



The School of Management Studies

Indira Gandhi National Open University

Challenges of Executing Projects in

The United Nations Economic Commission for Africa

(UNECA)

(2003 - 2013)

By

Tsigereda Assayehegn Asfaw

May 2014



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The United Nations Economic Commission for Africa
(UNECA) (2003 - 2013)**

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ID No. 1051370

Programme Code: MS-100

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A Study Paper to be Submitted to

**The School of Graduate Studies, The Director (SR & E), of Indira Gandhi National Open
University (IGNOU),**

Maidan Garhi, New Delhi – 110 068

In partial fulfillment of the requirements for the

Degree of Masters in Business Administration

(MBA)

May 2014

CERTIFICATE OF ORIGINALITY

This is to certify that the project titled “*Challenges of Executing Projects in the United Nations Economic Commission for Africa (UNECA), (2003 – 2013)*” is an original work of the student and is being submitted in partial fulfillment of the requirement for the award of the Master’s Degree in Business Administration of Indira Gandhi National Open University. This report has not been submitted earlier either to this University or to any other University/Institution for the fulfillment of the requirement of a course of study.

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ACKNOWLEDGEMENTS

My first thanks and all praise goes to the Almighty God, without His endless blessings nothing would have been possible.

This thesis is a result of an extensive study, but not a solitary effort. Many people have contributed in various ways.

I wish to express my deepest gratitude and special thanks to my advisor Dr. Tilaye Kassahun, who encouraged me to work on this specific area of research, Project Execution, and for his invaluable advice and guidance from the inception up to completion of this project. As mentor of my first course and term paper, also, I am very grateful for the inspiration provided to me through his positive, constructive feedbacks which helped me to have keen interest in my studies.

It is a privilege and honor that I deeply appreciate, and be thankful to my Directors, Chiefs, and of course my colleagues, for their continued encouragement and support throughout my studies and write-ups. I am also deeply indebted to those Staff Members of UNECA who had particularly involved in my survey and helped me to make my study successful by sparing their precious time and contributions of their invaluable inputs. My sincere thanks to the staff of UNECA Library, as well.

My heartfelt thanks go to Mr. Ermias Kibreab, who has provided me with valuable suggestions on various aspects of the research in form of precious ideas, and required guidelines.

A special thanks goes to Mr. Hadera Gebremedhine, for all his continued encouragement and versatile support which was instrumental in the accomplishment of the thesis work.

Finally, I lack words to express how grateful I am to my beloved family; my husband, Mr. Shimelis Goshu and my son, Abiy Shimelis. My study and this piece of work would have never been at this stage and accomplished successfully without the understanding, support, encouragement and above all their love. I sincerely value their contributions and invaluable advice which cleared my paths all through by sacrificing our family time.

I thank GOD and do appreciate each moment that I spent during my study with full of happiness.

Acronyms

ACPC	African Climate Policy Centre
ACS	African Centre for Statistics
ADF	African Development Forum
AfDB	African Development Bank
AGOA	Africa Growth Opportunity Act
AGF	African Governance Programme
AGR	African Governance Report
APRM	African Peer Review Mechanism
ARIA	Assessing Regional Integration in Africa
ATPC	African Trade Policy Centre
AU	African Union
AUC	Africa Union Commission
CB	Capacity Building
COMESA	Common Market for East and Central Africa
CSO	Civil Society Organization
DAC	Development Assistance Committee
EAC	East African Community
ECA	Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EDND	Economic Development and NEPAD Division
EPA	Economic Partnership Agreement
ERA	Economic Report on Africa
EU	European Union
FAO	Food and Agriculture Organization
FDI	Foreign Direct Investment
FSSD	Food Security and Sustainable Development
FTA	Free Trade Agreement
GATT	General Agreement on Tariffs and Trade
GDP	Domestic Product
GPAD	Governance and Public Administration Division
ICE	Intergovernmental Committee of Experts
ICT	Information and Communication Technology
ICSTD	Information, Communication, Science and Technology Division
IDEP	Institute for Development and Economic Planning
IGAD	Intergovernmental Authority on Development
IGO	Inter-governmental Organization
ILO	International Labor Organization
IMF	International Monetary Fund
JFA	Joint Financial Arrangement

MOU	Memorandum of Understanding
MDG	Millennium Development Goal
MRDE	Mutual Review of Development Effectiveness
MS	Member States
MYP	Multi Year Programme
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
PATCO	Partnership and Technical Cooperation Office
PO	Partnership Office (PO)
RCM	Regional Coordination Mechanism
REC	Regional Economic Community
RITD	Regional Integration, Infrastructure and Trade Division
R B	Regular Budget
SRO	Sub-Regional Office
SRCM	Sub – Regional Coordination Mechanism
TF	Trust Fund
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNEG	United Nations Evaluation Group
UNESCO	United Nations Economic and Scientific Cultural Organization
UNICEF	United Nations International Children Fund
UNDP	United Nations Development Programme
WB	World Bank
XB	Extra Budget

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ABSTRACT

The purpose of this study is to assess the state of project execution, its major challenges and trends of extra-budgetary resources for the periods 2003-2013 at UNECA. Further, it emphasizes on the impact of motivation on delivering quality outputs and provides alternative recommendations to the identified problems.

Although ECA recognizes the importance of focusing attention on Africa's special needs, its regular budgets are getting reduced from time to time and the contribution from its member States is not adequate to address the numerous problems which confront the continent. Among these problems or issues of high consideration include: "Climate Change" "Knowledge Sharing", "Development of ICT" and so forth, which are hot issues that need adequate resources (i.e. Human and Financial Resources). Hence, ECA is striving to strengthen the relationship with development partners in its attempt to address the above-mentioned issues through effective Project Executions.

The selected methodology tries to answer the basic questions pertaining to the challenges of project execution, and ways in which problems can be alleviated were sought in the study. A descriptive survey method of research and purposive sampling technique were used in the survey. The participants of the study were 46 staff members who are directly involved in the project management and its process. The data was collected through open and closed-ended questions. In addition, interviews were conducted with some key informants, who are senior staffs with higher-educational levels and have been in the service for longer periods. Coordinators of projects and Project Management Officers in the Office of Partnership (OP) were also part of the study. The data was analyzed; interpreted and reported using frequency distribution, percentage and mean scores supplemented with tables and charts.

Findings of the study indicated some of the major factors that contribute to the challenges: Lack of consistency in processing and approving project documents, lack of early and proper planning of projects, absence of project Progress Report (PPR) at each phase, lack of strict adherence to the ECA Project Management Manual and lack of motivational factors for staff, are cited in this respect.

Trends on Extra-Budgetary Resources for the period 2003-2013, revealed that ECA has always recognized partnership based on comparative advantage and pooling of resources, which are critical to maximizing impact on Africa's development. The Commission has progressively strengthened its partnership agenda with a wide spectrum of partners both within and outside the continent. Strengthening partnership with Africa's development partners is, therefore, key to harnessing the required resources, ensuring coherence and maximizing impact.

The trends (2003-2013) observed, the Commission received ever highest income during the period 2010- 2012, particularly, in the year 2012, US\$31.72m. This shows an increase of US\$10.11m., (46.78%) from that of the previous year, (US\$21.61m.). The highest resources were allocated to the thematic area of "Food Security and Sustainable Development", i. e. (US\$14.32m.). The lowest income or resource were received in 2007 (US\$4.65m.) and in 2004(US\$6.57m.), The reason for low level of extra-budgetary income in 2007 was explained by the fact that it took a longer period than anticipated to negotiate partners' support according to the Business Plan. Most of the Development Partners came on board only towards the end of 2007 and early 2008. In the year 2004, the cash flow difficulty was experienced by some partners.

With regard to the expenditures, the first highest (US\$23.43m) was reported in the year 2012, and out of this, US\$6.05(US\$25.81%) of the total expenditures were reported under the thematic area of "Food Security and Sustainable Development". The second highest and the third highest expenditures were reported in the year 2011 (US\$20.95m.) and 2009 (US\$11.30m.), respectively. The fourth highest expenditures were incurred during the year 2004, i.e. (US\$10.36). Surprisingly, in the same year; the second lowest resources (US\$6.57) were received. However, the Commission was able to carry out with the implementation of its planned activities using the unspent balance which was carried forward from the previous year (2003) to cover the exceeded expenditures of US\$3.79m.

Overall the trends exhibited a progressive increase in mobilizing resources since 2001, except for the years 2004 and 2007.

In the recommendation part, provision of training in the area of project management before assigning staff to the process of project execution, involvement of staff at the planning stage,

regular revision of ECA Project Management Manual, consistent application of the manual and strict adherence to the manual, are mentioned to curb the problems.

Although some drawbacks were observed, UNECA has taken certain positive measures to alleviate some of the challenges of project execution. Among these, the “ECA Project Management Manual” along with certain other formats intends to be used by the substantive divisions. The “ECA Business Plan” is a strategic articulation of ECA’s programme of work; “The ECA Technical Cooperation Report” has also increased transparency, timely reporting, and accountability for funds that helped to boost partners’ confidence in the Commission.

This piece of work cannot fully assess the challenges in execution of projects at UNECA. It will, at least, contribute and highlight certain pertinent factors that would enhance the performance of the projects.

Hope it gives a glimpse of insight for future, that it might be used as a trigger document for other researchers who want to conduct detailed and further advanced research in the area of project execution.

CHAPTER ONE | INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The United Nations Economic Commission for Africa (UNECA) was established by the Economic and Social Council (ECOSOC) of the United Nations (UN) in 1958 as one of the UN's five Regional Commissions. ECA's mandate is to promote the economic and social development of its member States, foster intra-regional integration, and promote international cooperation for Africa's development.

UNECA's dual role as a regional arm of the UN, and a part of the regional institutional landscape in Africa, positioned well to make unique contributions to member States' efforts to address their development challenges. Its strength derives from its role as the only UN agency mandated to operate at the regional and sub-regional levels to harness resources and bring them to bear on Africa's priorities.

UNECA's Program of work now focuses on achieving results in the following related and mutually supportive areas:

- a) Promoting Regional Integration in support of the African Union vision and priorities,
- b) UNECA's support to the implementation of AUC's regional integration agenda focusing on undertaking research and policy analysis on regional integration issues,
- c) Strengthening capacity and providing technical assistance to institutions driving the regional integration agenda, including strengthening;
- d) Supporting the Regional Economic Communities (RECs), and working on a range of trans-boundary initiatives and activities in sectors vital to the regional integration agenda.

Meeting Africa's special needs and emerging global challenges, ECA recognizes the importance of focusing attention on Africa's special needs, particularly within the context of achieving the MDGs.

In that context, the focus of ECA service delivery was at the regional and sub-regional levels with the Commission's five Sub-Regional Offices (SROs) each taking the lead in their respective sub-regions. ECA deployed several modalities and services to support its member States: policy analysis and advocacy; enhancing partnerships; technical assistance; communication and knowledge sharing, supporting sub-regional activities, and Regional Economic Communities.

- ✓ Policy Analysis and Advocacy
- ✓ Enhancing Partnerships
- ✓ Technical Assistance
- ✓ Communication and Knowledge Sharing
- ✓ Supporting Sub-regional Activities
- ✓ Regional Economic Communities (RECs)

In order to address the above-mentioned program of activities UNECA needs to secure funds by mobilizing resource. This is a big challenge that many of the UN Offices are facing. The Regular Budgets are getting reduced from time to time and the contribution from the Member States is not adequate to address the numerous issues. For example: Climate Change, Knowledge Sharing, the development of ICT and the like are hot issues that need adequate/sufficient resources (i.e. Human and Financial).

This study assessed the current practice in execution of projects in UNECA, and the challenges encountered during the execution of projects, trends of projects activities during the periods (2003-2012) and the new planned initiatives (2013-2015) in response to the emerging needs and current priorities of African States, and how UNECA has repositioned itself to address the challenges of the African States, through execution of projects.

ECA is looking forward to the renewed partnership and support, particularly in the form of budget support, to provide a more predictable, continuous and assured funding that enables the commission to flexibly respond to the emerging priorities and demands of members States. This paper aims to provide possible recommendations and suggestions that would facilitate project execution; and possible suggestions that could minimize the challenges during the execution of projects.

1.2 STATEMENT OF THE PROBLEM

The ECA business Plan is designed to assist African countries in formulating and implementing policies and programmes that will lead to sustainable economic growth and inclusive development, with particular emphasis on accelerating structural transformation, in line with the vision and priorities of the African Union. This entails high-level and focused strategic interventions and increased attention to rigorous research and analysis, supported by sound statistics and original data to broaden policy options with a view to generating robust social compacts towards equity as well as supporting and enabling the real economy. In order to undertake the above-mentioned major activities, out of the overall expected level of funding required by ECA, almost 41% of the total amount is funded by the Extra-Budgetary Resource grants by Donors, through Project Execution.

The study assessed the challenges encountered during the execution of projects, and challenges in delivering projects within the planned time, expected quality and the estimated cost, as quality, cost and time are three basic elements, for project execution.

This research strived to look for the major cause of challenges affecting the process of project execution at UNECA. ECA programmatic work has been realigned with emphasis on:

- ✓ Strengthening the rigor and pertinent knowledge produced by ECA;
- ✓ Making ECA the authoritative source of analytical insights into African development;
- ✓ Generating knowledge underpinned by robust statistics and
- ✓ Improving the packaging and communication of ECA knowledge products to core policy constituents.

1.3 OBJECTIVE OF THE STUDY

1.3.1 General Objective

The general objective and central theme of this study focuses on assessing and understanding the practice/process of managing and executing of projects at UNECA.

1.3.2 Specific Objectives:

- ✓ To find out the major challenges encountered during the Execution of Projects at UNECA.
- ✓ To examine the major internal causes contributing to the challenges in execution of projects at UNECA.
- ✓ To assess the trends of Extra-Budgetary resources for the periods 2003-2012 including the current period..
- ✓ To examine the project execution policy, procedures, and its implementation and the current practice of Project Execution at UNECA.
- ✓ To stress the impact of motivation on delivering quality outputs.
- ✓ To assess the measures that UNECA has taken so far to alleviate the challenges of project execution.

1.4 SCOPE OF THE STUDY

The study focuses on the internal challenges encountered during the process, and assesses the trends of projects for the periods 2003 – 2012, including the new planned initiatives for 2013-2015.

The study highlights the policies and procedures followed by the UNECA in execution of projects and assesses adherence of the respective divisions to the ECA Project Management Manual, to assure compliance with the rules and regulations of project executions of UNECA.

The challenges are influenced by external and internal factors. As the external factors are beyond the scope of this study, the study will focus on the internal challenges encountered during the process of project executions.

1.5 Basic Research Questions

This study addressed the following research questions:

- What are the major challenges encountered during the Execution of Projects at UNECA?
- How do the internal causes contribute to the challenges in execution of Projects?

- How is the Project Execution Process managed by UNECA? and assesses the trends of Extra-Budgetary Resources for the periods 2003-2012,including the current period.
- What measures has UNECA taken so far to alleviate some of the Challenges of Project Execution?
- What is the impact of motivation on Project Execution?

1.6 Significance of the Study

In general the significance of this study may be stressed in many ways for effective and efficient functioning of the project execution of the organization.

This piece of work cannot fully assess the challenges in execution of projects at UNECA. It will, only at least, contribute and highlight certain pertinent factors that would enhance the performance of the projects and gives a glimpse of insight for future and further research.

However the study would be significant for reasons explained here below:

- Helps to identify the challenges encountered during the execution of projects.
- Helps to identify the internal factors that contribute or influence the project execution UNECA, particularly on the internal factors.
- Highlights the current practice of UNECA in project execution.
- Emphasizes on the importance of securing, financing and managing project funds, as ECA always strives its level best to meet the emerging needs of the continent.
- Gives a slight glimpse regarding improvements in the process of Project Execution.
- Recommends certain mechanisms to minimize the challenges in projects execution.
- Hopes that this paper might be used as a trigger document for other researchers who want to conduct detailed and further advanced research in the area of project execution.

1.7 LIMITATIONS OF THE STUDY

- The most significant limitation of this study is the time constraint which is encountered by the researcher.
- Exclusion of sub-regional offices because of the cost associated to the research is another limitation, as the sub-regional offices are dispersed in the five regions of the African continent. East-Africa Sub-Regional Office, (EA-SRO), in Kigali, Rwanda; North-Africa Sub-Regional Office (NA-SRO), in Rabat, Morocco; Central-Africa Sub-Regional Office, (CA-SRO) in Yaoundé, Cameroon; West-Africa Sub-Regional Office, (WA-SRO) in Niamey, Niger; South-Africa Sub-Regional Office (SA-SRO), in Lusaka, Zambia;, including the Institute for Development and Economic Planning (IDEP), based in Dakar, Senegal.
- The study does not comprise the perspective of Development Partners/Donors and the Impact Assessment of the final beneficiaries in the respective Member countries where as a result the project is implemented.

1.8 ETHICAL CONSIDERATION

The concerned officials of UNECA have been contacted and informed about the whole purpose of the study. The Respondents as well have been informed about the objective of the study, their right to participate or not in filling the questionnaire, and their responses would be kept/ held confidential. In addition to this, the mechanism used to collect the responses had a specific technical feature to hide identity of the respondents.

1.9 ORGANIZATION OF THE STUDY

In addition to the formal documents like annexure, tables, graphs and charts, this study is systematically organized in order to make facts clear in a most comprehensive manner.

The Study Paper comprises of five chapters that include the following:

Chapter One: incorporates an introduction consisting of the Background to the study and the selected organization, Statement of the Problem, Objectives, Scope, Basic Research Questions, Significance, Limitation of the Study and Ethical Considerations.

Chapter Two: covers extensive but selected review of related literatures on the subject and enumerates the theories and concepts of project.

Chapter Three: explains the methodology used in conducting the study which also includes Research Method, Data Source, Selection of target organization, Sample type and size determination, Data Collection Instrument and Method of data analysis.

Chapter Four: focuses on data presentation and analysis, discussion of findings and results of the study.

Chapter Five: consists of findings, conclusions and possible recommendations.

CHAPTER TWO

Literature Review

2.1 Introduction of Programme and Project

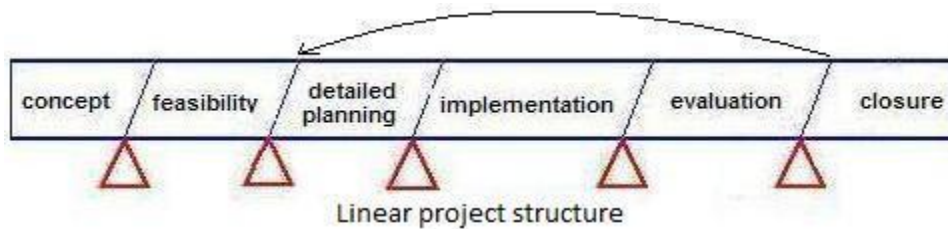
A programme is the response of an organization to the need for concretizing its mission into a series of actions. A programme is a framework that contains planned activities (projects) directed towards achieving a common (overall) goal.

This goal represents the meeting ground between the organization's mandate (or mission) and the needs (including the need to recognize and exercise rights) of the people that the organization works with. These people/communities that the organization works with are called programme beneficiaries. In the sector of Humanitarian and Development Aid, the first step in developing a programme is to assess the needs of potential beneficiaries, their expectations and aspirations, the problems and challenges they face, their access and ability to exercise their rights.

Projects are always conceived within wider programmes, i.e. a broad framework of scopes, goals, and work methodologies. In development cooperation, it is within programmes that the development needs of beneficiaries is identified and overall objectives to be achieved, in order to respond to those needs, which are defined. Programs therefore provide a framework wherein different projects, sharing the same overall objectives, can be implemented in a coordinated manner.

Programmes are implemented through actions that address specific programme areas. These actions, the programme components, are also called "projects", because their objective is specific, their scope is limited and because they are terminated once the expected outputs are delivered. Programmes, instead, have a wide scope and are not specifically time bound. While projects tend to proceed along a linear path from conception to closure (the earlier the better), programmes tend to follow a cyclical process, wherein the lessons learnt, during project implementation, feed into the identification and designing of a new phase of the programme, i.e. a new programme. [*Fazar, W. \(April 1959\).*](#)

Figure 1: Linear project structure



Source: <https://www.google.com.et/search?q=Linear+Project+Structure>

Like projects, programmes also move through phases: *identification*, *formulation* or *design*, *implementation*, and *evaluation*. However, unlike projects, that are temporary efforts aimed at early closures, programmes move through cycles of renovating and re-designing that constantly regenerate new projects that address newly identified problems and opportunities.

