.16, and 4.22 respectively. For decision making and the effective implementation relief projects incorporating lessons learned from monitoring reports was significant as indicated by mean score 3.94, the method and tools applied during monitoring was also influence the effective implementation of relief projects as recorded by mean score of 4.02 and 4.01 respectively. The research also argued that timelines and valid monitoring reports influence effective implementation as shown by 3.96 and 3.94 mean score. The application of tools and methodology in the monitoring are also shown by mean score of 4.01.

The key informant interview results suggested that due to the requirement of donors almost all of the relief projects implemented at Pougnydo refugee camp had monitoring and feedback mechanisms. However, their level of practice is different, about 33 % of the organization assigned a separate monitoring and evaluation officer at filed level. The remaining has the officer who is assigned for monitoring and feedback at zonal and regional level. And such arrangement may cause delay in decision making process for issues that needs immediate solution. Similarly, the participation of stakeholders specially the beneficiaries of the projects in a review meeting is not satisfactory. As a result, sometimes, based on the feedback from the stakeholder’s corrective action may not be taken with the required speed and quality.

**4.3.5 Stakeholder’s Engagement**

With mean score of 3.81 out of 5, Stakeholders engagement in relief project implementation found to be the least ranking determinant of project completion within the approved budget. However, as shown below 92 % of the respondents indicated the importance of client consultation and stakeholder’s engagement for effective implementation of relief project at Pugnido I refugee camp.

***Table 17: Client consultation/Stakeholder’s engagement and effective relief project implementation at Pugnido I Refugee camp.***

Respondents	Frequency	Percentage %
Yes	74	100
No	9	0
Total	83	100

***Source: Owen Survey (February 2019)***

92% of the respondents indicated that client consultation/stakeholder's engagement influences the effective implementation of relief projects at pugnido I refugee camp.

**Table 18: Client consultation influence effective implementation of relief projects at Pugnido I refugee camp**

Factor Client consultation/stakeholder's engagement	Levels of influence					Total
	Very Significant	Significant	Moderately Significant	Slightly Significant	Very Slightly Significant	
Frequency	55	21	7	0	0	83
Percentage	66.3	25.3	8.43	0	0	100

*Source: Owen Survey (February 2019)*

According to the above table 66.67% of the respondents reported that client consultation /stakeholder's engagement attribute very significantly to the effective implementation of relief projects during the entire implementation period, 27.27 % reported the influence is significant and 6.06% reported the influence of client consultation/stakeholder's engagement for the effective implementation of relief project at pugnido I refugee camp is moderately significant.

**Table 19: Mean score of the influence of client Consultation/stakeholder engagement to the implementation of relief projects at Pougido I refugee camp.**

S/N	Indicator	Mean	Std. Deviation
1	The extent the project communicates all stakeholders during project design	3.70	0.883
2	The extent the project entertains the ideas from all impacted parties	3.82	0.80
3	The level of commitment of the project to allow the crisis affected population in decision making at all stages of project implementations	3.91	0.95
4	To extent to which the methods and tools applied for consultation were appropriate for the impacted population	3.91	0.80
5	The level of influence and effect of external stakeholders on the successful implementation of relief project.	3.70	0.8.1
6	The way disagreements with stakeholder solved during project implementation	3.85	0.75

*Source: Owen Survey (February 2019)*

As indicated in the table 19, the research argued that for the effective implementation of relief projects at pugnido I refugee camp, in the case client consultation and stakeholder's engagement, the influence of communicating all concerned and entertaining the ideas of all impacted parties was quite critical as showed by 3.9 mean score each. With regard to solving disagreement with stakeholders that arises during the implementation of these relief projects was found to be the 2<sup>nd</sup> top important influencing factor as indicated by the mean score of 3.85. There is also an argument that the projects entertained the ideas form all impacted parties as indicated by 3.82 mean score. The selection of stakeholders to be involved in the relief projects during the design phase and the influence of external stakeholders on the successful implementation of relief projects was found to be above average as showed by mean score 3.7.

However, as per the information from the key informant interview, implementing agencies must make efforts to get the right representatives of the community in addition to the existing structures on the ground.