Figure 2: The Programme Cycle



Source: <http://www.unodc.org/unodc/en/evaluation/evaluation-and-the-project-programme-cycle.html>

Actions produce results: in order to produce better results we need to improve the management of actions. Therefore, managing programmes signifies understanding the correlation between the

way actions are managed and the way the quality of life of the beneficiaries' changes as a result of actions performed. This means, on the one hand, learning how to improve the capacity to respond appropriately to the needs of the beneficiaries; and on the other, learning how to improve the capacity to generate a sense of team partnership within the organization and externally with the programme/project partners.

A project is a temporary process undertaken in order to achieve a specific result. Projects are "temporary" because once project results are achieved, the effort terminates. Projects are different from repetitive processes that are meant to continue indefinitely, for instance, building a school in a village is a project (that terminates once the school is built); but educating village children is a constantly renewed process (expected to continue generation after generation).

Projects are "temporary" because once project results are achieved, the effort terminates. Therefore, projects are different from repetitive processes that are meant to continue indefinitely.

‘Project Management’ is an important topic because all organizations, large and small, are involved in implementing new undertakings as diverse as the development of a new product or service, or a public relations campaign. To keep ahead of their competitors, every organization is faced with development of complex services and processes. These need cross-functional expertise in a given organization.

Projects are the way that most new work gets delivered. All projects have certain characteristics in common.

- They all have a beginning and an end. All projects are unique.
 - They may be similar to prior projects but they are unique in terms of timeframes, resources, business environment, etc.
 - Projects result in the creation of one or more deliverables.
- Projects have assigned resources - either full-time, part-time or both.

The justification for undertaking project management in any organization lays at two levels, namely, the macro and the micro levels. On the macro or broader level, an organization is motivated to implement project management techniques to ensure that what is undertaken, small or major, is delivered on time, within budget and to specified standards.

2.2 Project Planning

Planning is choosing. Planning is an expression of why we want that action and how we want to do it. Planning on the one side is a response to an objective problem that we want to address; and on the other side is a subjective expression of who we are and how we want to work. That is why it is opportune, in project planning, to involve all major stakeholders.

Project planning is part of project management, which relates to the use of schedules such as Gantt charts to plan and subsequently report progress within the project environment.

Initially, the project scope is defined and the appropriate methods for completing the project are determined. Following this step, the durations for the various tasks necessary to complete the work are listed and grouped into a work breakdown structure. Project planning is often used to organize different areas of a project, including project plans, workload and the management of teams and individuals.

The logical dependencies between tasks are defined using an activity network diagram that enables identification of the critical path. Project planning is inherently uncertain as it must be done before the project is actually started. Therefore the duration of the tasks is often estimated through a weighted average of optimistic, normal, and pessimistic cases. The critical chain method adds "buffers" in the planning to anticipate potential delays in project execution.http://en.wikipedia.org/wiki/Project_planning_-_cite_note-3 Float or slack time in the schedule can be calculated using project management software. Then the necessary resources can be estimated and costs for each activity can be allocated to each resource, giving the total project cost.

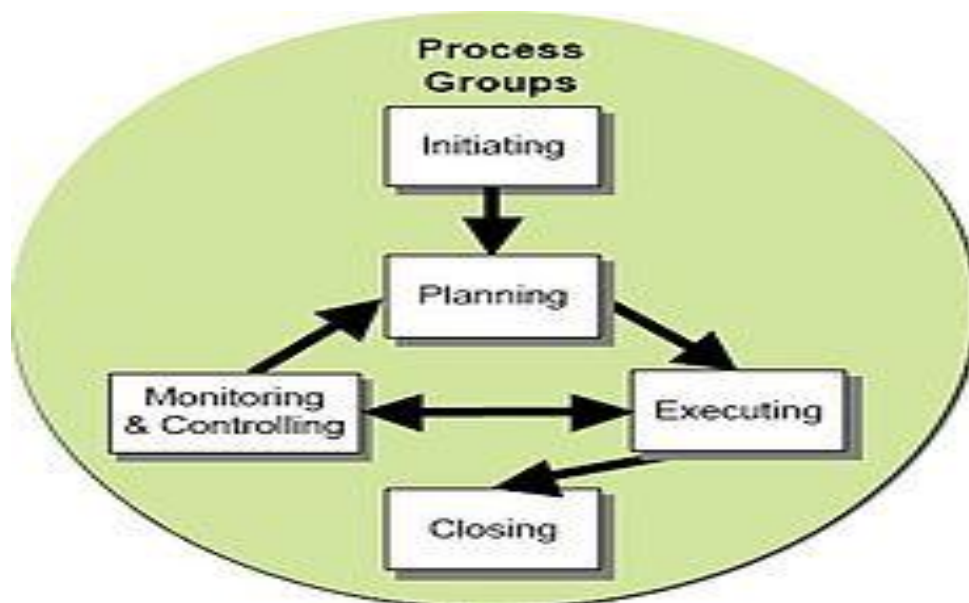
At this stage, the project schedule may be optimized to achieve the appropriate balance between resource usage and project duration to comply with the project objectives. Once established and agreed, the project schedule becomes what is known as the baseline schedule. Progress will be measured against the baseline schedule throughout the life of the project. Analyzing progress compared to the baseline schedule is known as earned value management. The inputs of the project planning phase include the project charter and the concept proposal. The outputs of the project planning phase include the project requirements, the project schedule, and the project

management plan. The Project Planning can be done manually. However, when managing several projects, it is usually easier and faster to use project management software. [Filicetti, John, \(November 2009\) and Harold Kerzner \(2003\)](#)

2.3 Process-Based Management

Also furthering the concept of project control is the incorporation of Process Based Management. This area has been driven by the use of Maturity Models such as the Capability Maturity Model Integration (CMMI).

Figure 3: Processes – Based Management



Source: http://www.tutorialspoint.com/management_concepts/process_based_management.htm

- **Typical development phases of project**
 - Initiation;
 - Planning and design;
 - Execution and construction;
 - Monitoring and controlling systems;
 - Completion.

2.3.1 Monitoring and Controlling Process (group processes)http://en.wikipedia.org/wiki/Project_management_-_cite_note-VA03-19

- Monitoring and controlling consists of those processes performed to observe project execution so that potential problems can be identified in a timely manner and corrective action can be taken, when necessary, to control the execution of the project. The key benefit is that project performance is observed and measured regularly to identify variances from the project management plan.
- Monitoring and Controlling include:
 - Measuring the ongoing project activities ('where we are');
 - Monitoring the project variables (cost, effort, scope, etc.) against the project management plan and the project performance baseline (*where we should be*);
 - Identify corrective actions to address issues and risks properly (*How can we get on track again*);
 - Influencing the factors that could circumvent integrated change control so only approved changes are implemented

In multi-phase projects, the monitoring and control process also provides feedback between project phases, in order to implement corrective or preventive actions to bring the project into compliance with the project management plan.(Henry Gantt 1961-1919)

- Project maintenance is an ongoing process, and it includes:
 - Continuing support of end-users
 - Correction of errors
 - Updates of the software over time

Figure 4: Project Maintenance



[Source: http://www.stork.com/services-solutions/project-maintenance-management](http://www.stork.com/services-solutions/project-maintenance-management)

2.3.2 Monitoring and Controlling Cycle

In this stage, auditors should pay attention to how effectively and quickly user problems are resolved. Businesses sometimes use formal systems development processes. These help assure that systems are developed successfully. A formal process is more effective in creating strong controls, and auditors should review this process to confirm that it is well designed and is followed in practice. A good formal systems development plan outlines:

- A strategy to align development with the organization's broader objectives
- Standards for new systems
- Project management policies for timing and budgeting
- Procedures describing the process
- Evaluation of quality of change
- Closing

Figure 5: Monitoring and Controlling Process



Source: <http://www.projectmanagementguru.com/about.html>

2.4 Closing process group processes

Closing includes the formal acceptance of the project and the ending thereof. Administrative activities include the archiving of the files and documenting lessons learned.

- **This phase consists of:**
 - Project close: Finalize all activities across all of the process groups to formally close the project or a project phase.
 - Contract closure: Complete and settle each contract (including the resolution of any open items) and close each contract applicable to the project or project phase. *Source: <http://www.projectinsight.net/project-management-basics/basic-project-management-phases>*
- **Fulfillment and implementation**

Fulfillment and implementation of these tasks can be achieved by applying specific methods and instruments of project controlling. The following methods of project controlling can be applied:

- investment analysis
- cost–benefit analyses
- value benefit Analysis
- expert surveys
- simulation calculations

- risk-profile analyses
- surcharge calculations
- milestone trend analysis
- cost trend analysis
- target/actual-comparison

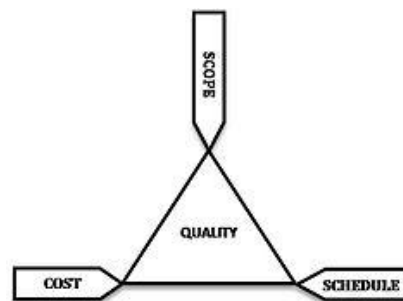
- **Project Manager**

A project manager is the person accountable for accomplishing the stated project objectives. Key project management responsibilities include creating clear and attainable project objectives, building the project requirements, and managing the triple constraint for projects, which is cost, time, and scope. *Source: www.webopedia.com/TERM/P/project_manager.html - Similar*

A project manager is often a client representative and has to determine and implement the exact needs of the client, based on knowledge of the firm they are representing. The ability to adapt to the various internal procedures of the contracting party, and to form close links with the nominated representatives, is essential in ensuring that the key issues of cost, time, quality and above all, client satisfaction, can be realized.

2.5 Project Management Triangle

Figure 6: Project Management Triangle



Source: Michael Gentile, Ronald D. Collette, Thomas D. August (2005).

Like any human undertaking, projects need to be performed and delivered under certain constraints. Traditionally, these constraints have been listed as "scope," "time," and "cost". These are also referred to as the "project management triangle", where each side represents a constraint. One side of the triangle cannot be changed without affecting the others. A further refinement of the constraints separates product "quality" or "performance" from scope, and turns quality into a fourth constraint.

2.6 Phases of Project

- **Planning Phase:**

The plan describes the process in detail, and also it includes structure of development organization, project responsibilities, technique, managerial objective etc to be used. Detail schedule, budgets and resource allocation are also made. In planning duration and cost estimation are important.

- **Design phases:**

The design phase is to determine how the software works. With specification document, internal structure of the software is determined by the design team. Algorithm, Architecture design, data design, data structure are made in this phase. The major output of design phase is architectural design and detailed design.

- **Implementation Phase:**

The various modules of the design are coded in this phase. The major documentation is associated with implementation is the source code itself, but the programmer should provide additional documentation to assist in maintenance. All test cases against the code was tested for the actual and expected output.

- **Testing phase:**

In this phase modules combine and determine whether the software works correctly or not. All modules are integrated in a specific order for the critical influence on the quality of software. The purpose of integration testing is to check that modules combine correctly, so that it achieved task and satisfies the specification

- **Maintenance Phase:**

Maintaining and enhancing software to cope with newly discovered problems or new requirements can take far more effort than the initial development of the software. Not only may it be necessary to add code that does not fit the original design but just determining how software works at some point after it is completed may require significant effort .The software has been hand over to client and changes as a part of maintenance.

There is first an Initiation or Birth phase, in which the outputs and critical success factors are defined, followed by a Planning phase, characterized by breaking down the project into smaller parts/tasks, an Execution phase, in which the project plan is executed, and lastly a Closure or Exit phase, that marks the completion of the project.

2.7 Project Life Cycle:

Project management is a one-time carefully planned and organized effort to achieve a specific goal. Project management includes:

Developing a project plan, which includes defining project goals and objectives, specifying tasks or how goals will be achieved, what resources are needed, and associating budgets and timelines for completion? Implementing the project carefully to make sure the plan is being managed and implemented accordingly.

Figure 7: Project Life Cycle



Source: Rob Sowden et al. (TSO, 2007), -<http://www.unodc.org/unodc/en/evaluation/evaluation-and-the-project-programme-Cycle Management>

Project management usually follows major phases:

There is first an Initiation or Birth Phase, in which the outputs and critical success factors are defined, followed by a Planning phase, characterized by breaking down the project into smaller parts/tasks, an Execution phase, in which the project plan is executed, and lastly a Closure or Exit phase, that marks the completion of the project.

1. Project Initiation

Project Launch Project Initiation is the opening point in the 5 steps Projelogic's Project Development Cycle, (based on the PMBOK® methodology) and in simple terms: starting up the project. We initiate a project by defining its reason, business goals, and scope. The reason for initiating it, and the propose solution to be implemented. We will also put together a project team, define early milestones, and early budget proposal. With the above information we can move on and perform an end of Phase study in order to get a GO No GO decision.

2. Project Planning

Once we define the project and assemble the project team, we are ready to enter the in depth Project Planning phase. This involves creating the "PMP", Project Management Plan, in order to guide the team during the project development and after. We will define the Required Skills of development team. Define Non-labor Resources, Risks plan, detailed action items and milestones.

3. Project Execution

Project execution is the phase in which the plan designed in the prior phases of the project life are put into action. The purpose of project execution is to deliver the project expected results (deliverable and other direct outputs). Typically, this is the longest phase of the project management lifecycle, where most resources are applied.

During the project execution the execution team utilizes all the schedules, procedures and templates that were prepared and anticipated during prior phases. Unanticipated events and situations will inevitably be encountered, and the Project Manager and Project Team will have to deal with them as they come up.

In the standard division of project management discipline this phase is called "Project Execution and Control"; the term "control" is included here because execution is not a blind implementation of what was written in advance but a watchful process where doing things goes along with understanding what is being done, and re-doing it or doing it differently when the action does not fully correspond to what was intended. This "control" is an integral part of project management and is a necessary task of the project manager. As such it is different for project evaluation as generally conceived in aid programmes, where evaluation is usually performed by a team different from the project execution team (e.g. the programme manager, the quality support officer, etc.), so as to independently verify the quality and the efficacy of the work done.

The key elements of project execution is the ability of working effectively in the team and the ability of remaining faithful to project scope while facing unpredicted events and difficulties.

4. Project Implementation

With a comprehensible characterization of the project and the full and detailed PMP, we are now ready to enter the Execution phase of the project. This is the stage in which the requirements are actually built and programmed. After the QA process the product will be presented to the customer for acceptance and full implementation. If the customer has accepted the final product, the project is completed and ready for closure.

5. Project Closure

Project Closure involves releasing the final product to the customer, handing over project documentation, Manuals, Source code, and Network layouts. Last remaining step is to undertake a Post Implementation Review.

In this last stage, the project manager must ensure that the project is brought to its proper completion. The closure phase is characterized by a written formal project review report containing the following components: a formal acceptance of the final. *Source:* [//www.method123.com/project-closure-kit.php](http://www.method123.com/project-closure-kit.php)

- *Cost Allocation*

Cost allocation is a major problem. Work packages are usually made up of activities involving several different departments. An engineering department, for example, is frequently involved in many aspects of a program, while the production department may be concerned with the major assemblies only. It is frequently difficult, if not impossible, to assign departmental expenses accurately among projects, and for control purposes an arbitrary allocation is about as useful as none.

Sometimes on large projects it is possible to break the work packages down in the planning stages in such a way that each department with a major contribution to make to the project can be assigned a specific criterion to be met.

- **Cost / Budget Variances**

A positive variance indicates that the project is ahead of schedule or under budget. Positive variances might enable you to reallocate money and resources from tasks or projects with positive variances to tasks or projects with negative variances.

A negative variance indicates that the project is behind schedule or over budget and you need to take action. If a task or project has a *Negative Cost Variance*, you might have to increase your budget or accept reduced profit margins.

- **Areas for improvement**

Many of the current efforts to improve the PERT/Cost system are aimed at alleviating the difficulties in cost estimating, at tying cost reports more closely to time schedules, and at introducing other mechanical devices to complement the system.

Control systems are needed for cost, risk, quality, communication, time, change, procurement, and human resources. In addition, auditors should consider how important the projects are to the financial statements, how reliant the stakeholders are on controls, and how many controls exist. Auditors should review the development process and procedures for how they are implemented.

The process of development and the quality of the final product may also be assessed if needed or requested. A business may want the auditing firm to be involved throughout the process to catch problems earlier on so that they can be fixed more easily. An auditor can serve as a controls consultant as part of the development team or as an independent auditor as part of an audit.

Businesses sometimes use formal systems development processes. These help assure that systems are developed successfully. A formal process is more effective in creating strong controls, and auditors should review this process to confirm that it is well designed and is followed in practice. A good formal systems development plan outlines:

- A strategy to align development with the organization's broader objectives
- Standards for new systems
- Project management policies for timing and budgeting

- Procedures describing the process
- Evaluation of quality of change

In project management field, there are few things that can cause a project to require the control performance, costs or time.

- **Resource Leveling**

A resource-leveled schedule may include delays due to resource bottlenecks (i.e., unavailability of a resource at the required time), and may cause a previously shorter path to become the longest or most "resource critical" path. A related concept is called the critical chain, which attempts to protect activity and project durations from unforeseen delays due to resource constraints.

2.8 Differences between Programme and project management

According to [Nokes, Sebastian \(2007\)](#), the key difference between a program and a project is the finite nature of a project a project must always have a specific end date, else it is an ongoing program.

One view of the differences between a program and a project in business is that:

- A project is unique and is of definite duration. A program is ongoing and implemented within a business to consistently achieve certain results for the business.
- A project is designed to deliver an output or deliverable and its success will be in terms of delivering the right output at the right time and to the right cost.
- Program management includes management of projects which, together, improve the performance of the organization. A program's success will be measured in terms of benefits.
- Benefits are the measures of improvement of an organization and might include increased income, increased profits, decreased costs, reduced wastage or environmental damage, more satisfied customers. In central or local government organizations, benefits might include providing a better service to the community.

- In the course of achieving required results, business programs will normally understand related business constraints and determine the processes required to achieve results based on resources allocated. Improvement of processes is a continuous operation that very much contrasts a program from a project.
- At the lowest level project managers co-ordinate individual projects. They are overseen by the program manager who accounts to the program sponsor (or board).
- There will normally be a process to change the predetermined scope of a project. Programs often have to react to changes in strategy and changes in the environment in which the organization changes.

Another view and another successful way of managing does not see any of the factors listed above as distinguishing projects from programs, but rather sees the program as being about portfolio management. On this view, program management is about selecting projects, adjusting the speed at which they run, and adjusting their scope, in order to maximize the value of the portfolio as a whole, and as economic or other external conditions change.

Yet another view is that a program management is nothing more than a large, complex project, where the integration aspect of project management is more important than in smaller projects. Integration management is a key feature of the Project Management Institute's approach to project management. (*Source: <http://pmtips.net/difference-projects-programmes>*)

In practice it is not clear that there is such a clear-cut distinction. Projects (or programs) vary from small and simple to large and complex; what needs to be managed as a program in one culture or organization may be managed as a project in another.

2.9 Challenges of Project Management

- **Impossible Deadlines:** A strong leader - and successful project manager - knows that repeatedly asking a team for the impossible will result in declining morale and productivity. The odds of successfully completing a project under unreasonable deadlines are not very good.

- **Resource Deprivation:** In order for a project to be run efficiently and effectively, management must provide sufficient resources - human, time and money. Project management training shows how to define needs and obtain approval up front, and helps project managers assign and prioritize resources throughout the duration of a project.
- **Lack of Stakeholder Engagement:** A disinterested team member, client, CEO or vendor can destroy a project quickly. It's like having a distracted paddler in a two-person canoe - you might get to the finish line, but not efficiently or on time. And you'll waste a lot of energy in the process! A skilled project manager communicates openly and encourages feedback at every step to create greater engagement among participants. [Source: Management Challenges.htm](#)

Project Management Offices and project managers must understand how each team contributes to achieving organization goals—which should be found in the strategic plan. With a process in place to manage change and risk, project managers are better able to cope and deal with these challenges. Similarly, training of staff and making them part of it who are handling projects will help to bring them on side so that resources are allocated in accordance with project importance.

[Source: http://www.bia.ca/articles/TheTopProjectManagementChallenges.htm](http://www.bia.ca/articles/TheTopProjectManagementChallenges.htm)

2.9.1 Project Management and Communication Challenges

Lack of effective communication among project teams is usually a hindrance to a successful project completion. Project managers should provide direction at every step of the project, so each team leader knows what's expected.