#### **4.4 Discussion of The Result**

As per the result of the descriptive analysis, the mean score of the top management was found to be 4.23. This indicates that in the case of Projects implemented at Pugnido refugee camp the influence of top management support was high for completing the projects within their allocated time and budget. However, this finding was found to be contrary to the literature which argues that during the implementation of relief projects the willingness of top management to provide the necessary recourses and authority for the project team is not usual (Aosa 1992). The CPI result also indicated that, about 14.81% of the projects accomplished their relief interventions with cost under ran. This finding also found to be contrary to Torrent 2013, critical emergencies are routinely underfunded, not timely or sufficient.

With a mean score of 4.16, clarity of defined goals and general direction was found to be the second top ranking influencing factor that affect the completion of relief projects within the approved budget at pugnido I refugee camp. The results form the key informant interview also indicated that the general direction given was also strongly related with the stated goals as indicated by mean score of 4.33. In addition to the clarity of the stated goal, the study also shows that it was properly shared with the concerned stakeholders during the implementation of the projects as indicated by the mean score of

3.99. This finding found to be different from the literature findings that argued many relief agencies describe their project goals and objectives only in a very general terms, lacks specificity and not adequately defined (Humanitarian practice Network 1995).

The descriptive analysis of the study indicated the influence of application adequate communication channels in the process of implementing relief projects at Pugnido ranked third. The study agrees with the literature which states that application of adequate and appropriate communication channels is a significant factor for effective implementation of projects. Hence, getting information to the correct team members at the right time in the project usually determines the success or failure of the project. (Wysocki and Mc. Gary 2003). The study also agrees with the literature reviews which prove that to be able to respond effectively, agencies working in emergency must have appropriate communication and guidelines in addition to experienced leaders, trained personnel, adequate transport, and logistic support, (David, Stephen and Maureen 2014).

The study found out that Monitoring and Feedback is the four ranking variable that moderately influence relief project implementation at Pugnido refugee camp. However as per key informant interview, only 33.3% of the agencies have a monitoring and evaluation officers that are assigned to monitor the daily activities of the projects and to consider the best interest of the beneficiaries in decision making. The remaining 67.7% of the agencies do not have trained M&E personal to manage information at the grass root level. The study agrees with literature, (Benini, Chataigner, Noumri and Wilkins 2016) and Warner, (2017) that, accountability through monitoring and evaluation in relief operations is multifaceted, particularly to affected populations, is weak, and there is little or no organizational learning.

As per the perception of program staffs participated in the implementation of relief projects and descriptive analysis stakeholder's engagement ranked last for its effect on the effective completion of projects with in their approved budget and time frame. However, its mean score is still above average indicating that, understand the need of stakeholders and designing control system to keep those need visible is very crucial. This finding agrees with Serrado 2009, and Nicolas (2013), Failure to identify stakeholders, understand their needs and meet their needs can result in spectacular project failures. It also very critical not only for the nature of the relationship between

provider and recipient, but also more broadly for the relevance and effectiveness of the assistance.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMENDATION**

#### **5.1. Conclusion**

Relief projects usually address short term basic needs through larger amount of material inputs in standardized large-scale operations. In order to utilize resources effectively and efficiently and to attain the intended objectives, responding to emergency situations through the implementation of relief projects is an integral part of implementing organizations.

The main purpose of the study is to investigate factors that influence effective implementation of relief projects at Pugnido I refugee camp. The factors considered by the study were clarity of defined goals and general direction, stakeholder's engagement/client consultation, monitoring and feedback and communication channels.

The implementation of relief projects at Pugnido I refugee camp based on the research objective and questions was generally found to be effective in terms of completing projects with the approved budget and time as per their project agreement with UNHCR and the government counterpart ARRA. Nearly 14, projects 51.9% completed exactly on budget and 9 projects that account 33.3% completed with positive cost variance, while only 4 projects, 14.81% were found negative cost variance. The research revealed that there was no significant variation between the different sectors relief projects implemented 2017/18 at Pougido one refugee camp.

The result of mean score analysis were found to be very important for indicating the influenc of the factors for effectively implementing relief project at Pugnido I refugee camp for the year 2017/18. Top management support ranked at the top with 4,23 mean score. Clarity of goals and direction also ranked second with a mean score 4.16. Both communication channels and monitoring and feedback ranked third and fourth with mean score of 4.03 and 4.02 respectively. Stakeholder engagement /client consultation is found to be the fifth ranking factor with a mean score of 3.7

The research established that top management support was the first ranking or very significant influencing factor for the effective implementation of relief project at Pugnido I refugee camp. Results of key informant interview and the descriptive statistics

over the actual practice pertaining to the indicators were found to be consistent with the finding. As a result, the study concluded that, designing strategies that facilitate implementation, allowing managers to have access to resources, and providing strong and timely support were very crucial to complete the projects effectively within the allocated budget and time frame.