2.9.2 The Method of Ensuring Quality in Project Management

The project manager is responsible for the resultant quality of the deliverable. Like other factors, such as successful completion of the needed scope, timely release of the deliverable as defined by the schedule and managing the budget, quality is the ultimate measure of the project's success upon delivery.

A project's ultimate success is attributed to two key factors:

- The completion of the requirements as dictated by the scope and the inherent quality of the deliverable when it reaches its General Availability (GA) stage.
- Whatever the project's inherent deliverable, ensuring the result of the team's efforts meets a certain level measure of quality is extremely important from the standpoint of gauging the project's success.

Thus, quality should never be considered an after-thought. But if all of that is achieved at the expense of quality, the long-term ramifications could be dire. Source: (<http://www.project-skills.com/how-to-ensure-quality-in-project-deliverables.html>)

2.10 A Brief Highlight of Project Execution Process, Policy and Procedures at UNECA

- **Objectives**

ECA's overall objectives are to promote the harmonization of national policies in various sectors in support of integration efforts towards the consolidation of sub-Regional Economic Communities (RECs) in the overall framework of the African Union (AU), and facilitate the attainment of the goals set by the New Partnership for Africa's Development (NEPAD).

The modalities for implementing the strategy will include enhancing programmatic synergies with the various sub-programmes, using main part of activities under the sub-programme to support the streamlining of the Commission's operations at the field level and improving interaction with member States and other Sub-Regional Stakeholders.

The facilitation and further strengthening of inter-agency cooperation, networking and exchange of information with other UN agencies operating at country and sub-regional levels as well as with bilateral donors will also be an important component of the strategy.

- **Expected Accomplishment**

- Enhanced capacity of member States to formulate and harmonize macro-economic and sectoral development policies at the national and sub-regional levels, particularly in the areas of trade, infrastructures, human development including gender mainstreaming, agriculture and food security and environment.

- Strengthened human and institutional capacities of RECs and other IGOs to coordinate the implementation of and monitor inter-country priority programmes/projects under the NEPAD.
- Increased consensus on policies and emerging challenges for enhanced policy implementation at the national and sub-regional levels.

- **ECA Business Plan**

ECA Business Plan is a strategic articulation of the programme of work of ECA in the coming years. It outlines how ECA intends to deepen its work in identified priority areas, with greater emphasis on statistical information and credible data for better and informed policy and decision making; improved packaging and communication of ECA knowledge products and highlights how the Commission plans to strengthen its partnership and collaboration with the African Union Commission (AUC), the African Development Bank (AfDB) and the Regional Economic Communities (RECs).

The Commission is revamping its research and advocacy priorities to ensure that its work is policy relevant and at the cutting edge of Africa's development agenda. Drawing on our convening power and our strength in policy research, collaborative partnerships with other institutions, particularly the AUC and AfDB, will continue to be central to our work. Although the development challenges of Africa are daunting, now more than ever, we are positioned to meet them with renewed energy.

The Business Plan is anchored on the three pillars of support to transformative development in a renaissance Africa: economic growth and impact of the global economic crises, the mega-trends and rise of the emerging economies. The Commission will therefore place emphasis on delivering results in these three areas through its existing service lines of knowledge generation, sharing and networking; advocacy and consensus building; advisory services and technical cooperation; and focusing its "operations" on a more limited set of sectors and themes where its competence and contribution are widely acknowledged.

- **ECA Project Management Manual**

The process of Project Management is given a due consideration, in light of the challenges faced and experience gained on trust funds and extra budgetary projects management over the past

years, an ECA project Management Manual has become necessary to set out the rules in one place –within which the programme and project managers will plan their strategic directions, programme their activities, budget and allocate their resources, and ensure that the result produced is timely, cost effective, and of the highest standard of quality.

This manual provides clear guidance to all programme and administrative personnel who are involved in the agreement and implementation of programme and project activities, on the management of technical cooperation trust funds and projects. The manual incorporates all the existing ST/SGBs and ST/AIs on the establishment, management and control technical cooperation and general trust funds; and provides operational guidelines and procedures on the project management.

The Manual is also meant to provide hands on training to the new staff of the Commission who are involved in the day to day management of XB funds to enable them take-off on the right footing by providing needed information not only on what to do but also how to go about it and who to meet.

The objective of the Project Manual is to provide appropriate guidance and process projects in line with the rules and regulation of the organization. In general, the Manual to ensure effectiveness and maintain the professional way of processing projects.

- **Establishment of a Trust Fund (TF) at ECA**

The Trust fund proposal is reviewed to determine, whether it meets the policies and guidelines laid down in ST/SGB/188, whether advice is required from other office and whether there is any direct or indirect financial implications for the regular budget. The funds of the budget Division in UNHQ are included in the report on the proposed trust fund submitted to the General Assembly, the controller designates the implementing office.

Receipt and administration of funds in respect of any project requires a proper agreement or a letter of agreement between ECA and the prospective donor. An agreement is usually done for funding a project consisting of many activities. Such agreement has to be in conformity with the provisions of the model agreement set out.

The model agreement is intended to set out the purpose of the project and the modalities of payments, receipt and expenditures of the funds. ([*ECA Technical Cooperation Report*](#))

- **Delivering through Enhanced Partnerships**

The UN mandatory zero growth policy has constrained ECA's regular budget. Substantial extra-budgetary resources are therefore critically required to leverage the regular budget, to implement its work programme effectively and efficiently, and to increase the impact of ECA's staff capacity. The Commission launched its strategic ECA Partnership Programme in 2001 and has benefited from extra budgetary resources amounting to \$46 million between 2001 -2005; extra budgetary resources were expected to amount to \$10 million for 2006. ECA will require a substantial increase in this amount not only to continue and consolidate current efforts but also to respond to the emerging priorities outlined the Business Plans.

- **Scaling up to meet demand**

The 2007-2009, Business Plan reflects a significant increase in ECA activities based on the introduction of new programmed and project initiatives, and increased operational involvement of the Commission in the implementation of the AUC, NEPAD, and RECs agendas at the regional and sub regional levels.

The assembly of the AUC in a number of its resolutions mandated the AUC to collaborate with the ECA and AfDB to implement identified development initiatives aimed at addressing Africa's development challenges.

Similarly, the RECs have repeatedly called upon ECA to support them in the implementation of their work programmes and the Commission has responded accordingly. In this regard, the SROs have been strengthened through additional operational resources and deployment of regional advisory services, thus making them better placed to take up the expanded tasks of meeting the increased demands for assistance from the RECs, ECA has put particularly emphasis on SROs acting as "privileged" partners of the RECs and has called for partnership agreements with them for multiyear programmes.

- **Towards Enhanced Partnership**

ECA is committed to strengthening its engagement with partners and building their level of confidence by enhancing the level of information made available to them.

- **ECA Partners Forum**

The ECA Partners Forum remains a very useful medium for interaction and information sharing between ECA and partners on how the funds entrusted to the Commission are being used. The Forum through its quarterly meetings, enables an exchange of views on the merging development priorities for Africa as well as a discussion of the Key ECA initiatives in support of these priorities. Constructive comments and suggestions at these meetings have helped considerably in strengthening donors' confidence and promoting greater accountability and transparency in ECA's operations.

In order to deepen this partnership process, a thematic working group of the Partners Forum was established at the technical level. Discussions at this level would focus on the review of progress on coordinated partnerships and on concrete proposals for collective arrangements and implementation modalities. It is envisaged that the deliberation and exchanges at this forum will further enrich the partnership process, increase partners' participation and strengthen donors' confidence. ([*UNECA Technical Cooperation Report, 2010*](#))

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter presents the research methodologies and techniques that were employed in gathering data for the study.

3.1 Research Method

As indicated in the objective, this study focuses on assessing the major Challenges encountered during the Project Execution at the UNECA. To this effect, to get reliable information descriptive survey method was employed, with the assumption that it can help to gather a large variety of data. The survey method using questionnaires were used for this study, as it helps to obtain the maximal objectivity on the research by generating quantitative data.

According to *Glass & Hopkins, 1984*, descriptive research can be either quantitative or qualitative. It can involve collections of quantitative information that can be tabulated along a continuum in numerical form. Descriptive type of research does not fit neatly into the definition of either quantitative or qualitative research methodologies, but instead it can utilize elements of both, often within the same study.

3.2 Data Source

This researcher used both primary and secondary data sources in order to generate relevant valid information to the survey.

Primary Data, as mentioned above, was gathered from staff members who are directly involved in the Process of Project Management and in Project Execution at UNECA. The researcher believes that these staff members have proximity and exposure in the issue under study.

The primary data collected from the selected respondents through the distribution of self-administered structured questionnaire and by conducting personal interview with key informants, using structured and unstructured questions with those who hold key positions and who are

senior staff in the subject area. The response from the interviews of the key informants helped to verify the information obtained through the responses to the questionnaire.

With regard to the secondary data, both published and unpublished sources were used, in order to seek information about the achievements and progress made by ECA in strengthening the partnership with the development partners, and the efforts striving on mobilization & resource management.

Secondary Data was collected from ECA Project Management Manual, ECA Business Plan for the last ten years (2003-2013); ECA Technical Cooperation Reports, Guidelines, Programme Review Report, Quarterly Programme/Project Performance Review Reports, Annual Report on Projects, from the Intranet and Internet and from the literature review including the UNECA Website.

3.3 Selection of Target Organization

UNECA in Addis Ababa is selected as a target organization. Due to time and financial constraints, other sub-regional offices of UNECA situated in different regions of Africa have not been considered. The sub-regional offices are dispersed in the five regions of the African continent, i.e. East-Africa Sub-Regional Office, (EA-SRO), in Kigali, Rwanda; North-Africa Sub-Regional Office (NA-SRO), in Rabat, Morocco; Central-Africa Sub-Regional Office, (CA-SRO) in Yaoundé, Cameroon; West-Africa Sub-Regional Office, (WA-SRO) in Niamey, Niger; South-Africa Sub-Regional Office (SA-SRO), in Lusaka, Zambia;, including the Institute for Development and Economic Planning (IDEP), based in Dakar, Senegal.

3.4 Sampling Procedure (Type of Sample and Sample Size)

The researcher has made sure that the selected sample members are representative of the population.

In an attempt to establish representative sample the researcher used purposive sampling (a non-probability sampling technique). *Purposive Sampling is a form of non-probability sampling, based upon a variety of criteria which may include specialist knowledge of the research issue, or capacity and willingness to participate in the research. Some types of research design necessitate researchers taking a decision about the individual participants who would be most likely to contribute appropriate data; both in terms of relevance and depth. For example, in life history research, some potential participants may be willing to be interviewed, but may not be able to provide sufficiently rich data.*

In this case, the researcher used a purposive sampling because those participated in the questionnaires or as key informants fit a specific purpose or description, i.e. those staff members who are directly involved in the process of project management and project execution. The main objective of collection of primary data is to obtain the perception of staff members who are involved in the project management process.

In doing so, the researcher has decided to select, those staff members who are directly involved in the area of Project Management, and decided to use the Purposive Sampling After collecting the data through different techniques, the researcher has organized and prepared the various data depending on the sources of information.

The questionnaires were distributed to 60 respondents; however, out of the 60 questionnaires 46 questionnaires were returned and analyzed. Interviews were conducted with these staff members who have been working on different key position in the area of Project Management in the Commission and who are well versed in the Project Execution and its Challenges that encountered during the process. The researcher believes that the right method of sampling has been carrier out with regards to the accurate representation of the study.

3.5. Data Collection Instrument

In this survey, the researcher used the questionnaire method of data collection, and the questionnaires were distributed by handing over to each respondent and collected back by the researcher to protect its confidentiality at the level best. The questionnaires were distributed to those staff member who are directly involved in the process and management of projects, i.e.

Programme Officers, Programme Assistant, Programme Coordinators, Chief of Sections. The respondents' fields of studies were from different disciplines; however, the respondents are involved highly in the coordinating, managing, executing, monitoring and evaluating of projects. Therefore, it helped the researcher to get different views from different perspectives. This provided wider coverage to the sample and reliable information from the data collection.

The data obtained using the questionnaire consists of seven parts:

The first part of the questionnaire is background information of respondents. The second part of the questionnaire is to obtain respondents view based on their knowledge and experiences, to identify the cause and effect of the challenges in the process of project execution. The third part of the questionnaire is on the "Human Resources Management" aspect of motivation of employees who are directly involved in the project execution and management process. The fourth, fifth and six parts of the questionnaire further deepen on the challenges and factors influencing the project executions.

The seventh part of the questionnaire has been provided with some open ended questions in order the survey to be reliable and valid. The open-ended questions focus on what measures UNECA should take to improve or minimize the challenges encountered in the Execution of Project and motivational factors that could enhance the project execution.

In addition, key informants, who hold key positions and who are senior staffs in the subject area have been interviewed, using structured and unstructured questions. The responses from the interviews of the key informants helped to verify and reinforce the information obtained through quantitative responses to the questionnaire.

In this study, the method the researcher employed is a *Likert Scale Method* as it helps to obtain the maximum objectivity on the research by generating quantitative data. A *Likert* scale is a psychometric scale commonly involved in research that employs questionnaires. It is the most widely used approach to scaling responses in survey research. The scale is named after its inventor, psychologist *Rensis Likert*.

In addition, the researcher used some open-ended questions followed by interviewing some key informants, who have rich experience and vast exposure in the Project Management area and in Monitoring and Evaluation at the UNECA. (Please refer Annexure I for the questionnaire)

3.6 Methods of Data Analysis

In analyzing of the data, the qualitative procedures in combination with quantitative procedures were used and it was tabulated for orderly and easier presentation. Data were thoroughly analyzed quantitatively and qualitatively. The techniques for quantitative data analysis were the frequency distribution and percentages and other features of statistics. After tabulation, the data were analyzed using frequency count and percentages to show the disparity in responses between the different respondents, Tables and graphs were also used for ease of understanding of the analysis. To maintain the quality of the quantitative data analysis, and to reinforce the findings, the data analysis was done by the use of Statistical Package for Social Sciences (SPSS), Version 20-SPSS Software.

In analysis of the data generated through the qualitative techniques, summaries and short narrations were used. Descriptive analysis was employed to analyze the data presented in the form of tables. Data collected through interview was analyzed by using description of facts. The findings were discussed in relation to the research questions and the related literature review.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

This chapter of the study deals with presentation, analysis, interpretations and discussions of the data gathered through primary data (questionnaire, interview) and secondary sources of data from the published ECA Business Plans and ECA Technical Cooperation Reports, to assess the trends of resources requirements on the thematic areas of programmed activities; and the distribution of income and expenditures of each thematic areas.

To gather the primary raw data, a survey was made through a questionnaire, once the questionnaires were collected, and the analysis was done using the Statistical Package for Social Science, version 20 (SPSS -20). The survey was made on those staff members who are directly involved in the project execution. After the survey further discussions and interviews were conducted with the key informants, who are dealing with project management process as their day to day activities.

The researcher used descriptive type of research and a purposive sampling to get reliable information of the current status of the issue under study. Hence, the entire population of the UNECA staff was not surveyed.

Furthermore, the research was conducted only with those who are directly involved in the Management, Process and Execution of Projects at UNECA, In order to get the correct and relevant information In light of this, questionnaires were distributed to 60 selected respondents, and out of these, 46 were filled and submitted back properly.

4.1 Demographic Characteristics of the Participants

Table 4.1: Sex of Respondents

Sex of Respondents		Frequency	Percent
Valid	Female	21	45.7
	Male	25	54.3
	Total	46	100.0

Source: Own survey, Feb.2014

Table 4.1: above, shows number of respondents by sex. Out of the total 46 respondents, 21(45.7%) were female and 25(54.3%) were male. These respondents are staff members who are directly involved in the process of executing and processing project documents, and who have the knowledge and background information in the project executions.

Table 4.2(a): Highest Educational Qualification

Educational Level	Frequency	Percent
College Diploma	1	2.2
BA/BSc	10	21.7
MA/MBA	31	67.4
PhD	4	8.7
Total	46	100.0

Source: Own survey, Feb. 2014

As can be seen from the above Table 4.2(a), the respondents were from different levels of Educations. Out of the total respondents, 4(8.7%) have PhD, 31(67.4%), the highest number, have Master's Degree and 10(21.7%) have their First Level Degree. Overall, out of the 46 total respondents 45(97.8%) have a minimum of BA Degree.

Table 4.2(b): Comparison Table of Educational Level between Female and Male

Sex of Respondents	Educational Level	Frequency	Percent
Female	College Diploma	1	4.8
	BA/BSc	6	28.5
	MA/MBA	13	61.9
	PhD	1	4.8
	Total	21	100.0
Male	BA/BSc	4	16.0
	MA/MBA	18	72.0
	PhD	3	12.0
	Total	25	100.0

Source: Own Survey, Feb. 2014

Out of the total 21 Female respondents, 13(61.9%) have their Master Degree and comparing to those male respondents, 18 (72.0%) have their Masters Degree. Out of the 21 Female respondents, 6(28.5%) have their BA/BSC Degree whereas comparing to the 25 male respondents, 4(16%) of them have their BA/BSC. Hence, the majority of the respondents 31(67.39%) are holder of Masters Degree, showing that those staff members who are involved in the Management, Process and Project Execution at UNECA are qualified personnel.

Table 4.3: Respondents Field of Study

Field of Study	Frequency	Percent
Accounting	2	4.3
Business Administration	2	4.3
Business Management	2	4.3
Economics	11	23.9
Engineering	3	6.5
Human Resource Management	4	8.7
Management	4	8.7
Statistics	3	6.5
Public Administration	1	2.2
Others	14	30.4
Total	46	100.0

Source: Own Survey, Feb. 2014

As can be seen in Table 4.3 above, 14(30.4%) have studied different field of studies “Others” . such as Civil Engineers, Water Resources Engineers, Environmental Science Professionals; and so on. These staff members contribute highly to the Coordination and Management of Project Execution, as they are handling many projects, particularly on the Climate Change and Sustainable Development areas, which are hot and emerging issues that ECA should address. The next highest number of the respondents, 11(23.9%) have studied Economics.

Table 4.4: Current Job Title/Position

Current Job Title/Position	Frequency	Percent
Administrative Assistant	1	2.2
Associate Budget Officer	1	2.2
Chief of Evaluation Section	1	2.2
Chief of Resource Mobilization	1	2.2
Chief of Section	2	4.3
Finance Assistant	3	6.5
Finance Officer	1	2.2
Human Resource Assistant	2	4.3
Human Resources Officer	1	2.2
Programme Assistant	7	15.2
Programme Management Officer	7	15.2
Project Coordinator (others)	17	37.0
Research Assistant	2	4.3
Total	46	100.0

Source: Own Survey, Feb. 2014

As indicated in Table 4.4 above, highest number of respondents are Project Coordinators from different divisions, this comprising 17(37.0%)of the total respondents. The next highest respondents are the Project Management Officers in the Partnership Office 7(15.2%) and the Programme Assistants 7(15.2%).

Table 4.5: Respondents Years of Experience

Years of Experience	Frequency	Percent
Under 5 years	4	8.7
6 to 10 years	8	17.4
11 to 15 years	12	26.1
15 to 20 years	15	32.6
over 20 years	7	15.2
Total	46	100.0

Source: Own Survey, Feb. 2014

Table 4.5 above indicates respondents' Years of Experience. Out of the total respondents 27(58.7%) of them have been in service between 11 to 20 years and have a very good exposure and experience in the Project Management area under study.

4.2 Assessment of Challenges on Project Execution at UNECA (Factors contributing to the challenges)

The UN mandatory zero growth policy has constrained ECA's Regular Budget. Substantial Extra-Budgetary resources are therefore critically required to leverage the regular budget, to implement its work programme effectively and efficiently, and to increase the impact of ECA's staff capacity. The Commission launched its strategic ECA Partnership Programme in 2001 and has benefited from extra-budgetary resources amounting to \$46 million between 200 1-2005. ECA will require a substantial increase in this amount not only to continue and consolidate current efforts but also to respond to the emerging priorities of the continent.

The researcher believes that addressing the cause and effects of the challenges during project executions will possibly curb the problems encountered and enhance the existing project execution at UNECA. To this effect the following questions were presented to the respondents.

Table 4.6: Questions related to the Project Execution at UNECA

• **Personal Factor**

As defined by *Toplis, Dulewicz and Fletcher (1991)*, the term personality is all-embracing in terms of the individual's behavior and the way it is organized and coordinated when he or she interacts with the environment.

No	Item	Frequency (percent)					Mean
		1	2	3	4	5	
	Personal						
1	Staff members involved in the process of project management are well versed with the concept.	1 (2.2)	4 (8.9)	29 (64.4)	10 (22.2)	1 (2.2)	3.13
2	Most Staff members want to give their best during execution of projects.	0 (0)	6 (13.3)	15 (33.3)	20 (44.4)	4 (8.9)	3.48
3	Usually, staffs do their work without having background knowledge or information.	2 (4.3)	9 (19.6)	20 (43.5)	13 (28.3)	2 (4.3)	3.08
4	Most staff members strictly rely on their supervisor's instructions rather than their own judgments	0 (0)	5 (10.9)	15 (32.6)	16 (34.8)	10 (21.7)	3.67
5	Most staff members attempt to execute their project work in a professional manner, even though they are not empowered by their supervisors.	1 (2.3)	2 (4.7)	18 (41.9)	21 (48.8)	1 (2.3)	3.44
6	Most employees tend to schedule and work independently while processing the project document therefore making job-related decisions with minimum supervision.	0 (0)	12 (27.3)	19 (43.2)	12 (27.3)	1 (2.3)	3.04
7	The quality of interpersonal relationships within the team is highly important for executing projects effectively and efficiently.	0 (0)	0 (0)	2 (4.3)	16 (34.8)	28 (60.9)	4.56

Scale used; 1: Strongly Disagree, 2: Disagree, 3: Partially Agree, 4= Agree, and 5= Strongly Agree

- **Internal Factor**

The internal factors mainly contribute to the challenges as lack of proper planning coupled with lack of commonly agreed time frame and inadequate resources are fundamental internal factors that cause the challenges for the Project Execution in the organization.

	Internal	1	2	3	4	5	Mean
1	In the preparation of Project Proposal, documents are not well-explained to justify the intended project.	1 (2.3)	5 (11.6)	14 (32.6)	20 (46.5)	3 (7.0)	2.55
2	There are changes in schedules and deviations from the intended objective of the project.	0 (0)	2 (4.5)	5 (11.4)	29 (65.9)	8 (18.2)	3.97

Scale used; 1: Strongly Disagree, 2: Disagree, 3: Partially Agree, 4= Agree, and 5= Strongly Agree

- **Management Factor**

	Managerial	1	2	3	4	5	Mean
1	Lack of planning ahead of time affects the project execution.	0 (0)	0 (0)	3 (6.5)	21 (45.7)	22 (47.8)	4.41
2	Lack of consistency in approving project documents affects the project management process.	0 (0)	3 (6.7)	6 (13.3)	19 (42.2)	17 (37.8)	4.11
3	Good equipment and conducive working environments are provided to execute projects effectively.	1 (2.2)	1 (2.2)	12 (26.7)	23 (51.1)	8 (17.8)	3.80
4	All projects executed or implemented are strictly in compliance with the project manual.	2 (4.8)	9 (21.4)	22 (52.4)	7 (16.7)	2 (4.8)	2.95
5	All projects follow the policy and procedure of the UNECA	0 (0)	6 (14.6)	12 (29.3)	17 (41.5)	6 (14.6)	3.56
6	Creative and Innovative works are not encouraged by most supervisors in executing projects.	1 (2.4)	11 (26.2)	16 (38.1)	10 (23.8)	4 (9.5)	3.14
7	Most supervisors empower their staff by making them part of the Decision Making process during Project Execution.	4 (9.5)	12 (28.6)	15 (35.7)	9 (21.4)	2 (4.8)	2.83

Scale used; 1: Strongly Disagree, 2: Disagree, 3: Partially Agree, 4= Agree, and 5= Strongly Agree

As indicated in the Table 4.6 (no.10) above, the respondents were asked, if there are changes or deviations from the intended or planned objective of the project. The highest number of respondents, i.e., 29 (65.9 %), have agreed and 8 (18.2%) have strongly agreed that there is a deviation from the intended objective due to both internal and external factors.

The important factor that the respondents have pointed out is that, the Project Execution Process is highly affected due to lack of early planning or planning ahead of time. This response was substantiated, as can be referred in the Table 4.6 (no.11) above 22(47.8%) of the respondents have strongly agreed and 21(45.7%) have agreed. This shows that out of the total of 46 respondents 43 (93.5%) of them have agreed with a mean value of 4.41, and this highly affects the project execution.

As indicated in Table 4.6 (no.8) above, out of the total 46 respondents, 17(37.8%) have strongly agreed and 19(42.2%) have agreed that there is lack of consistency in approving projects. This confirms that 36(80.0%) of the respondents with a mean value of 4.11 have agreed that there is a lack of consistency.

Out of the total respondents 26(56.5%) have agreed that most staff members strictly rely on their supervisor's instructions rather than their own judgments, Table 4.6: (no.4) above. However, most staff members attempt to execute their project work in a professional manner, even though they are not empowered by their supervisors. The respondents have agreed that ECA staffs are well equipped and working under conducive environments.

Regarding to supervisors' empowerment and encouragement of creative & innovative work of their staff and to participate in the decision making process, respondents in their open-ended questions emphasized that, staff who are involved in the Project Management process should be empowered and given recognition for their knowledge, capacity, capability and guided for those who are willing to learn and share their ideas. To substantiate this, as indicated in Table 4.6: (no.14) above respondents were asked if their supervisors encourage them for creative & innovative works and allow them in participating in the decision making process during project execution. Out of the total respondents 14 (33.3%) have agreed and 16 (38.1%) have partially agreed. This shows although some supervisors encourage and empower their staffs for creative and innovative works, the majority of the respondents affirmed that their supervisors do not give them chances.

Table 4.6: (no.16), shows that 28 (60.9%) have strongly agreed and 16 (34.8%) have agreed, and with the overall Mean Value of 4.56, the quality of interpersonal relationships within the team is

highly important for executing projects effectively and efficiently. This shows that out of the total 46 respondents 44 (95.7%) of the respondents have confirmed their agreement.

In their open-ended responses, respondents have substantiated the above facts through the following points:

- During the project planning and execution, there is no joint planning among sections within the divisions, giving imperfect information among staff.
- Although there is an ECA Project Management Manual, it is not exercised or referred during the project execution. Instead of strictly following the Project Management Manual, the Programme/Project Officers who are in charge of implementing the project, without referring the manuals, just process according to the emerging problems or immediate needs. The respondents confirmed, that is why there is a lack of consistency and deviation from the intended or planned programme of work.
- There are big challenges that hamper to meet the given time frames due to the delay of project document approvals.
- There is no Project Progress Reports (PPR) which shows the status of Projects for users; which could have helped in raising the staff's awareness and taking corrective measures to overcome problems arising during the project execution.
- Inability of supervisors to delegate tasks to staff - unmonitored delegation of tasks, inability to plan properly; failure to provide feedback to partners and colleagues, tight deadlines, failure to assign skilled staff, assigning one task to two or three subordinates poor supervision and total lack of good leadership are some of the major challenges mentioned.

To summarize what have been explained above, there are internal and external factors that contribute to the major challenges in the project execution. To this effect, the external factors that most of the time impedes implementation of projects are delay in getting the promised or agreed funds from partners/donors, and the insecurity situations in the countries where it is intended to implement. On the hand, the internal factors that contribute to the challenge in execution of projects are lack of early planning, lack of consistency, change of schedules or deviation from the planned project, and sometimes absence of good leadership or coordination in the team.

4.3 Human Resources Management and Development for the staff working within the area of Project Management

Human Resources Management (HRM) is a strategic and coherent approach to the management of an organization's most valued assets: the people working there who individually and collectively contribute to the achievement of its objectives.

The main features of HRM are:

- An emphasis on the strategic management of people (the human capital of the organization) which achieves 'fit' or integration between the business and the HR strategy; a comprehensive and coherent approach to the provision of mutually supporting employment policies and practices, i.e. the development of integrated HR policies and practices (configuration or bundling) ([*Michael Armstrong –Human Resource Management Practice, 9th edition, 2003*](#)).
- The importance placed on gaining commitment to the organization's mission and values is 'commitment-oriented'; the treatment of people as assets rather than costs – they are regarded as a source of competitive advantage and as human capital to be invested in through the provision of learning and development opportunities; an approach to employee relations that is unitary rather than pluralist – it is believed that employees share the same interest as employers (the principle of mutuality) rather than this interest will not necessarily coincide;
- The performance and delivery of HRM as a line management responsibility, in general, as pointed out by [*Storey \(1989\)*](#), the concept locates HRM policy formulation firmly at the strategic level, and insists that a characteristic of HRM is its internally coherent approach. Similarly, [*Hope-Hailey et al \(1982\)*](#), as one of the early advocates of HRM, believed that organizations should move away from the bureaucracy of personal management to the apparent flexibility and responsiveness of HRM.

Table 4.7: HRD Mechanisms and Project Execution

No	Item	Frequency (percent)					Mean
		1	2	3	4	5	
1	There are certain motivating or rewarding schemes for staff members who are working their job well.	4 (8.9)	18 (40.0)	18 (40.0)	3 (6.7)	2 (4.4)	2.57
2	Supervisors give a good deal of attention to their employees by giving space for their creativity and creating a conducive working environment, in order to make them more productive.	2 (4.5)	13 (29.5)	22 (50.0)	6 (13.6)	1 (2.3)	2.79
3	Most supervisors are encouraging and supportive of their staff to do the project management process with minimum supervision.	1 (2.2)	13 (28.9)	19 (42.2)	12 (26.7)	0 (0)	2.93
4	Some employees feel that their real skills and capacities are underutilized.	0 (0)	3 (6.8)	8 (18.2)	22 (50.0)	11 (25.0)	3.95
5	Well articulated or designed job descriptions would be helpful so that employees will know exactly what is expected of them when processing the project documents.	0 (0)	1 (2.2)	2 (4.3)	25 (54.3)	18 (39.1)	4.30
6	Supervisors ought to work hard to develop a friendly atmosphere among their colleagues, to facilitate the process of project execution.	1 (2.2)	2 (4.3)	2 (4.3)	22 (47.8)	19 (41.3)	4.21
7	Before assigning staff members to the area of Project Management, HR gives enough training in the field.	4 (9.1)	19 (43.2)	12 (27.3)	4 (9.1)	5 (11.4)	2.70
8	Staff visibility to the upper management is more essential for promotion, rather than required skill.	5 (11.6)	7 (16.3)	15 (34.9)	11 (25.6)	5 (11.6)	3.11
9	Training opportunities on Project Management are prioritized to staff members who are not engaged in Project Management, but rather through favoritism.	2 (5.3)	15 (39.5)	16 (42.1)	5 (13.2)	0 (0)	2.64

Scale used; 1: Strongly Disagree, 2: Disagree, 3: Partially Agree, 4= Agree, and 5= Strongly Agree

As indicated in the Table 4.7 (no.4) above, some Staff members feel that their real skills and capacities were not well utilized. Out of the total respondents, 22(50.0%) have agreed and 11(25.0%) of them have strongly agreed. This shows that out of the total respondents 33(75.0%) with the mean value of 3.95, have agreed that their capacity and ability are not fully utilized.

In addition to this, the key informants have pointed out that well articulated or designed job description would be helpful so that employees will know exactly what is expected of them when

processing the project documents, and to make sure that roles and responsibilities are clearly spelt out and understood by all.

In Table 4.7: (no.6), it was put that supervisors ought to work hard to develop a friendly atmosphere among their colleagues, to facilitate the process of project execution. This was substantiated by the respondents feedback, i.e. 22 (47.8%) have agreed and 19 (41.3%) have strongly agreed, i.e. a total of 43 (89.1%).

As seen in Table 4.7, (no.7&9), the respondents were asked, if staff members have been given enough training, before their assignments to the area of Project Management, and also asked if training opportunities on Project Management are priorities to staff who are engaged in the area of project process. 23(52.30%) have disagreed that enough training before their assignments to the area of Project Management was not given, and 17(44.8%) of the respondents have disagreed that training opportunities on Project Management are prioritized to staff who are engaged in the area.

With regard to motivating or rewarding schemes for staff members working in the area of Project Management, as shown from the above Table 4.7: (no.1), out of the total respondents, 18 (40%) have disagreed, 4(8.9%) strongly disagreed that there are no motivating and rewarding schemes. That means almost 50% of the respondents have agreed that there are no rewarding schemes, for staff that perform their job well.

On their open ended responses, respondents have indicated the following points:

- Staff will be motivated, if they were given proper briefing on the project execution in the UNECA context and expectation.
- Engaging staff in different activities and programme/project life cycle by rotation makes the work interesting and motivating.
- Follow-up and feedback should be provided in order to show the difference they have made.
- Empowering staff working on project management and execution can be motivational, and through motivation, staff can be energized to achieve high level of performance and good career paths.

- A good project leader can influence his/her team towards the success of the project. He/she needs to make sure everyone in the team knows the desired outcome and also their responsibility in the execution of the project. He/she can influence his/her team towards the success of the project, by recognizing the strength of every team member and delegate them based on their strength.
- Some respondents have stressed that recognition be given to each and every one of the team members involved in the project and the need for involving staff members in challenging activities and rewarding for tackling the challenging activities.
- Furthermore, of the total respondents 25(54.3%) have agreed and 18(39.1%) have strongly agreed that well articulated or designed job description would be helpful so that staff will know exactly what is expected of them when processing the project documents or their job, (Table 4.7, No. 5 above). This shows the respondents have emphasized for a well articulated job description..
- Inability of supervisors to delegate tasks to staff, even if there is delegation, unmonitored delegation of tasks; inability to plan properly; failure of partners to provide feedback; too tight deadlines; failure to assign skilled staff - poor supervision and poor or total lack of evaluation.

4.4 Impact of Motivation on Execution of Projects

All organizations are concerned with what should be done to achieve sustained high levels of performance through people. This means giving close attention to how individuals can be motivated through such means as incentives, rewards, leadership and importantly, the work they do and the organization context within which they carry out that work. The aim is to develop motivation process and a work environment that will help to ensure that individuals deliver results in accordance with the expectations of management.

Motivation theory examines the process of motivation. It explains why people at work behave in the way they do in terms of their efforts and the directions they are taking. It also describes what organizations can do to encourage people to apply their efforts and abilities in ways that will further achievement of the organization's goals as well as satisfying their own needs.

Unfortunately, approaches to motivation are too often underpinned by simplistic assumptions about how it works. The process of motivation is much more complex than many people believe. People have different needs, establish different goals to satisfy those needs and take different actions to achieve those goals. It is wrong to assume that one approach to motivation fits all. That is why the assumption underlying belief in the virtues of performance –related pay as a means of providing a motivation incentive are simplistic. Motivational practices are most likely to function effectively if they are based on proper understanding of what is involved.

There are two types of motivation as identified by [Herzberg, Mausner and Synderman \(1957\)](#):

Intrinsic motivation is the self-generated factors that influence people to behave in a particular way or to move in a particular direction. These factors include responsibility (feeling that the work is important and having control over one’s own resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement.

Extrinsic motivation includes rewards, such as increased pay, praise, or promotion, and punishments, such as disciplinary action, withholding pay, or criticism. Extrinsic motivators can have an immediate and powerful effect, but it will not necessarily last long.

The intrinsic motivators, which are concerned with the “quality of working life” (a phrase and movement emerged from this concept) are most likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside. [Source: Michael Armstrong, \(2003\)](#)

Table 4.8: Motivational factors that would Enhance Project Executions

No	Item	Frequency (percent)					Mean
		1	2	3	4	5	
1	Most of the time Promotion of employees - is done based on merit.	6 (13.3)	4 (8.9)	21 (46.7)	12 (26.7)	2 (4.4)	3.00
2	Most of the time, incentive schemes for outstanding staff and good performers are considered to enhance productivity.	2 (4.5)	14 (31.8)	15 (34.1)	7 (15.9)	6 (13.6)	3.02
3	Most of the time, opportunity is given to employees to exercise their skills and knowledge.	3 (7.0)	9 (20.9)	19 (44.2)	8 (18.6)	4 (9.3)	3.02
4	Training on new technologies related to the jobs on Project Management could enhance project executions; however, trainings are	1 (2.4)	3 (7.3)	16 (39.0)	14 (34.1)	7 (17.1)	3.56

No	Item	Frequency (percent)					Mean
		1	2	3	4	5	
	not given to the appropriate staff.						
5	Management response to settle employees' grievances helps to build sense of belongingness between staff and organization.	2 (4.9)	7 (17.1)	7 (17.1)	14 (34.1)	11 (26.8)	3.60
6	Availability of qualified project personnel enhances the process of project execution, but sometimes selection of staff is not based on qualifications and experiences.	0 (0)	3 (7.5)	18 (45.0)	11 (27.5)	8 (20.0)	3.60
7	In some cases, employees' uncertainty about their career prospects or development affects their motivation.	0 (0)	0 (0)	11 (24.4)	20 (44.4)	14 (31.1)	4.06
8	Most of the time conducive working environment and positive attitude of supervisors always enhance the quality of output.	0 (0)	1 (2.2)	5 (11.1)	18 (40.0)	21 (46.7)	4.31

Scale used; 1: Strongly Disagree, 2: Disagree, 3: Partially Agree, 4= Agree, and 5= Strongly Agree

With regard to the Motivational Factors that would enhance the Process of Project Execution, the respondents have shown their level of agreement as follows:

As can be verified from Table 4.8 :(no.1) above, only 14 (31.1%) of the respondents have agreed that promotion of employees is done based on merit. This verifies that the rest 31(68.9%) of the respondents did not agree and have partially agreed. Respondents were asked that if incentive schemes for good performance have been considered, out of the total respondents 16(36.3%) of respondents have disagreed and 15(34.1%) of the respondents have partially agreed (Table 4.8, no.2) above.

However, respondents commented and underscored in their open-ended responses that incentive schemes are not reinforced, to enhance productivity in general.

As shown in Table 4.8 (no.5) above, management response to settle employees' grievances helps to build sense of belongingness between staff and organizations. 25(60.9 %) of the respondents have agreed on this point. Key informants underscored this notion that management should work hard to build and strengthen the sense of belongingness between the staff and the organization.

Out of the total respondents 19(47.5%) of the respondents with the mean value 3.60, have agreed that qualified project personnel will enhance the process of project execution and therefore, the

selection process should be with caution (Table 4.8, no. 6). Apart from this, 34(75.5%) respondents have agreed that employees uncertainty affects their motivation, this was substantiated with 4.06 mean value (Table 4.8, no.7).

Out of the total respondents, 39(86.7%), with an average mean value of 4.31, have agreed that conducive working environment and positive attitude of supervisors always enhance the quality of output (Table: 4. 8: (no.8), above. Respondents have reinforced their responses in the open-ended questions regarding the attitude of coordinators or supervisors towards their team, indicating some supervisors do not have trust to their staff and this leads to de-motivate the staff and reduce productivity. This is one aspect of the intrinsic kind of motivational scheme, building trust and creates sense of belongingness.

Key informants have underscored the need for recognition of well performers and promoting them based on their merit, exercising transparency and sharing information among project teams for creating conducive working atmosphere and increase in productivity.

The key informants have pointed out as well, the need for utilizing the staff to their best potentials and giving them opportunities to exercise their skills and knowledge whenever possible. This is another aspect of intrinsic motivational factor that will lead to increased productivity and meet the objective of the project.

Table 4.9: Level of Consistency in Verifying and Approving Projects among Divisions

No	Item	Frequency (percent)					Mean
		1	2	3	4	5	
1	There is lack of consistency in verifying and approving project documents.	0 (0)	6 (15.0)	17 (42.5)	14 (35.0)	3 (7.5)	3.35
2	Sometimes Divisions change their program of work due to external factors.	0 (0)	3 (7.1)	10 (23.8)	28 (66.7)	1 (2.4)	3.64
3	Mostly Divisions change their program of work due to internal factors.	0 (0)	6 (15.4)	17 (43.6)	14 (35.9)	2 (5.1)	3.31
4	There is a lot of back and forth between the Approving office and Substantive Divisions, while processing project documents.	0 (0)	1 (2.3)	12 (27.9)	21 (48.8)	9 (20.9)	3.88
5	Divisions do not state their project proposals clearly.	0 (0)	4 (10.3)	16 (41.0)	15 (38.5)	4 (10.3)	3.47
6	Sometimes divisions proceed without considering the Procedures and Guide lines stated in the project manual.	1 (2.4)	6 (14.6)	16 (39.0)	14 (34.1)	4 (9.8)	3.35
7	Usually, divisions encounter internal	1	3	11	20	8	3.73

No	Item	Frequency (percent)					Mean
		1	2	3	4	5	
	delays in receiving the approved or promised funds for the project execution.	(2.3)	(7.0)	(25.6)	(46.5)	(18.6)	
8	There is a delay in getting funds from Donors, to execute the projects in a timely manner, as scheduled.	1 (2.3)	4 (9.3)	13 (30.2)	20 (46.5)	5 (11.6)	3.57
9	Knowledge in Project Management and background of Finance and Administration is important to facilitate the Project execution effectively.	0 (0)	0 (0)	2 (4.4)	17 (37.8)	26 (57.8)	4.53
10	Project execution has been affected by the lack of "e-Project Management System" implementation.	1 (2.4)	4 (9.5)	14 (33.3)	18 (42.9)	5 (11.9)	3.52

Scale used; 1: Strongly Disagree, 2: Disagree, 3: Partially Agree, 4= Agree, and 5= Strongly Agree

As can be referred from Table 4.9(no.1) above, the respondents were asked if there is a lack of consistency in verifying and approving project documents which are initiated by the divisions, 17(42,5%) have agreed and 17(42.5) of them have partially agreed, and only 6(15.0%) of the respondents have disagreed. This indicates that there is lack of consistency in verifying and approving project documents.