Results of the descriptive analysis revealed that clarity of defined goals and general direction to project staffs and stakeholders was ranked as the second influencing factor that affects the effective implementation of relief projects at Pournido I refugee camp. Thus, it is natural to conclude that clarity of project goals for employees was an influencing factor for successfully implemented relief projects at Pournido I refugee camp. The project goal gives purpose and direction to the project; it also defines the final deliverables or outcomes of the project and serves as a continual point of reference for any question that arises throughout the implementation process.

The research revealed that the influence of communication channels for implementing relief projects effectively was significant. Selection and application of communication channels that are appropriate for emergency influence the success of the project. The result was found to be in line with the premise that projects with smooth flow of information through proper communication channels are much more likely to be effectively completed within the approved budget and time frame. Therefore, the study concludes that at Pournido, projects were in a good position in terms of using adequate channels of communication to create a conducive atmosphere for successful project implementation. Identifying the appropriate type of channels of communication based on the interest of stockholders, conducting review meetings with stakeholders and project progress reports are very important. However, results of key informant interviews and review of secondary data revealed that stakeholders usually prefer informal communication channels, and this makes the information management process (information generation, collection, distribution, storage and retrieving) very difficult.

The research concludes that monitoring and feedback was the third influencing factor for the effective implementation of relief projects at Pournido I refugee camp. Development of a performance monitoring plan enables projects to have a road map on what, why, how

and when to monitor and evaluate projects. The study concludes that incorporating lessons learned in the decision-making process for on-going project activities will significantly contribute for effective implementation of projects within the approved budget and time.

The research revealed that stakeholder's engagement was found to be the least ranking influencing factor for effective project implementation at Pugnido one refugee camp. However, the result of descriptive analysis, mean score of 3.7 is still above average indicates the significance of stakeholder's engagement for the completion of projects within the approved budget and quality. This is mainly because understanding the needs of stakeholder's and designing control system to keep those needs visible is very crucial.

## **5.2 Recommendations**

It is not enough to know the figures of these variances. In fact, it is required to trace their origin and causes of occurrence for taking necessary remedial steps to reduce and eliminate them for future implementation of similar projects.

The main causes for under budget utilization of most of the organizations implemented the relief projects was late release of funding from donor's contrary to the installment plan indicted in the project agreement and lengthy of procedure for getting approval for possible amendment to shift some of unused activity budgets to other project activities. To improve this problem and to use the approved budget effectively the research recommends that organizations should give attention for details about the installment plan and amendment procedures during the signing of the project agreement with donors. The other recommendation will be implementing agencies should avoid overestimating a budget for some project activities in order to get a huge budget form funding agency, which cannot be settled at the end of the project period. Consequently, this unsettled budget the organizations may have positive cost variance can cause the organization to be considered as underperforming.

On the other hand, this research revealed that most of the projects that show negative cost variance are projects that are involved with construction activities such as water infrastructures, child friendly spaces and other facilities as part of their relief responses. For further enhancing the performance of these organizations and to make them more effective in implementation, the research recommends that their construction contract management system should be strengthened.

As stated earlier, the mean composite score for the variable, top management support was found to be high. This indicates that the management support influences the implementation process to deliver the relief responses effectively. Results of key informant interview and review of secondary data revealed that in some cases, due to lack of internal control system, abusing resources become amongst the major challenges of the sector. Hence, the research recommends that along with the support the management should develop strong internal control system.

Although the mean composite score for clarity of goal and general direction showed its strong influence on effective implementation of relief projects, there are still issues that need to be addressed for further enhancing the effective implementation relief projects at Pugnido I refugee camp. Results of key informant interview revealed that even though the goals are clearly defined and shared with program staffs, similarly it must be shared with other stakeholders regularly. Thus, the study recommends that the implementing agencies should create a platform to clearly share the objective of the project on a regularly base so that the beneficiaries can keep themselves from idealistic expectation which can potentially hinder the projects from attaining their intended objectives.