Further, the respondents have strengthened their response by confirming that there is a lot of back and forth between the approving office and substantive divisions. As shown in Table 4.9:, (no. 4) above, 30 (69.7%) out of the total respondents, have agreed and 12(27.9%)of the respondents have partially agreed, with a mean value of 3.88. Out of the total respondents, only 1(2.3%) of the respondents have disagreed. This show there is a lot of back, and forth.

In addition, the respondents were asked to give their opinion if there are internal delays in receiving the approved or promised funds for the Project Execution. As it is shown in the above Table 4.9, (no.7) out of the total respondents 20(46.5%) have agreed and 8(18.6%) have strongly agreed, i.e. 28(65.1%) of the respondents have indicated their agreement.

Furthermore, the respondents have emphasized, as shown in Table 4.9(no.9) above, having the required knowledge in Project Management and background of Finance and Administration is required to facilitate the project execution properly, effectively and efficiently. This is substantiated by the frequency and percentage distribution as shown above, i.e.26(57.8 %) have strongly agreed and 17(37.8%) have agreed, i.e. 43(95.6%) of the respondents with high

mean value of 4.53 have agreed that staff who are handling or dealing with the project execution should have the required skills in Finance and Administration.

The respondents were also requested to indicate their level of agreement, if there is a delay in getting/receiving funds from donors. This is one of the external factors that contribute to the delay in executing projects in a timely manner, as scheduled or planned. As indicated in Table 4.9; (no.8)above 25(58.11%) of the respondents have indicated their agreement.

As shown in Table 4.9 (no.2) above, out of the total respondents 29 (67.7%) have agreed with the mean value of 3.64 that, sometimes divisions change their programme of work due to unforeseen situations in the countries where it is intended to implement the project such as: Civil Wars, , unexpected natural and man-made disasters, and so many other uncontrollable factors.

The respondent in their open-ended responses commented the following points:

- Despite the existence of the ECA Project Management Manual, Bulletins and Administrative Instructions, there is no strict adherence to it. Beside, the manual itself is not up-dated regularly, to accommodate and support certain new changes and initiatives.
- There is a long process in getting the approved funds with internal bureaucracy, and further emphasized, a delay in starting up projects.
- They have observed lack of skills at the higher level of personnel, even those who are responsible for their projects. This has a big effect, as project execution can be influenced by staff expertise and knowledge.

When the internal factors are compared to the external factors that cause the delay, rather than the delay in receiving funds from donors, surprisingly, the survey revealed that the internal bureaucracy is a bit higher than the external one. In relation to this, some of the key informants have indicated that since the internal factors that cause the challenges mainly is controllable, ECA should look for ways and means to minimize the delay.

Table 4.10: Factors that influence the process of Project Execution

No	Item	Frequency (percent)					Mean
		1	2	3	4	5	
1	Delegation of responsibilities to team members is not exercised in your division.	0 (0)	1 (2.3)	9 (20.5)	22 (50.0)	12 (27.3)	4.04
2	Integration of project information is applied in your division	7 (16.7)	25 (59.5)	9 (21.4)	1 (2.4)	0 (0)	3.92
3	Project Planning and delivering outputs according to the schedule is not applied in your division.	0 (0)	2 (4.8)	12 (28.6)	22 (52.4)	6 (14.3)	3.78
4	Scheduling of project activities among sections is not implemented in your division.	1 (2.4)	3 (7.1)	13 (31.0)	21 (50.0)	4 (9.5)	3.59
5	Participatory Decision Making Process at Individual/Unit/Section level is not applicable.	0 (0)	2 (4.8)	14 (33.3)	17 (40.5)	9 (21.4)	3.80
6	Appropriate Level of authority is exercised in your division	5 (13.2)	22 (57.9)	11 (28.9)	0 (0)	0 (0)	3.86
7	Programme Associates or Senior Programme Assistants are not involved in the drafting of project documents.	0 (0)	3 (7.3)	12 (29.3)	16 (39.0)	10 (24.4)	3.85
8	Participatory kind of Decision Making process with Chief of Sections does not take part.	0 (0)	1 (2.5)	10 (25.0)	21 (52.5)	8 (20.0)	3.95
9	Transparency and sharing information is not exercised within the division	0 (0)	1 (2.4)	9 (21.4)	18 (42.9)	14 (33.3)	4.11
10	Characteristics/Attitude of Project Officers can be considered as the most important factor to influence the process of project execution Positively or Negatively.	0 (0)	1 (2.4)	10 (24.4)	19 (46.3)	11 (26.8)	3.97

Scale used; 1: Strongly Disagree, 2: Disagree, 3: Partially Agree, 4= Agree, and 5= Strongly Agree

As indicated in Table 4.10(no.9) above respondents were asked to give their candid opinion, if transparency and sharing of information within their division is not exercised; 18(42.9%) have agreed and 14(33.3%) have strongly agreed. As a result a total of 32(76.2%) of the respondents have agreed with a mean value of 4.11.

Besides, respondents gave their level of agreement if delegation of responsibilities to team members is not exercised. Surprisingly, 34(77.3%) of the total respondents have agreed, with a mean value of 4.04, (Table 4.10, No.1), above.

Further respondents in their open ended responses pointed out that sometimes challenges arise when staff in the team are not empowered enough and delegated appropriately.

The respondents were also asked if Integration of Project Information is applied in their divisions. Out of the total respondents 25(59.5%) disagreed and 7(16.7%) have strongly disagreed, with a mean value of 3.92 (Table 4.10: (no.2).

In the open-ended response, respondents have reinforced that there is no integration of information, manifesting in imperfect information.

The respondents were asked whether participatory kind of decision making process does not take part. This was substantiated by 21(52.5%) of the respondents agreeing and 8(20.0%), strongly agreeing and adding-up to a total of 29(72.5%) of respondents that have confirmed, Table: 4.10: (no.8), above.

Respondents further commented in their open-ended response that managers and supervisors should do their level best to encourage their staff to engage in the participatory decision making process in order to create sense of belongingness.

Out of the total respondents, 26(63.4 %) have agreed that Programme Associates or Senior Programme Assistants should be involved from the inception and initial drafting of the projects, in order to have a sense of ownership, Table 4.10,(no.7), above.

As can be referred in the above Table 4.10:,(no.4) above, in some divisions, scheduling and planning of project activities among sections is not implemented. This is substantiated by 25(59.5%) of the respondents. agreeing that, there is no, coherent scheduling or planning of project activities within some divisions.

Some key informants have reinforced the above response that there is lack of coherent scheduling among sections of the division. They pointed out, at times two workshops coincided in the same division, and it was very difficult for the staff to deliver quality output due to time constraints.

The respondents affirmed that as shown in the Table 4.10: (no.10) above, that characteristics/attitude of project officers/coordinators could influence the process of project execution positively or negatively. To substantiate this, out of the total respondents 19 (46.3%) have agreed, while 11(26.8%) have strongly agreed. This sums-up to 30 (73.1%) of the respondents, that have indicated their agreement.

4.6 Assessment of Trends of Extra-Budgetary Resources for the periods covering 2003-2013

The ECA 2003 -2004 Trust fund Report presents the state of funding support received from partners during the reporting period and it also highlights the new emerging programme priorities for the period. The Commission has witnessed a remarkable improvement in its donor's relationships and fund mobilization, except, the cash flow difficulty experience by some partners in the year 2004.

The 2005 – 2006 Biennium can be described as transitional and planning years, characterized by major events. The year 2005 witnessed a change in the leadership of ECA, while 2006 was devoted mainly to reforms, planning exercises, and putting adequate and appropriate operational and administrative mechanisms in place to ensure efficient and effective programme delivery. This two major phases have had direct consequences on the levels of the Commission's XB resources and on programme implementation.

During the period 2007-2009, ECA developed a strong partnership with bilateral partners. Specific project support in several, key areas, some of the bilateral partners have concluded a joint financial arrangement to form an innovative Pooled Fund Partnership.

The ECA 2007-2009 and 2010 – 2012 Business Plans were focused on the two pillars of promoting regional integration in support of the African Union Vision, and helping Africa to meet its special needs. This strategy remains valid and responsive to Africa's development challenges.

The ECA 2013-2015 Business Plans is a direct outcome of the 2010-2012- and anchored on the three pillars of support to transformative development in a renascent Africa: economic growth and impact of the global economic crises, the mega-trends and rise of the emerging economies. The commission will therefore place emphasis on delivering results in these three areas through its existing service lines of knowledge generation, sharing and networking advocacy and consensus building; advisory services and technical cooperation; and focusing its "operations" on more limited set of sectors and themes where its competence and contribution are widely acknowledged. *(See Annex I - Table 11)*

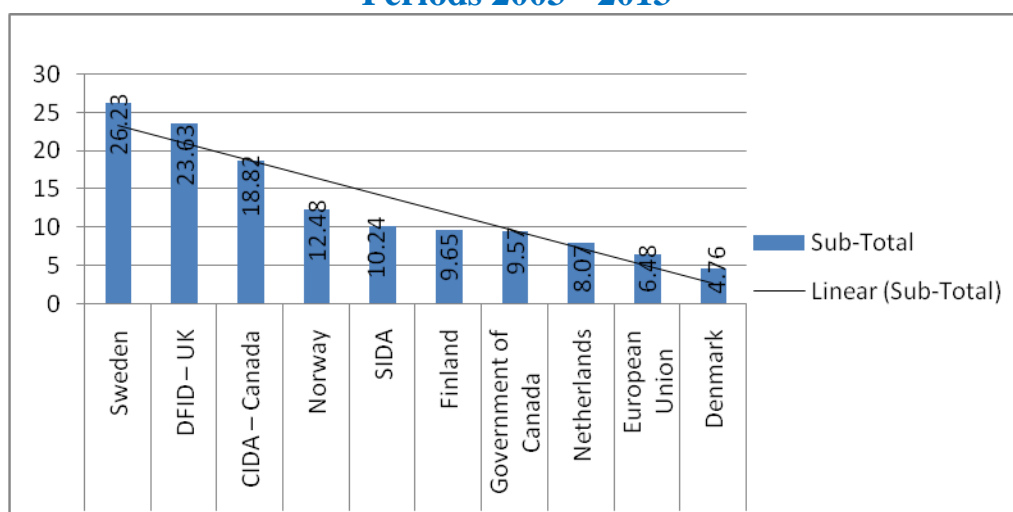
The ability of the Commission to effectively carry out its work programme and assist the key elements of Africa’s regional development framework depends critically on the Extra-Budgetary (XB) resource funding support from partners and donors. (See Annex 1 for details.

Table 4.12: Highest Contributors of Donors/Partners

**TREND ANALYSIS OF DONORS/PARTNERS - HIGHEST CONTRIBUTORS
for the Periods 2003 - 2013**

S.No.	Funding Partner	Sub-Total	Ranking (Highest)
1	Sweden	26.23	1 st
2	DFID – UK	23.63	2 nd
3	CIDA – Canada	18.82	3 rd
4	Norway	12.48	4 th
5	SIDA	10.24	5 th
6	Finland	9.65	6 th
7	Government of Canada	9.57	7 th
8	Netherlands	8.07	8 th
9	European Union	6.48	9 th
10	Denmark	4.76	10 th

Figure 8: Trend Analysis for Highest Contributors of Donors/Partners for the Periods 2003 - 2013



ECA depends on two principal sources of finance to implement its programmed work, the Regular Budget (RB) through which the United Nations General Assembly appropriates resources to the Commission, and the Extra-Budgetary Resources (XB) – contributions from bilateral and multilateral donors. However, over the past ten years, RB appropriations have continued to decline in real terms or have remained stagnant at best, in line with the budgetary constraints within the UN. It has therefore, become very clear that the ability of the Commission to effectively carry out its programmed work and assist the elements of Africa's regional development framework depends critically on the XB resources funding support from partners and donors.

Development Challenges in Africa Maintenance of an environment of peace and security, is one of the Africa's foremost development imperatives. Apart from its costs in human and material terms, conflict impedes production, damage major infrastructure, prevents the reliable delivery of social services and disrupts societies.

In addition to the imperative of ensuring peace and security, there are four major challenges that need to be

addressed, namely:

- ✓ Achieving the MDGs. strategies to promote the growth and reduce poverty. Africa is the region with the highest proportion of people living on less than one dollar a day.
- ✓ Integrating for development. Africa is the most sub-divided continent; with a large number of small economies. In spite of the long standing commitments and the emphasis placed by African leaders on the process of regional integration, progress has been slow and this remains a major challenge. Regional integration is necessary to overcome limitations inherent in Africa's small and fragmented economies and also to give the continent greater voice in the management of international economic process.
- ✓ Benefiting from globalization. Globalization has brought changes in the functioning of the international economies system and poses major challenges for African countries, which continue to be marginalized from its benefits. It is important to

articulate viable policy responses based on a sound understanding of the process of globalization and its implications for African development.

- ✓ Strengthening institutions and capacity development: African countries face challenges related to the creation of capable States, strengthening of intuitions and their institutionalization in the improved governance on the development process. The NEPAD framework recognizes the important role of institutions in the development process. The African Peer Review Mechanism (APRM) enables African countries to learn from the best practices of their peers and obtain a candid assessment of their own performance in this area;

To address the above-mentioned challenges, ECA focused on financial resource requirements associated with the Plan and on enhancing delivery of result through partnership dialogue. ECA has always recognized the need for partnerships based on comparative advantage and pooling of resources.

The Commission has progressively strengthened its partnership agenda with a wide spectrum of partners both within and outside the continent.

It has continued to witness remarkable improvement in its donor relations. Accountability for donor funds has been enhanced through the regular dialogues, increased transparency, timely reporting and joint review of project implementation with partners.

The joint financial arrangement has been further enhanced through regular meetings and dialogue. A Partner Support Group has been jointly established with AUC.

To further enhance oversight of strategic management of extra-budgetary resources, and ensure integrated planning, budgeting and management of core and extra-budgetary resources, ECA established an Advisory Committee on Administrative and Budgetary Matters (ACABM) in 2006.

The committee oversees the management and allocation of extra-budgetary resources, with the same due diligene as for Regular Budget Resources, ensuring that the distribution of extra-budgetary resources are linked to strategic ECA and donor priorities, and encouraging multidisciplinary programme implementation.

The Period 2003 - 2004

A steady and progressive rise in XB resources between was observed during 2001(8.48m.), 2002 (9.00m.) and 2003 (13.56m.), however, in 2004 the income dropped sharply to US\$6.57m. i.e. 51.55% lower than the 2003 income (US\$13.56m.) received. This sharp drop is explained by a number of multi-year funding agreements signed in 2000/2001 with the Commission's key partners (the Netherlands, Sweden and Norway), that ended in 2003/2004, and the cash flow difficulty experienced by some partners in 2004.

As shown on Table 4.13 below, in the year 2003 the highest resource was allocated to the thematic area "Information for Development", US\$2.58m., (19.03%) of the total resources of the year. The highest expenditures of the year was for the same thematic area US\$1.23m. (17.35%) of the total expenditure of the 2003 (US\$7.09m.).

In the year 2004, as revealed on Table 4.13 below , the highest resources were also allocated to the same thematic area, i.e. "Information for Development" US\$1.73m.(26.33%) of the total Resource distributed in 2004 US\$6.57.

The reason for allocating the highest resource to the "Information for Development" is the African countries have substantially increased their demands for help in mainstreaming the Information and Communications Technologies (ICTs) for Development, as a tool for socio-economic development. They seek technical assistance to design, formulate and implement national e-strategies and enabling regulatory environments.

Table 4.13: Extra-Budgetary Income and Expenditures

Extra-budgetary Resources and Expenditures, 2003-2004							
		(in US\$ Millions)					
S. N	Description	2003		2004		Total	
		Income	Expenditure	Income	Expenditure	Income	Expenditure
1	Monitoring and Tracking Africa's Development Performance	1.91	1.84	0.91	0.52	2.82	2.36
2	Poverty and social Policy Analysis	0.57	0.29	0.11	0.82	0.68	1.11
3	Trade, Investment and Regional	1.45	0.36	0.03	0.72	1.48	1.08

	Integration						
4	Information for Development	2.58	1.23	1.73	1.85	4.31	3.08
5	Sustainable Development	1	0.48	1.32	1.08	2.32	1.56
6	Assessing the Impact of HIV/AIDS	1.11	0.41	0.41	1.29	1.52	1.7
7	Enhancing Partnerships	0.51	0.24	1.2	1.62	1.71	1.86
8	Communication and Knowledge Sharing	1.5	1.2	0	1.18	1.5	2.38
9	Supporting Sub-regional Activities	0.54	0.39	0	0.21	0.54	0.6
10	Institutional Reforms ISP	2.39	0.65	0.86	1.07	3.25	1.72
	Total	13.56	7.09	6.57	10.36	20.13	17.45