The use of communication channels ranked third in bringing their influence in the effective implementation of projects in Pugnido I. However, the research found out that traditional stakeholders usually prefer informal communication channels and this intern makes the information management process (information generation, Collection, distribution, storage and retrieving) very difficult. The study recommends that communication should formally flow freely both upward and downward with proper channels among staffs and other relevant stakeholders and agencies should deliberately work on raising awareness about formal communication and information sharing.

The study revealed that there is relation between monitoring and feedback and effective implementation of relief projects at pugnido I refugee camp. The mean score showed that monitoring and feedback ranked fourth in its influence on completing relief project within the approved budget and time. However, most of the agencies don't assign a separate officer for controlling the monitoring activities regularly and such arrangement may cause delay in decision making process for issues which need immediate solution. Similarly, the participation of stakeholders specially the beneficiaries of the projects in a review meeting is not satisfactory. As a result, sometimes, based on the feedback from the stakeholder's corrective action may not be taken with the required speed and quality. Therefore, the study recommends agencies to assign the required personnel at field level to facilitate the monitoring activities so that feedback may be given in a timely fashion

for further enhancing the effectiveness of relief project at field level. They also have to make efforts to increase the participation of stakeholders in review meetings.

Although stakeholders' engagement ranked last in its influence on effective implementation of relief projects at Pugnido, still its mean score is above average. Following its significance, the research recommends that agencies should be cautious during selection of project stakeholders starting from the inception of the project, especially during selection of representatives from the refugee community. This is mainly because there are different interested groups in the refugee context that suppress the voice of the actual beneficiaries.

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## ANNEX

### Annex – 1 Survey Questionnaire

Dear respondents,

Thank you in advance for taking part in this survey. This study is conducted for the partial fulfillment for the requirements for the award of the degree of Master of project management, School of Business at St. Mary's University under the title "Determinant of project implementation by selected NGO'S at Pugnido I Refuge Camp". The response you provide will primarily help to determine the factors influencing implementation of relief projects in a refuge context and to improve the development of future programs in a more efficient and effective manner. Furthermore, your response will enable the study to better articulate to what extent does each factor influence the successful implementation of relief projects with regards to utilize resources effectively and efficiently to attain the intended objectives of responding to emergency situations.

The researcher would like to assure you that the questionnaire is confidential, and your identity is anonymous, and the information provided is mainly for academic/statistical purposes only.

#### Section I: Personal Details of the Respondent

1. Sex    Male     Female
2. Age    20-30     31-44     41-50     50 and above
3. Level of Education?  
Diploma     Bachelor's     Masters     PHD
4. What is your field of expertise/position?

Section II – Project Identification	
1. Project Identification	
1.1	Name of the organization
1.2	Name of the project
1.3	Implementation site/camp

<b>Section III – Relief Project Implementation Success Criteria</b>			
<b>2.1. Implementation Time Management</b>			
2.1.1	Planned duration of the project	Start Date (DD/MM/YY)	
		End Date (DD/MM/YY)	
2.1.2	Actual duration of the project	Start Date (DD/MM/YY)	
		End Date (DD/MM/YY)	
2.1.3	Project Completion rate in terms of Time (%)		
<b>2.2. Project Implementation cost Management</b>			
2.2.1	Total approved budget In (USD/ETB)		
2.2.2	Budget at the end of the project (in USD/ETB)		
2.2.3	Utilized budget in %		
<b>2.3. Project scope Management</b>			
2.3.1	Project accomplishment in terms of project deliverables and assessment of the outcomes against the original plan (%)		

#### **Section IV- Variables level of on effective Implementation of relief projects**

**1. Influence of clarity in clarity of defined goals and general direction to members of staff on effective relief project implementation**

- a. Does clarity in clarity of defined goals and general direction to members of staff influence effective relief project implementation at Pugnido I refugee camp?

**Yes**       **No**

- b. To what extent clarity of defined goals and general direction to members of staffs and stakeholders influence effective implementation of relief projects at Pugnido I refugee camp?

- Very Significant
- Significant
- Moderately Significant
- Slightly Significant
- Very Slightly Significant

c. What is your level of with the following statements which related to the impact of clarity defined goals and general direction to members and other stakeholders affects effective implementation of relief projects at Pugnido I refugee camp.

<b>Instruction:-</b> Use the options below to answer the following questions according to your level of agreement of disagreement.						
<b>5- strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1-Strongley Disagree</b>						
<b>Questions</b>		<b>Options</b>				
<b>1.</b>	<b>Clarity of defined goals and general direction</b>	5	4	3	2	1
1.1	The extent the project goal was clearly defined	5	4	3	2	1
1.2	How do you rate the given direction in relation to the stated goals	5	4	3	2	1
1.3	The extent the goals of the project were clear and shared to all stakeholders	5	4	3	2	1
1.4	The extent the stated goals address the identified gaps	5	4	3	2	1
1.5	The extent the implementation contributes to the success of stated goals of the project	5	4	3	2	1

2. **Influence of top management support on effective implementation of relief projects at Pugnido**

a. Does to management support influence effective relief project implementation at Pugnido I refugee camp?

**Yes**  **No**

b. To what extent top management support influence effective implementation of relief projects at Pugnido I refugee camp?

- Very significant
- Significant
- Moderately Significant
- Slightly Significant
- Very Significant

What is your level of with the following statement which related to top management support affects effective implementation of relief projects at Pugnido I refugee camp.

<b>2. Top Management support.</b>						
2.1	The strength of the top management support .	5	4	3	2	1
2.2	The extent the top management control project manager's access to recourses.	5	4	3	2	1
2.3	The extent the support from top management facilitate the implementation of strategies for the successful completion of project.	5	4	3	2	1
2.4	To what extent the top management helps project managers understand & achieve the project objectives?	5	4	3	2	1

**A. Influence of stakeholder's engagement/client consultation on effective implementation of relief projects at Pugnido**

a. Does stakeholder's engagement/client consultation influence effective relief project implementation at Pugnido I refugee camp?

**Yes**       **No**

b. To what extent stakeholder's engagement/client consultation influence effective implementation of relief projects at Pugnido I refugee camp?

- Very Significant
- Significant
- Moderately Significant
- Slightly Significant
- Very Slightly Significant

- c. What is your level of with the following statements which related to top management support affects effective implementation of relief projects at Pugnido I refugee camp?

<b>3. Stakeholders engagement/Client Consultation</b>						
3.1	To what extent the project communicates all stakeholders during project design?	5	4	3	2	1
3.2	To what extent the project was entertain the ideas from all impacted parties?	5	4	3	2	1
3.3	To what extent the project was committed to listen, collect and use the views and perspective of crisis affected population to inform decision making at all stages of project implementations?	5	4	3	2	1
3.4	To what extent the methods and tools applied for consultation were appropriate for the impacted population?	5	4	3	2	1
3.5	How do you rate the influence and effect of external stakeholders on the successful implementation of relief project?	5	4	3	2	1
3.6	How well are disagreements with stakeholder solved during project implementation?	5	4	3	2	1

**B. Influence of monitoring and feedback on effective implementation of relief projects at Pugnido**

- a. Does monitoring and feedback influence effective relief project implementation at Pugnido I refugee camp?

Yes  No

- b. To what extent monitoring and feedback influence effective implementation of relief projects at Pugnido I refugee camp?

Very significant

Significant

Moderately Significant

Slightly Significant

Very Slightly Significant

- c. What is your level of agreement with the following statements which related to monitoring and feedback effects on effective implementation of relief projects at Pugnido I refugee camp?

<b>4. Monitoring and Feedback</b>						
4.1	How do you rate the performance monitoring plan (PMP) of the project	5	4	3	2	1
4.2	To what extent did the project employ monitoring checklist while conduct in monitoring visit?	5	4	3	2	1
4.3	How do you rate the practice of developing project monitoring schedule?	5	4	3	2	1
4.4	How do you rate the practice of using standard template reporting?	5	4	3	2	1
4.5	To what extent project staffs delivered monitoring reports?	5	4	3	2	1
4.6	To what extent did the project use monitoring reports for programming/decision making?	5	4	3	2	1
4.7	To what extent were tool used consistently?	5	4	3	2	1
4.8	How do you rate the timeliness of evaluation conducted to the project?	5	4	3	2	1
4.9	How do you rate the appropriateness of methodologies used for the project monitoring and evaluation?	5	4	3	2	1
	How do you rate the validation of the evaluation report?	5	4	3	2	1

**C. Influence of communication channels on effective implementation of relief projects at pugnido**

- a. Do communication channels influence effective relief project implementation at Pugnido I refugee camp?