Figure 9: Total Income for 2003-2004

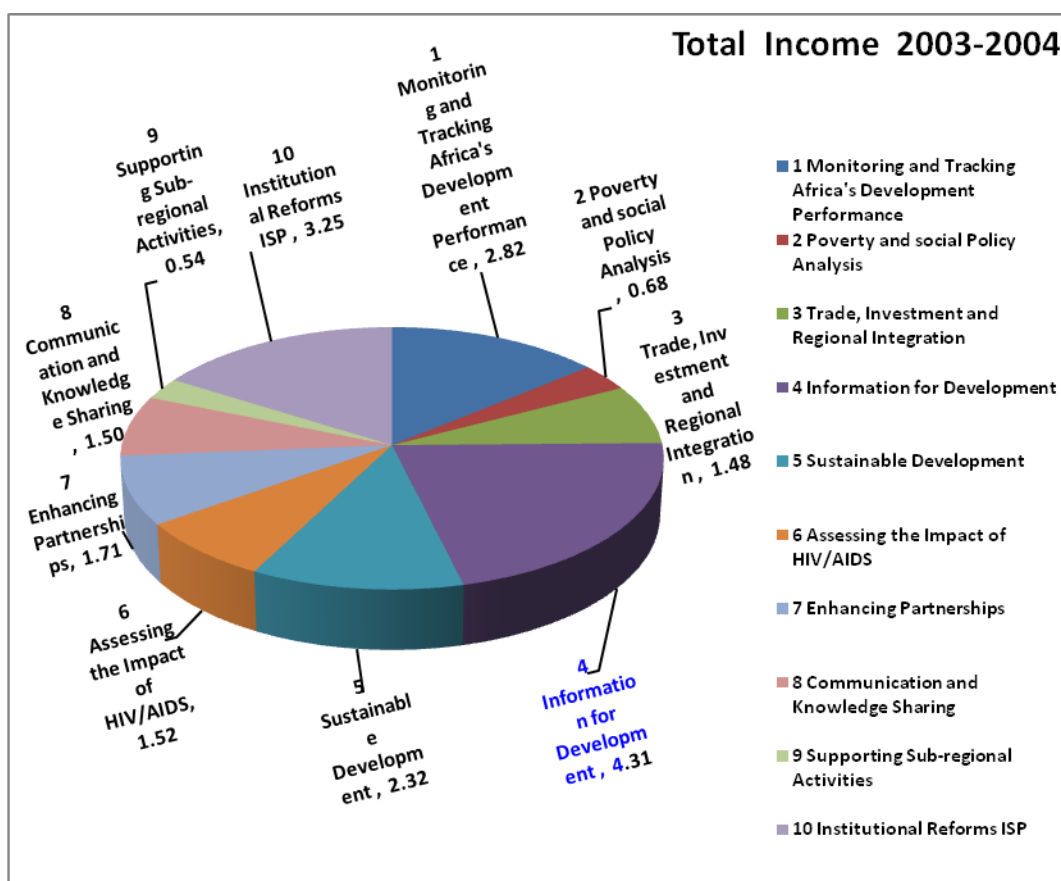
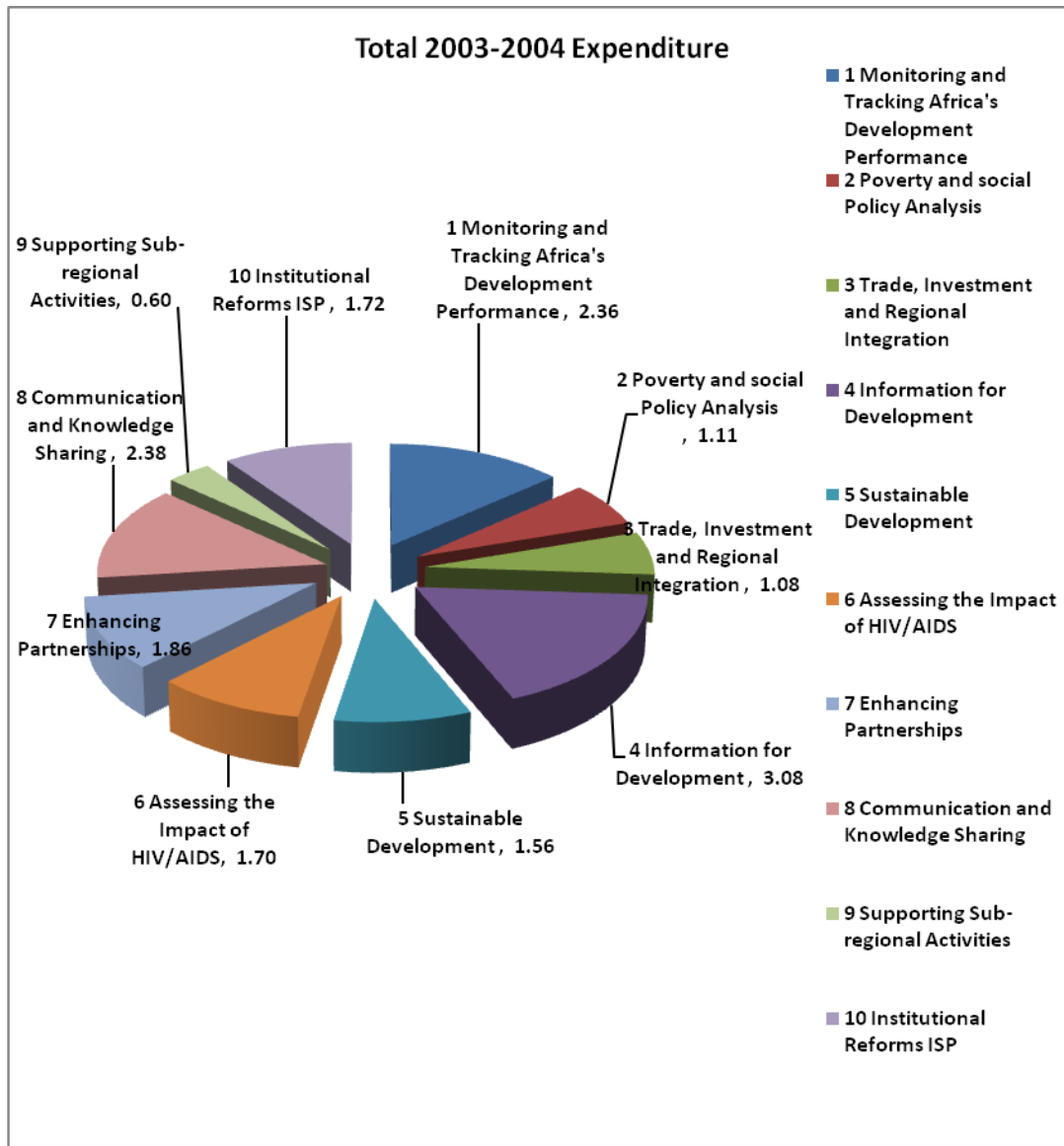


Figure 10: Total Expenditures for 2003-2004



During the year 2004 the highest expenditures were incurred by the same substantive division US\$1.85m (17.86%) of the total expenditures of US\$10.36. As shown on the table the overall expenditures for this year exceeds the allocated resources by US\$3.79m. However, the commission was able to carry on implementation of its planned activities, by using the unspent balance of the previous year US\$6.47m.(US\$13.56 – US\$7.09m) of the year 2003.

The Period 2005 – 2006

The total contributions from Partners in 2005 were US\$7.71m. This shows an increase of 17.35% above the contributions received in 2004. However, it was less than the expected amount for that year i.e. (US\$12.68m.).

The amount received in 2006 was US\$8.72m. It showed an increase of US\$1.01m. Over the previous year of 2005 (7.71), however, it was lower than the estimated budget of US\$10.78m. for that year.

In 2005, as indicated in Table:4.14, below, the highest income distribution was allocated to the thematic area of “Strategic Direction and Administrative Support”, (US\$2.14m.); this is 27.76% of the total resources. But, no expenditure was reported during the period against this thematic area. The total expenditure for the 2005 was US\$7.07m. as shown in the table , rather the highest expenditure of (us\$2.15m.) were reported against the thematic area “Information for Development”. The resource distribution for this thematic area was only US\$1.47m. (19.07%) of the total resources of that year.

Table 4.14: Extra-Budgetary Resources and Expenditures for 2005-2006 (in \$m.)

Extra-budgetary Resources and Expenditures , 2005-2006							
S.N	Description	2005		2006		Total	
		Income	Expenditure	Income	Expenditure	Income	Expend.
1	Monitoring and Tracking Africa's Development Performance	0.05	0.93	1.16	1.26	1.21	2.19
2	Poverty and Social Policy Analysis	0.48	0.15	0.41	0.47	0.89	0.62
3	Trade, Investment and Regional Integration	1.77	0.93	1.12	1.58	2.89	2.51
4	Information for Development	1.47	2.15	3.09	3.05	4.56	5.20
5	Sustainable Development	0.02	0.32	0.34	0.61	0.36	0.93
6	Assessing the Impact of HIV/AIDS	1.28	1.11	1.22	0.32	2.50	1.43
7	Enhancing Partnerships	0.03	(0.11)	0.36	0.64	0.39	0.53
8	Communication and Knowledge Sharing	0.46	0.96	0.49	0.72	0.95	1.68
9	Supporting Sub-regional Activities	0.01	0.26	0.01	0.19	0.02	0.45
10	Institutional Reforms ISP	-	0.37	-	0.12	-	0.49
11	Strategic Direction and Administrative Support	2.14	-	0.52	0.30	2.66	0.30
	Total	7.71	7.07	8.72	9.26	16.43	16.33

In 2006, as exhibited in Table 4.14 above, out of the total resource allocations of (US\$8.72m.) the highest resource was allocated to the thematic area of ‘Information for Development’, (US\$3.09m.) (35.44%) of the total resources. In the same year the highest expenditures were reported under the same thematic area, US\$3.05m., i.e., (32.94%) of the total expenditure of that year. The overall expenditures during the year 2006 were US\$9.26m.

Figure 11: Total Income for 2005 – 2006

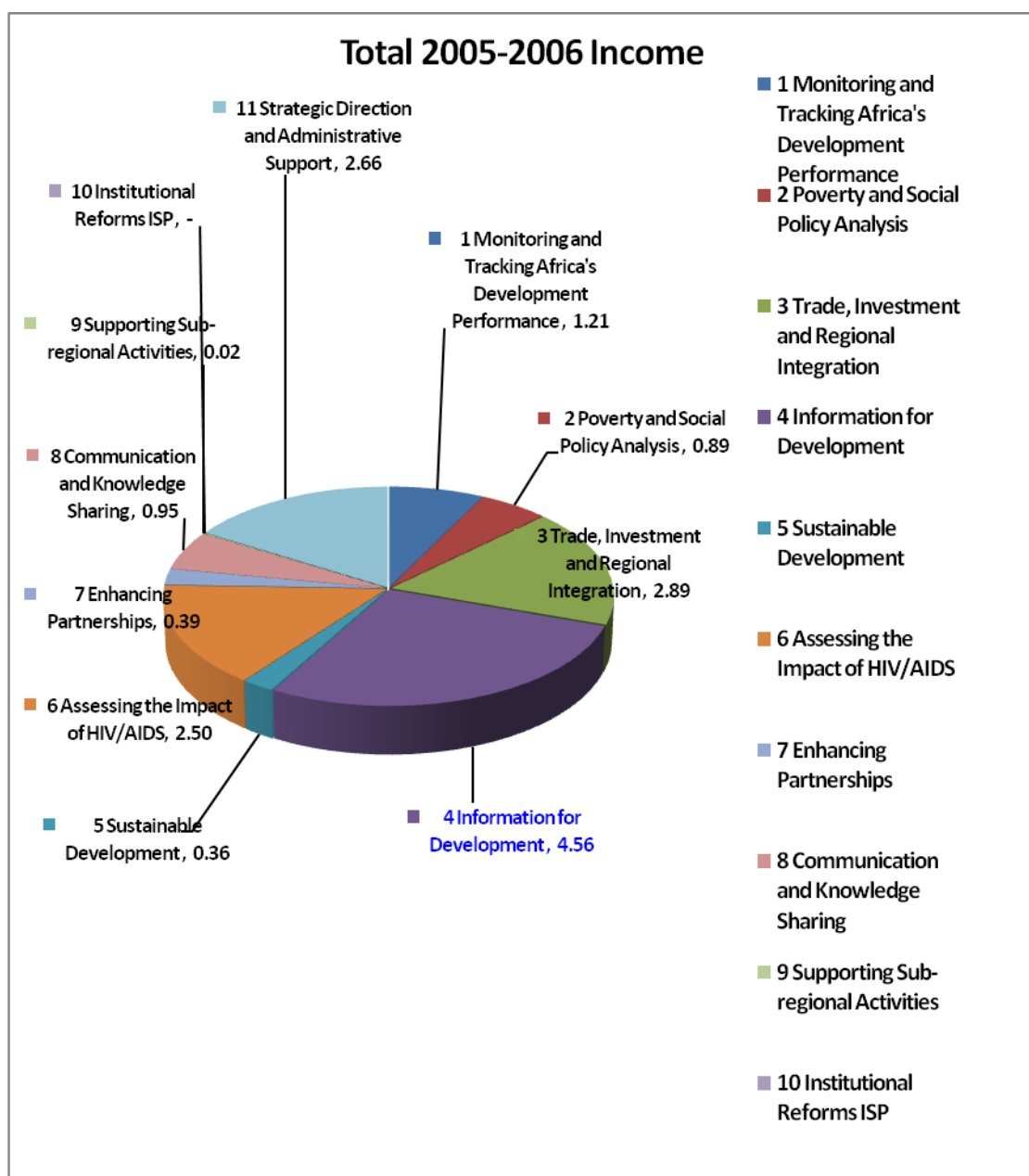
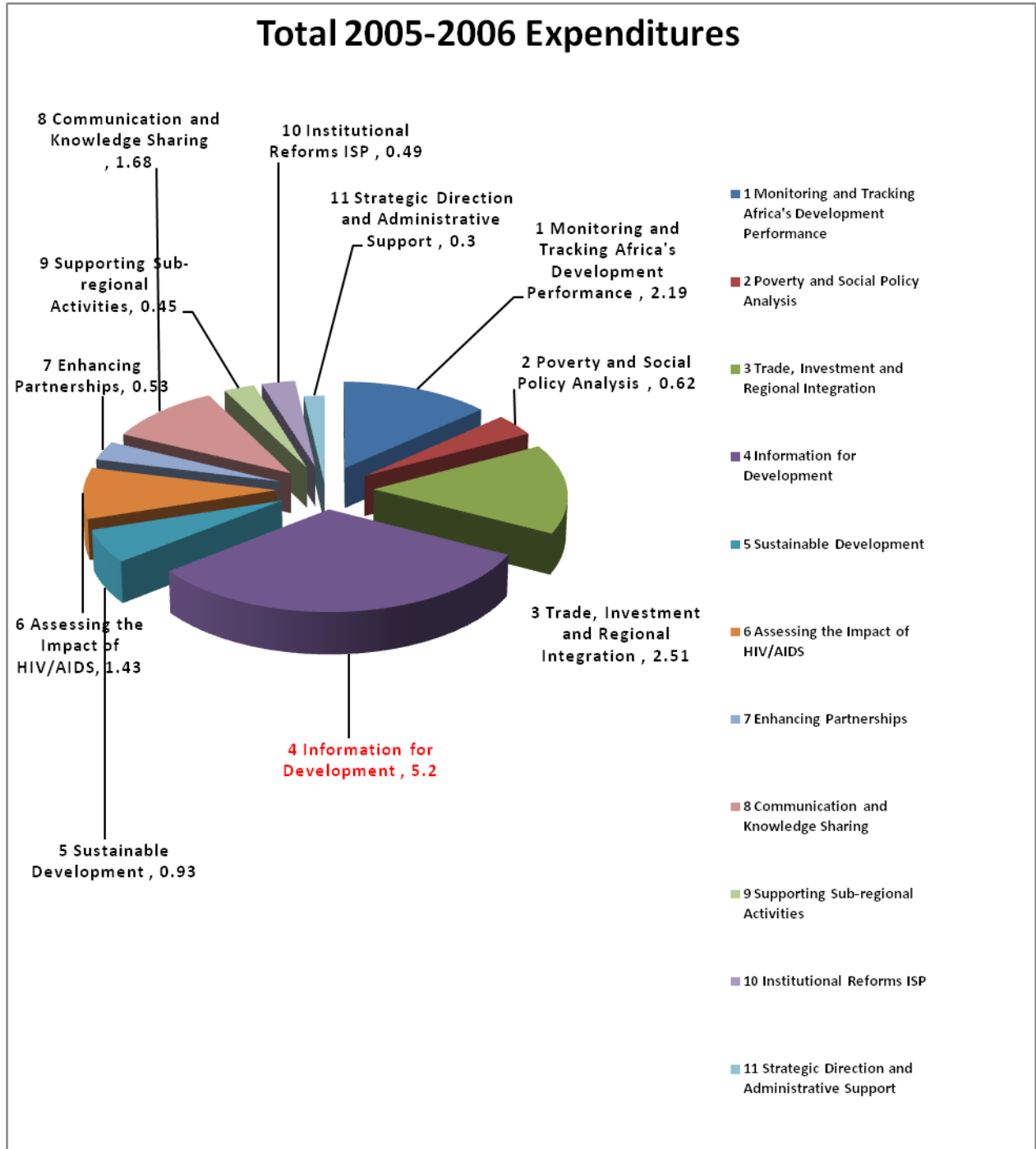


Figure 12: Total Expenditures for 2005-2006



The period 2007-2009

In the year 2007, as exhibited in Table 4.15 below, the total Income distribution was only US\$4.65m., which is very low from the income of the previous year, i.e. US\$8.72m., It was decreased by (87.52%) from the previous year.

The reason for the low level of extra-budgetary income in 2007 was explained by the fact that it took a longer time than anticipated to negotiate partners' support according to the Business Plan. Most of the Development Partners came on board only toward the end of 2007 and early 2008.

As reflected in Table 4.15 below, in the year 2007 overall expenditures were exceeded far by US\$2.62m., (56.34%). over the income received in the same year, (US\$4.65m).

The highest resources was allocated to the thematic area of 'promoting Gender Equality and social Development', US\$1.32m.(28.39%) of the total income, i.e.US\$4.65m. Relatively the expenditures for "Promoting Gender Equality and Social Development" were higher, i.e. US\$1.40m.(19.26%) of the total expenditures for that year.

During the year 2007, the highest expenditure was incurred by the "ICT and Science & Technology for Development" (ICT and S&T for Development), i.e (US\$1.97m) which was 27.10% of the total expenditures of US\$7.27 for that year. The next highest expenditures were incurred by "International Trade, Finance and Economic Policies", i.e. US\$1.71m., (23.52%) of the total expenditures of US\$7.27m., for that year.

In 2008, as indicated in Table 4.15, below the total distribution of income US\$13.68 shows an increase of US\$9.03m., over the previous year of income, i.e.US\$4.65m. , increased by (194.19%). The highest resource was allocated to the thematic area 'Promoting Gender Equality and Social Development', in the same year, i.e. (US\$3.75m.). The highest expenditures were also incurred against this thematic area, i.e.US\$2.55m. (27.33%) of the total expenditures of US\$9.33m. The next highest distribution of resources was allocated to "International Trade, Finance and Economic Policies", US\$3.07m., (22.44%) of the overall income distribution for the year. The expenditures of this thematic area was the next highest for the year, i.e. US\$1.23m (13.18%) of the total expenditures incurred in 2008. The overall increase of expenditures from the previous year (2007) was (28.34%).

During the year 2009, income was US\$14.06m., shows an increasing trend by US\$0.38 to that of the previous year (2008) US\$13.68m., increased only by (2.78%). In the same way there was an increasing trend of expenditures for that year. Overall, there was also an increasing trend of Income and Expenditures for the year 2009 (US\$11.30m), increased by 21.11% to that of 2008.

Table 13: Extra-Budgetary Resources and Expenditures, 2007-2009

Extra-budgetary Resources and Expenditures , 2007-2009: By thematic area									
(in US\$ Millions)									
S. no	Thematic Areas	2007		2008		2009		Total	
		Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure
1	Regional Integration and Economic Cooperation	0.58	0.25	0.63	0.31	0.42	0.34	1.63	0.90
2	International Trade , finance and Economic Policies	0.95	1.71	3.07	1.23	1.72	1.57	5.74	4.51
3	Growth and Poverty Reduction	0.05	0.07	0.93	0.20	0.08	0.34	1.06	0.61
4	Sustainable Development and Food Security	0.46	0.34	0.23	0.42	7.29	0.42	7.98	1.18
5	Promoting Gender Equality and Social Development	0.52	0.58	3.75	2.55	3.49	6.85	7.76	9.98
6	Promoting Good Governance and Popular Participation	1.32	1.40	1.07	1.20	0.20	0.52	2.59	3.12
7	ICT and Science & Technology for Development	0.65	1.97	2.03	1.50	0.01	0.70	2.69	4.17
8	Strengthening Statistics and Statistical Capacity in Africa	0.04	0.14	0.22	0.12	0.11	0.05	0.37	0.31
9	Special Events	-	0.71	1.75	1.10	0.74	0.42	2.49	2.23
10	Promoting Knowledge Management and Peer Learning	0.08	0.10	-	0.70	-	0.09	0.08	0.89
	Total	4.65	7.27	13.68	9.33	14.06	11.30	32.39	27.90

The highest resource was allocated in the year 2009 to the thematic area of “Sustainable Development and Food Security” US\$7.29m. Surprisingly, the expenditure for this thematic area for the same year was only US\$0.42, i.e. rate of implementation was only 5.76%. In the year 2009 the highest expenditure was incurred by “Promoting Gender Equality and Social Development”, i.e. US\$6.85m., this is (60.62%) of the total expenditures incurred during the year. The allocated resources to this thematic area was US\$3.49m., expenditure was exceeded far by US\$3.36m, (96.28%).