**Yes**  **No**

- b. To what extent monitoring and feedback influence effective implementation of relief projects at Pugnido I refugee camp?

Very significant

Significant

Moderately Significant

Slightly Significant

Very Slightly Significant

- c. What is your level of agreement with the following statements which related to communication channels effect on effective implementation of relief projects at Pugnido I refugee camp.

<b>5. Adequate Communication Channels</b>						
5.1	To what extent are the communications channels are adequate to create a conducive atmosphere for successful project implementation?	5	4	3	2	1
5.2	To what extent did the project indentify stakeholders from its inception?	5	4	3	2	1
5.3	To what extent did the project indentify information needs of its stakeholders?	5	4	3	2	1
5.4	To what extent stakeholders participate in review meetings?	5	4	3	2	1
5.5	How do you rate the practice of having project reporting schedule?	5	4	3	2	1

5. What can be done to improve the cost efficiency of relief projects for refugees?

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*Thank you so much*

## **Annex -2: Interview Guide for Program staffs**

1. Would you please explain the top management support provided to facilitate the implementation of this project? Specifically, how the designed strategies and polices consider the emergency situation? More specifically in relation to providing access to resources for concerned project managers?
2. What does the process of monitoring and feedback look like? Are the methods and tools applied for monitoring suitable to the situation? Is there a mechanism in which projects collect feedback from stakeholders? To what extent was the project effective in terms producing and sharing reports as scheduled? Who is responsible for monitoring activities in the project?
3. Would you please explain the extent to which the project goal and objectives are clearly defined? Is there a relationship between the stated goals and identified gaps? How do you explain the level of awareness of stakeholders including project staffs about the project goals and objectives?
4. Were communications channels used to create a conducive atmosphere for successful project implementation adequate and appropriate to all stakeholders? Were they able to identify information needs of its stakeholders? How do you rate the level of participation of stakeholders in review meetings?
5. Would you please explain the extent the project communicates all stakeholders and entertain the ideas from all impacted parties during the project? Please also explain the level of commitment of the project in terms of allowing the crises affected population in decision making at all stages of project implementation? To what extent were the methods and tools applied for consultation appropriate for the impacted population? How do you rate the level of influence and effect of external stakeholders on the successful implementation of relief project?
6. What can be done to improve the cost efficiency of relief projects?

*Thank you so much*

### Annex-3- CPI and Cost Variance

S/N	Name of the project	Name of Org.	Cost Variance	CPI
1	Transportation of Persons of Concern (Inter-camp family renunciation/protection cases)	DICAC	172,000.00	1.26
2	Secondary Education	DICAC	00.00	1.00
3	Registration & Refugee Status Determination	ARRA/UNHCR	0.00	1.00
4	Primary Education	ARRA	-267,000.00	0.95
5	Primary Health Care	ARRA	-236,240.00	0.97
6	Psychosocial and mental Health Support (Facility based)	ARRA	131,663.40	1.09
7	School Feeding (Primary)	ARRA	0.00	1.00
8	Provision and Distribution of Core Relief Items	UNHCR/ ARRA	0.00	1.00
9	Camp Management	ARRA	0.00	1.00
10	SGBV - Prevention	IMC	-10,851.89	0.99
11	SGBV - Response	IMC	0.00	1.00
12	SGBV- Response	RADO	-172,570.00	0.92
13	Support to people with specific needs	RADO	-107,430.00	0.95
14	Child Protection	SCI	0.00	1.00
15	Child and Youth Protection	SCI	233,544.96	1.16
16	Sport and recreational activities	SCI	0.00	1.00
17	ECCE (Early Childhood Care and Education)	SCI	0.00	1.00
18	School Feeding (ECCE)	SCI	0.00	1.00
19	Child protection (AFBC)	BCS	-81,281.77	0.9
20	MHPSS mental Health and Psychosocial Support (Community based)	BCS	-699,773.29	0.73
21	Nutrition (OTP, SFP and SC)	CWW	0.00	1.00
22	Agriculture (Back Yard Gardening)	CWW	448,198.68	1.13
23	Water Supply and Sanitation and hygiene promotion	IRC	-590,675.34	0.91
24	Shelter	NRC	-30,000.00	0.99
25	Environmental Protection & Rehabilitation	NRDEP	0.00	1.00
26	Food Provision and General Food Distribution	ARRA	0.00	1.00
27	Camp Management	ARRA	0.00	1.00