Figure 14: Total Income 2007-2009

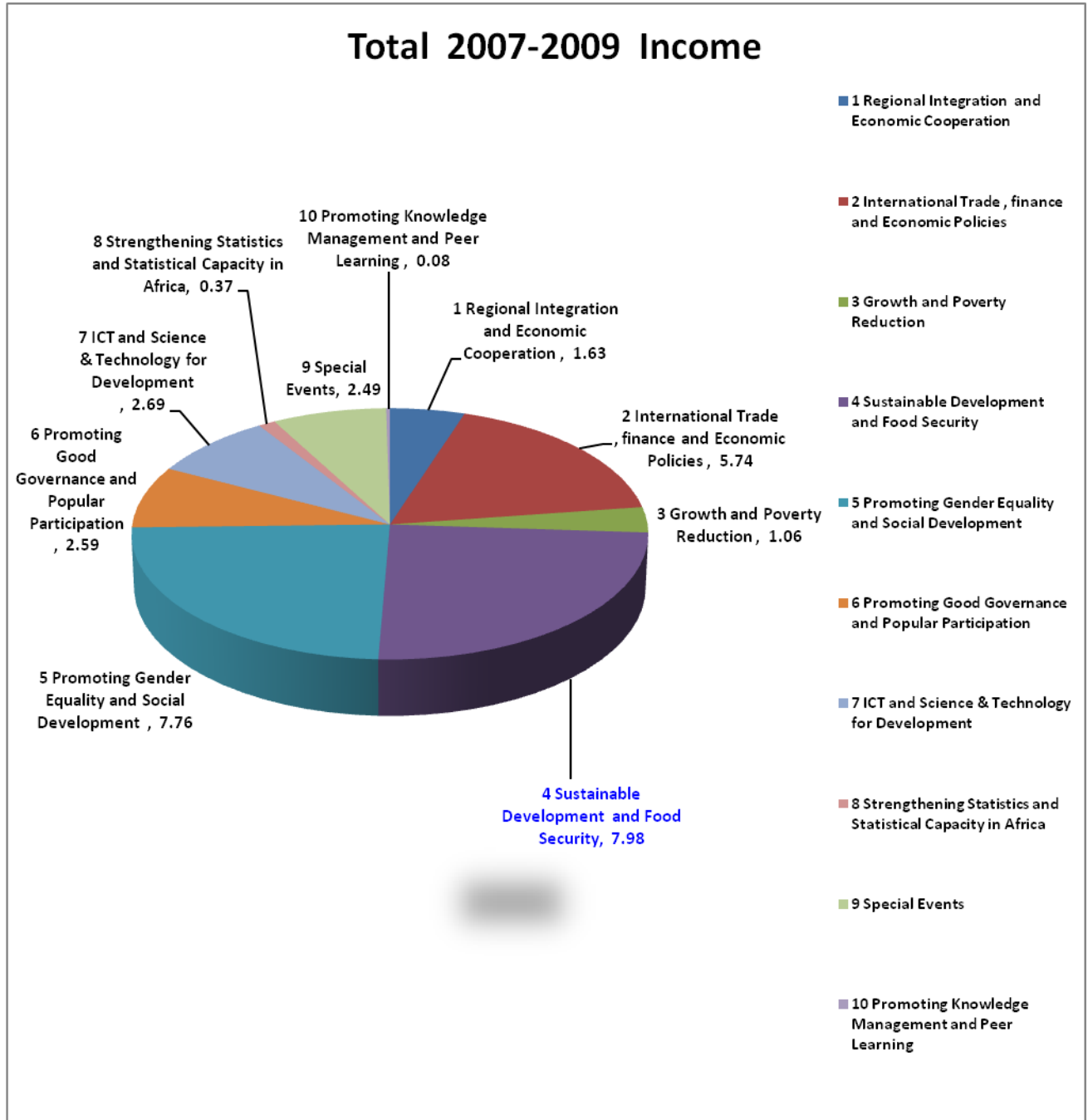
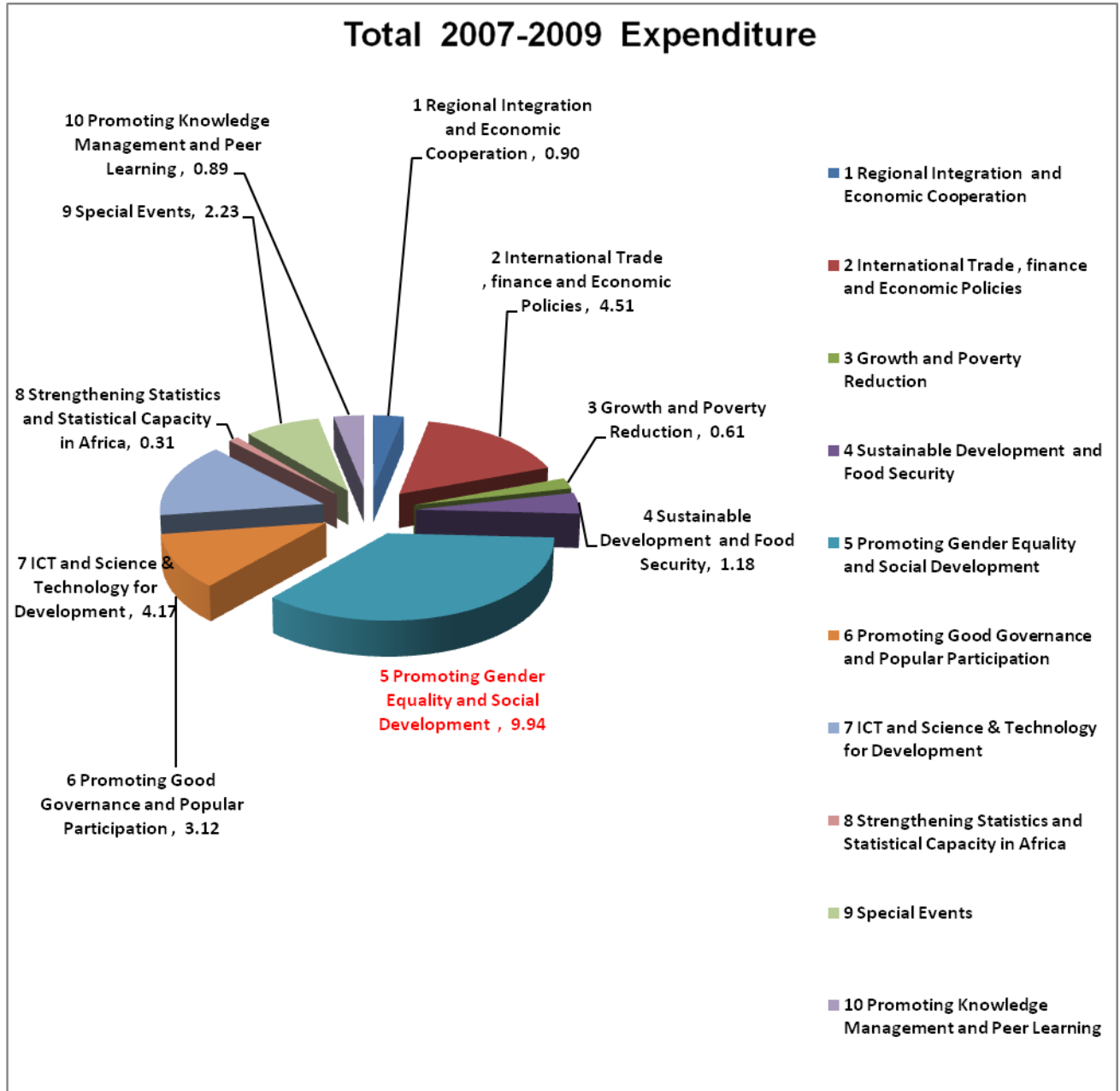


Figure 15: Total Expenditures for 2007-2009



Over all, the general trend during this period (2007-2009) shows increasing trends in resource mobilization and distribution.

The Period 2010-2012

During the year 2010 the Extra-budgetary resource received was US\$22.04m. The highest resource distribution was allocated to the “Food Security and Sustainable Development” US\$13.03m. However, its expenditures was only US\$2.51m., this is 25% of the overall expenditures of the Extra-budgetary resources (US\$10.04m.). The next highest resource allocated to the “Regional Integration, Infrastructure & Trade”, i.e. US\$3.45m., out of this only US\$1.85m., was expended, this is (18.42%) of the overall expenditures.

Out of the US\$13.03m., (75.13%) was particularly ear-marked for the ‘Africa Climate Policy Centre’ (ACPC), and (29.80%) for ‘Capacity Building’ in support of land policy development and its implementation. In the year 2010, the expenditure (US\$10.04m) was lower than the expenditures recorded in 2009, (i.e. US\$11.30m) by (12.55%).

In the year 2011, as indicated in Table 4:16 below, the thematic distribution of Extra-budgetary resources was a total amount of US\$21.61m. The highest distribution was allocated to the “Regional Integration, Infrastructure and Trade” amount US\$6.08m., (28.14%) of the total income.

The next highest distribution was for the thematic area of “Promoting Good Governance and Public Administration” (GPAD), US\$3.55m., (16.43%) of the total income received. During this period the highest expenditures were reported under the “African Climate Policy Centre” (ACPC), US\$4.39m., (20.95%) of the total expenditure for that year. Followed by the next highest expenditures incurred under the “Regional Integration, Infrastructure and Trade” with US\$4.04m.(19.28%). The expenditures for the year 2011, (US\$20.95) were within the limit of the allocated resources, of US\$21.61m.

As shown in Table 4.16 below, in the year 2012, the Commission received ever highest resources of US\$31.72 m., this shows an increase of US\$10.11m., (46.78%) from that of the previous year. In the year 2012, total expenditures were US\$23.43m., (73.87%) of the total resource for the same year. During this year, the highest amount (US\$14.32 m.), was allocated to the thematic area of “Food Security and Sustainable Development”. This is followed by the next highest resource allocated to the “ICT and Science & Technology for Development”, i.e. US\$4.41m., this is (13.90%) of the total resources for same year. During this year, a total of US\$23.43m., expenditures were incurred and the highest expenditure US\$6.05m., incurred by

the “Food Security and Sustainable Development”, this is (25.82%) of the overall expenditures. The next highest expenditures US\$4.87m.,(20.79%) incurred by the “Regional Integration, infrastructure & Trade”.

Table 4.16: Extra-Budgetary Income and Expenditures 2010-2012

Extra-budgetary Resources and Expenditures, 2010-2012; By thematic area (in US\$ ml.)									
S.N.	Thematic Areas	2010		2011		2012		Total 2010-2012	
		Income	Expend.	Income	Expend.	Income	Expend.	Income	Expend.
1	Economic Development and NEPAD	2.25	1.65	3.05	1.75	1.70	2.50	7.00	5.90
2	Regional Integration, Infrastructure & Trade	3.45	1.85	6.08	4.04	4.08	4.87	13.61	10.76
3	Food Security and Sustainable Development	13.03	2.51	0.38	1.38	14.32	6.05	27.73	9.94
4	African Climate Policy Centre (ACPC)	-	-	1.31	4.39	-	-	1.31	4.39
5	Promoting Gender Equality and Social Development	0.65	1.37	2.87	1.93	1.81	1.96	5.33	5.26
6	Promoting Good Governance and Public Administration	0.52	0.86	3.55	2.31	3.35	3.58	7.42	6.75
7	ICT and Science & Technology for Development	1.33	1.22	1.75	2.10	4.41	2.16	7.49	5.48
8	Strengthening Statistics and Statistical Capacity	0.07	0.07	1.35	1.75	0.72	0.44	2.14	2.26
9	Special Events	0.74	0.51	1.27	1.30	1.33	1.87	3.34	3.68
	Total	22.04	10.04	21.61	20.95	31.72	23.43	75.37	54.42

Figure 16: Total Income for 2010-2012

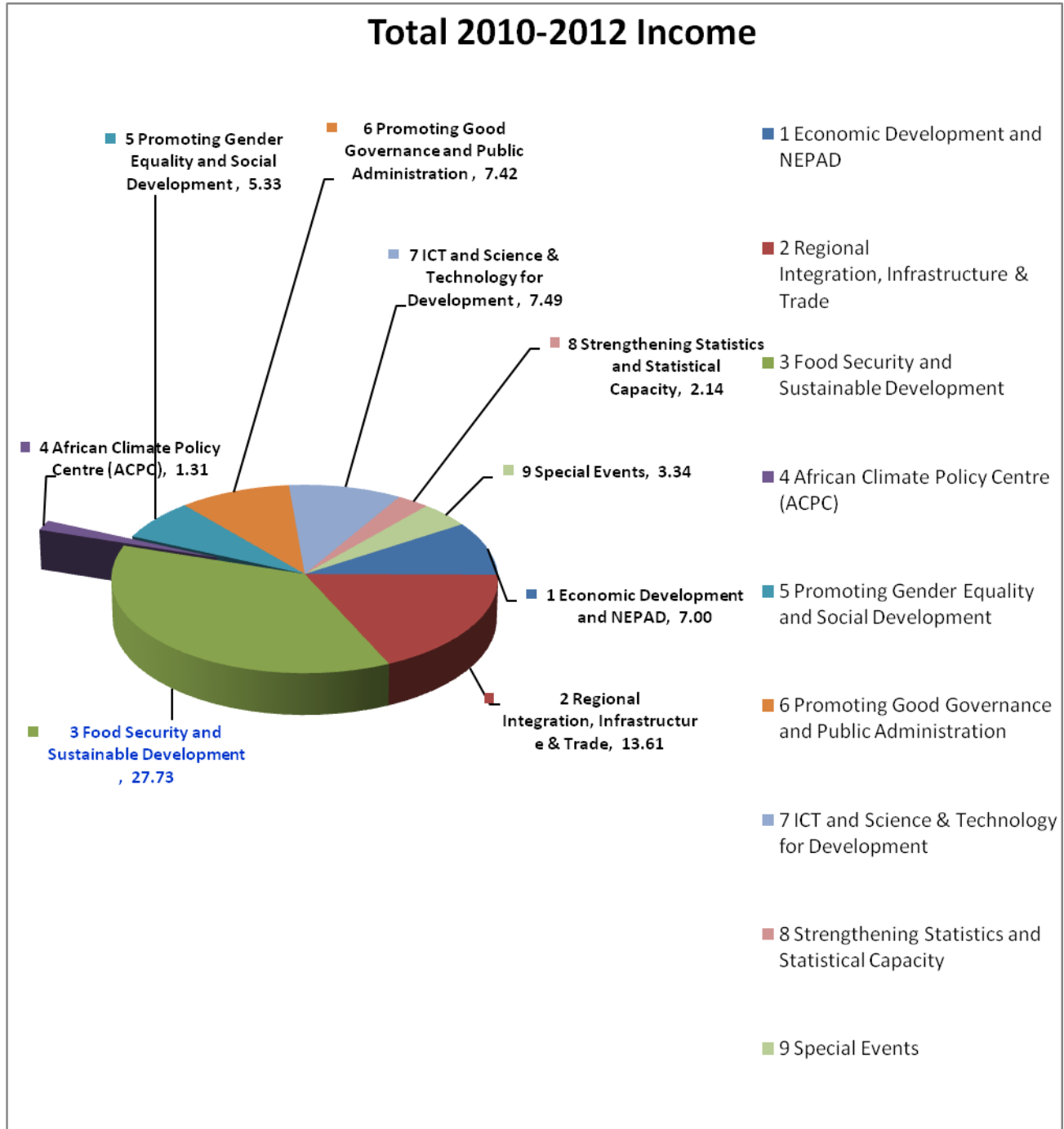
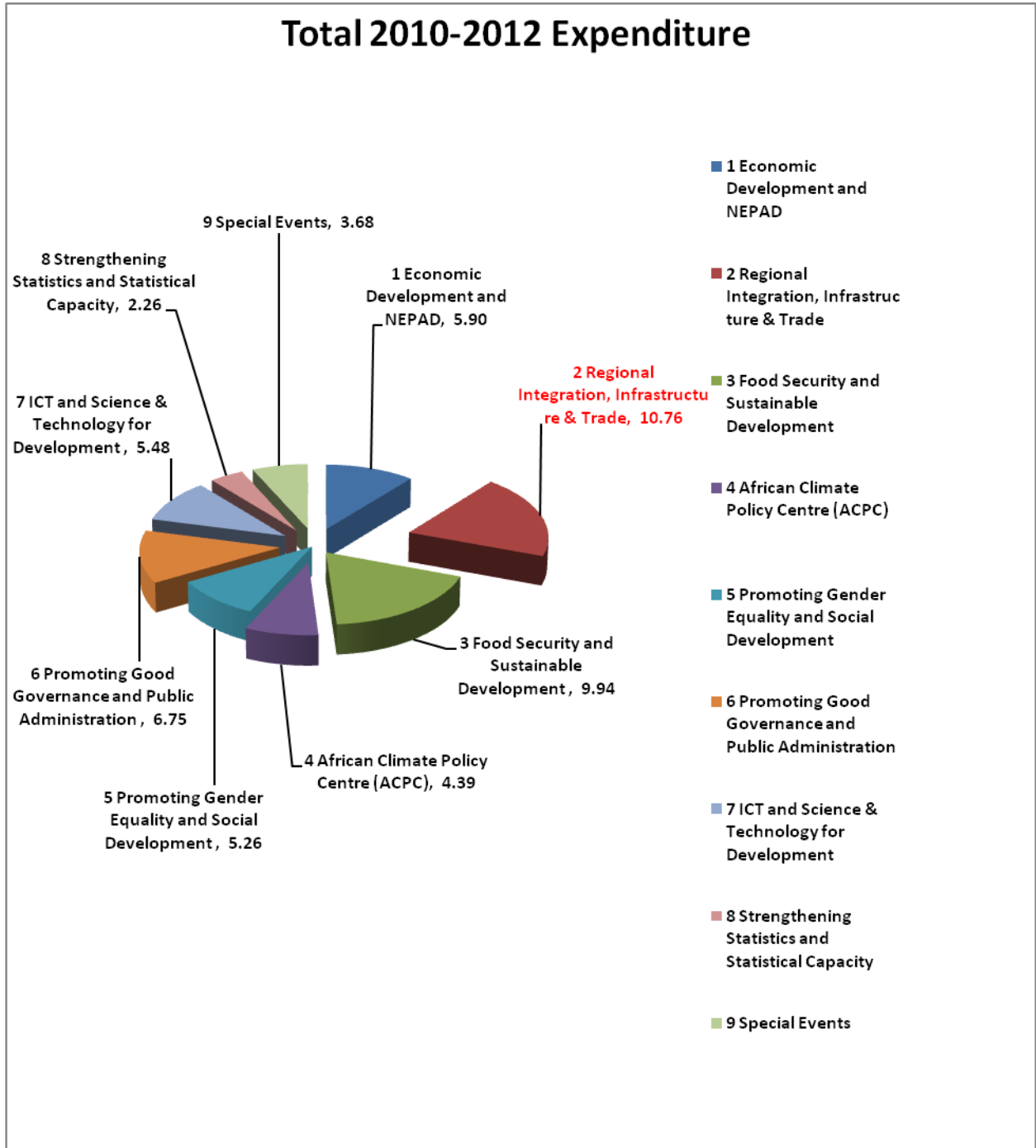


Figure 17: Total Expenditure 2010 -2012



The Period 2013 -2015

ECA has always recognized that partnership based on comparative advantage and pooling of resources are critical to maximizing impact on Africa's development. The Commission has progressively strengthened its partnership agenda with a wide spectrum of partners both within and outside the Continent. Strengthening partnership with Africa's development partners is, therefore, key to harnessing the required resources, ensuring coherence and maximizing impact.

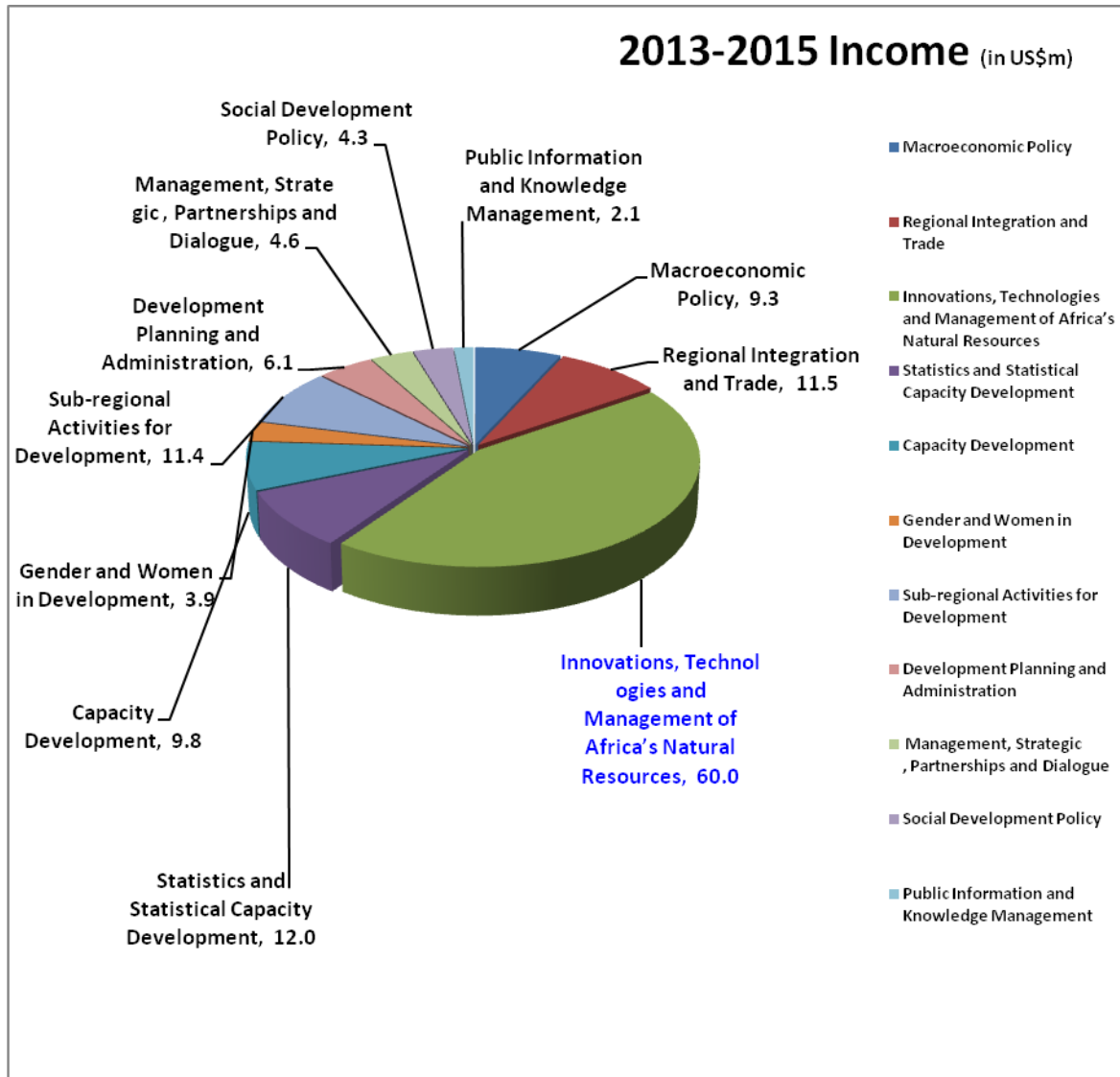
The ECA 2013-2015 Business Plan highlights programmatic priorities and funding gaps. Agreements were reached with JFA II partners to use ECA's approved Programme Budget as the main framework to support ECA programmes. Negotiations are ongoing with non-JFA partners to join JFA in support of Business Plan 2013-2015 and for a new JFA (Australia, Canada and ECA) for AMDC signed in March 2013.

As exhibited on Table:4.17 below, Extra Budgetary Funding partners re-commit to support – Business Plan 2013 -2015 within the context of JFA. In line with the ECA refocusing exercise and as part of its accountability effort to ensure genuine production of deliverables to support structural transformative development for a renascent Africa, new mechanisms and tools to enhance programme monitoring and impact assessment are being developed by the Commission.

Table 4.17: Planned Programme Activities for 2013-2015

Resource Requirements by Sub-Programme 2013 - 2015		
S. NO.	Sub-Programme	2013-2015 Income
1	Macroeconomic Policy	9.3
2	Regional Integration and Trade	11.5
3	Innovations, Technologies and Management of Africa's Natural Resources	60.0
4	Statistics and Statistical Capacity Development	12.0
5	Capacity Development	9.8
6	Gender and Women in Development	3.9
7	Sub-regional Activities for Development	11.4
8	Development Planning and Administration	6.1
9	Management, Strategic , Partnerships and Dialogue	4.6
10	Social Development Policy	4.3
11	Public Information and Knowledge Management	2.1
	Total	135.0

Figure 18: Total Income for 2013-2015



As indicated in Figure 17: above, during the period 2013-2015 the amount of Resources Allocated to the all the current thematic areas is US\$135m., for the three years. Out of this the highest resource allocated to the thematic area “Innovations, Technologies and Management of Africa’s Natural Resources”, that is US\$60.0m., for three years at average resource allocation of US\$20.0m per year.

Table 4.18: Funding Partner-JFA-II

	Funding Partner	Amount
	Support to 2010-2013 BP - JFA II	
I	Denmark	0.63
	DFID	0.07
	Norway	2.62
	Sweden	-
	Total	3.32
II	AMDC JFA	
	Australia	3.18
	Canada	7.78
	Total	10.96
III	Non-JFA	
	Total	4.99

Table 4.19: NON-JFA Partners

Breakdowns of non-JFA -Partners	
Funding Partner	2013
AfDB	0.05
African Progress Panel	0.28
European Union	0.01
FAO	1.97
Finland	0.09
Ireland	0.36
Italy	0.54
Mo Ibrahim Foundation	0.11
Republic of Korea	0.1
Swiss Development Agency (SDC)	0.33
One UN	0.2
UNFPA	0.22
UNICEF	0.06
USAID	0.09
WHO	0.21
World Bank	0.08
Others**	0.29
Sub-Total –Others	4.99

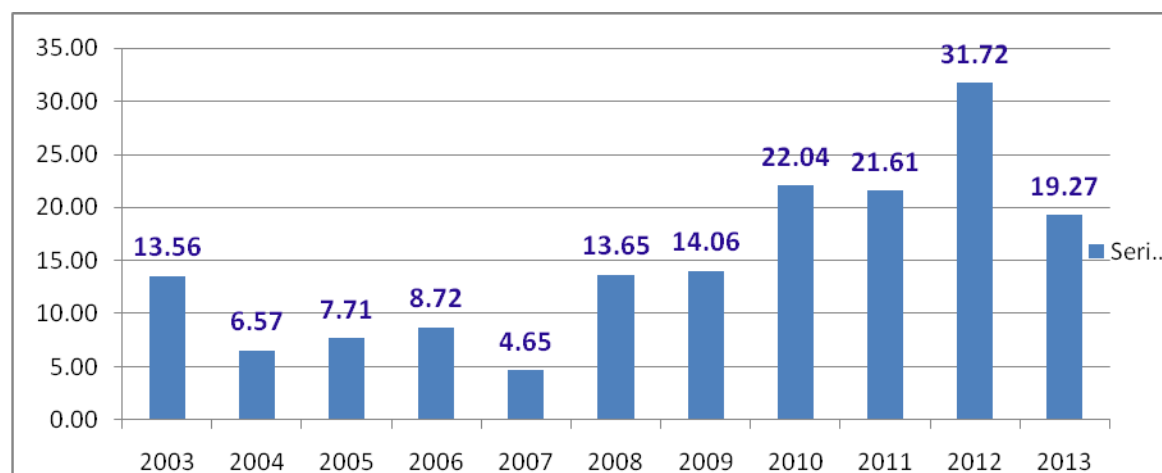
As shown in Table 4.18 and 4.19 above, the JFA Partners represented by Denmark, Sweden, Norway and the United Kingdom provided programmatic funding support under the JFA phase II. This provided ECA with a great degree of flexibility to quickly respond to emerging continental issues and urgent requests for assistance from member States.

During this period the main contributors were from Joint Fund Agreement (JFA) partners, namely Denmark, Norway, Sweden and the United Kingdom. They provided a total programmatic support of US\$20.5m. Other significant contributions came from Canada US\$2.69m., in support of “African Trade Policy Initiative” and the “African Climate Policy Centre”; while Finland provided the sum of US\$2.16m., for ECA work in harnessing “ICTs for Development”.

Table 4.20: Trends of Extra Budgetary Resources for the periods 2003-2013

Resource Received from Partners/Donors (in US\$ m.) for the period 2003-2013			
S.No.	Years	Amount in US\$ (m.)	Remark
1	2003	13.56	
2	2004	6.57	
3	2005	7.71	
4	2006	8.72	
5	2007	4.65	
6	2008	13.65	
7	2009	14.06	
8	2010	22.04	2nd highest income received
9	2011	21.61	3rd highest income received
10	2012	31.72	1st ever Highest Income Received
11	2013	19.27	
	Grand Total	163.56	

Figure 19: Trends of Extra-Budgetary Resources for the period 2003-2013

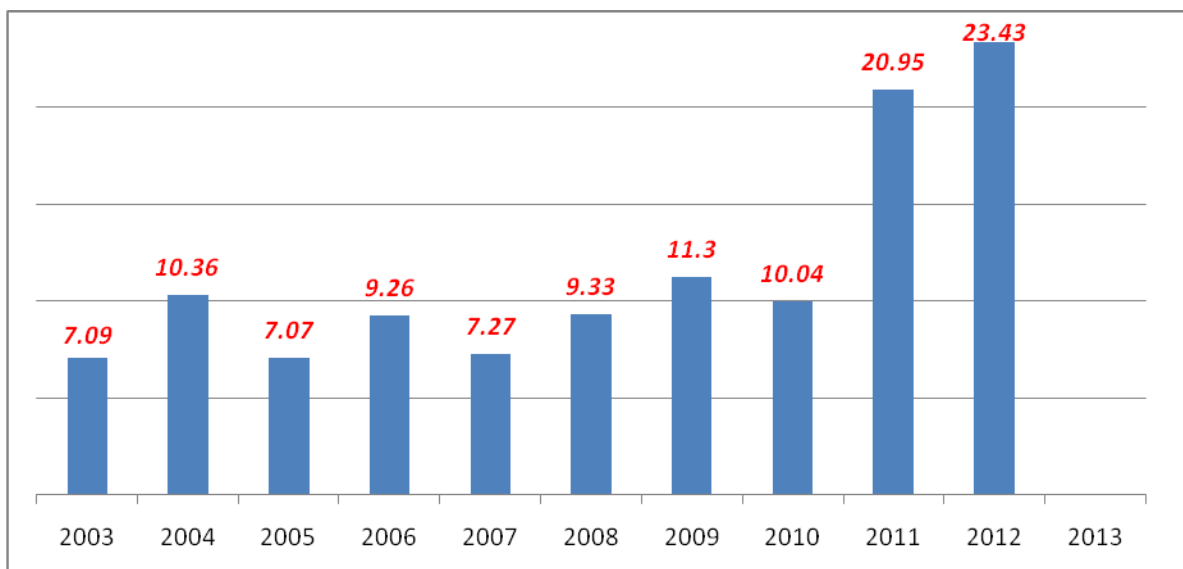


From the trend 2003-2013, as seen in Table 4:20 and on Figure:4.12 above, ever highest income resources was received in 2012 and out of this, resources, the highest was allocated to the “Food Security and Sustainable Development”. The lowest income or resource was received in 2007. The reason for the low level of extra-budgetary income in 2007 was explained by the fact it took a longer period than anticipated to negotiate partners’ support according to the Business Plan. Most of the Development Partners came on board only towards the end of 2007 and early 2008.

Table 4.21: Trends of Expenditures for the period 2003-2012

Expenditures (in US\$ m.) for the periods 2003-2012			
S.No..	Year	Amount in US\$ (m.)	Remark
1	2003	7.09	
2	2004	10.36	
3	2005	7.07	
4	2006	9.26	
5	2007	7.27	
6	2008	9.33	
7	2009	11.3	3rd Highest Expenditures
8	2010	10.04	
9	2011	20.95	2nd Highest Expenditures
10	2012	23.43	1st Highest Expenditures
11	2013	NA	Data was not available for 2013
Grand Total			

Figure 20: Trends of Expenditures for the periods 2003-2012



As exhibited on the above Table 4.21 the first highest expenditures US\$23.43m. were reported in the year 2012, out of this expenditures 25.81% is reported under the thematic area of “Food Security and Sustainable Development”. The second highest was in the year 2011, that is US\$20.95 m. The third highest expenditure reported in the year 2009 (US\$11.30m.).

**Table 4.22: Income and Expenditures Utilization Percentage –
2003 – 2013**

Trends of Income and Expenditures (in US\$m.)					
S.No.	Years	Amount in US\$ (m.)	Amount in US\$ (m.)	% utilization	Remark
1	2003	13.56	7.09	52.29%	
2	2004	6.57	10.36	157.69%	
3	2005	7.71	7.07	91.70%	
4	2006	8.72	9.26	106.19%	
5	2007	4.65	7.27	156.34%	
6	2008	13.65	9.33	68.35%	
7	2009	14.06	11.30	80.37%	3 rd Highest % Expenditures used
8	2010	22.04	10.04	45.55%	
9	2011	21.61	20.95	96.95%	2 nd Highest % of Expenditures used
10	2012	31.72	23.44	73.87%	1 st Highest % of Expenditures used
11	2013	19.27			
	Grand Total	163.56			

As indicated in Table 4.22, in terms of percentage utilization of funds during the period 2003-2013, for the three highest resources allocated:

Ever highest Expenditures were reported in the year 2012, i.e. US\$23.44m., i.e. (73.87%) of its resource were used (US\$31.72m.). This is followed by the next highest expenditures in the year 2011, i.e. US\$20.95m., the percentage utilization of funds is (96.95%) of the total income distributed in that year (US\$21.61m.). The third highest Expenditures were incurred in 2009, US\$11.30m., (80.37%) of the total resources allocated in that year (US\$14.06m.).

4.7 Measures taken by UNECA to alleviate some of the challenges of project execution

UNECA has taken certain measures to alleviate some of the challenges of project execution, as indicated below.

- There is a UNECA Project Management Manual intended to be used by the substantive divisions, as well as certain formats to be used by the divisions.
- Sometimes limited trainings are given on project management area to the staff who are involved in the task.
- The existence of an ECA Business Plan which is issued every three years, a strategic articulation of ECA's programme of work for the period of three years.
- There is a yearly ECA Technical Cooperation Report, which used to be issued every three years, but now issued yearly.
- There are also *Programme Reviews* on quarterly basis.

Despite of all these positive measures taken by UNECA, there are still some challenges in Project Execution that need more emphasis.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter discusses the findings of the study and draws conclusions and recommendations based on the findings emerged.

5.1 SUMMARY OF THE MAJOR FINDINGS

The main purpose of this study is to identify the major challenges encountered during a Project Execution at UNECA, and assess trends of projects for the period covering 2003-2013.

In addition to examine, the internal factors that contribute to the cause of challenges of project execution; assesses the project execution policy, procedures and its implementation and the current practice of project execution at UNECA, to emphasize the impact of motivation on delivering quality outputs and see the measures UNECA has taken so far to alleviate the challenges of project execution and enhance the process of projects and highlighting the current restructuring of ECA.

To this effect the core point of this study focused on addressing the following basic questions:

- ❖ What are the major challenges encountered during the execution of projects at UNECA?
- ❖ How does the internal cause contribute to the challenges in execution of projects?
- ❖ How is the project execution process managed by UNECA? How the Trends of its Extra-budgetary resources for the Periods 2003-2013 were assessed.
- ❖ What measures has UNECA taken so far to alleviate some of the challenges of project execution?
- ❖ What is the impact of motivation on project execution?

Descriptive survey methods, both quantitative and qualitative, were employed in this study. The subjects of the study were the staff members who are directly involved in the process of projects.

In order to arrive at the findings, this study used a questionnaire and distributed to those staff members selected as sample on purpose. The researcher used purposive sampling method and open discussions with some key informants through structured interview and few unstructured questions.

Summary of findings are as follows:

- 5.1.1 In the survey 53.5% of the respondents indicated that project proposal documents are not well explained. Out of the total respondents 80% of the respondents indicated that there is a lack of consistency. Therefore, this shows that there is no strict adherence to the ECA Project Management Manual.
- 5.1.2 As indicated from the responses to the open-ended questions, the key informants have emphasized that the impact of some projects may not be observed in a short period of time due to their nature. The Project Progress Reports (PPR) is very important in addressing the challenges in a timely manner.
- 5.1.3 The study revealed that the majority, 84.1% of the respondents, indicated there are changes in schedules and deviations from the intended objective of the project and 93.5% of the respondents indicated that there is a lack of planning ahead of time and a lack of consistency in approving project documents, highly affecting the project execution.
- 5.1.4 Lack of proper planning coupled with lack of commonly agreed time frame and inadequate resources are fundamental challenges for project execution in the organization. The majority of respondents, 65.10%, pointed out that internal delays in

receiving the approved or promised funds for the project execution are a major challenge. This was supported further by 58.10% of the respondents that there is also a delay in getting funds from donors to execute the projects in a timely manner, as scheduled. This is one of the external factors that contribute to the challenges of project executions.

- 5.1.5 The study surprisingly revealed that 95.4% of the respondents emphasized the need for knowledge in project management and background of Finance and Administration are important to facilitate the Project Execution effectively.
- 5.1.6 The survey affirmed that 54.8% of the respondents believe that project execution could be improved if e-Project Management System is implemented.
- 5.1.7 The study revealed that 76.2% of the respondents indicated that there is lack of transparency, sharing information within their divisions and 77.3 % of the respondents have agreed proper delegation of authority to team members is not exercised. Besides, 75.5% of the respondents indicated that employee's uncertainty about their career prospects or development affected their motivation. 75% of the respondents have confirmed that their real skills and capacities are underutilized. Out of the total respondents, 93.4% of the respondents have confirmed that well articulated or designed Job Description would be helpful so that employees will know exactly what is expected of them when processing the project documents. Further the survey revealed, only 31.1% of the respondents indicated that promotion of employees is done based on merit.
- 5.1.8 Furthermore, 66.7% of the respondents indicated that most of the time project planning and delivering outputs according to the schedule is not applied in their divisions. The majority of the respondents, i.e. 72.5%, indicated that in their division participatory kind of decision making process is not applied.
- 5.1.9 With regard to the Human Resources Management and Development, 48.9% of the respondents have affirmed that there are no motivating or rewarding schemes for staff member who are working their job well. 86.7% of the respondents believed that

conducive working environment and positive attitude of supervisors always enhance the quality of output.

5.1.10 The respondents have stressed that there is no proper delineation of responsibility at the professional and support staff level with respect to many job functions, including project related matters. In addition 38.1% of the respondents indicated that supervisors do not empower their staff to make them part of the decision making process and this will affect the process of project execution.

5.1.11 The survey revealed that 89.1% of the respondents have emphasized supervisors have to work hard to develop a friendly atmosphere among their colleagues, to facilitate the work of the project process and project execution as well. In addition, respondents have added in their open ended responses that challenges arise when staff members in the team are not empowered enough, when their roles and responsibilities are not clearly articulated in a matrix with a specific timeline, and when there are no incentives in terms of positive and constructive feedback.

5.1.12 The study revealed, 52.3% of respondents have indicated that before assigning staff members to the area of Project Management process, HR is not giving enough training in the field. In addition, the key informants have underscored, in some cases appropriate staff with the right skills are not assigned to execute projects.

5.1.13 With regard to the approval of Project documents initiated by Substantive Divisions, surprisingly, highest number of respondents i.e. 69.7%, have indicated that there is a lot of back and forth between the approving office and substantive divisions while processing project documents.

5.1.14 The survey revealed that the majority of respondents (73.1%) have indicated that characteristics/attitude of Project Officers can influence the project execution positively or negatively.

- 5.1.15 The study assessed and found that ECA Business Plan is a framework and a vehicle for addressing and mobilizing the requisite resources to implement the key thematic programme activities and initiatives of the Commission.
- 5.1.16 The Trend Analysis revealed that ECA developed a strong partnership with bilateral partners, by enhancing accountability for donor funds through increased transparency, timely reporting and regular review meetings with partners regarding ongoing collaboration. Regular consultation with donors/ partners and stakeholders was very critical for continued engagement and effective implantation of the ECA Programme and the delivery of expected results.
- 5.1.17 The study also indicated that from the trend of resources received from partners, the highest income resources were received in 2012 (US\$31.72m.). Out of this, the highest resources were allocated to the “Food Security and Sustainable Development”. The lowest income or resource was received in the year 2007 (US\$4.65m.). The reason for the low level of extra-budgetary income in this year was explained by the fact that it took a longer period than anticipated to negotiate partners’ support according to the *ECA Business Plan*. Most of the Development Partners came on board only towards the end of 2007 and early 2008.
- 5.1.18 Very good pattern of resource mobilization have been reported in *The ECA Technical Cooperation Reports* issued every year. The Business Plan is issued every triennium, covering three years, giving a very good picture of the project prospects, highlights of achievements and results of ECA technical cooperation. It is a bridging tool that narrows down the gap between the Development Partners and ECA, ultimately facilitating effective project execution by boosting donor’s confidence.

5.2 Conclusion

In light of the *Summary of findings* of the study, the following conclusions were drawn.

The activity of project management requires the academic background and relevant training and skills in the field as is the case with other international organizations including the UN agencies. However, the experience in ECA's project management office staffing in most cases, fails short of meeting this criteria. Some of the supervisors are unable to provide the required professional and technical guidance to improve quality of outputs and efficiency in project management

Since the '90s, Results Based Project Management is the principle that most institutions including the UN entities apply. For instance, in ECA, although, the Project Management Manual requires crafting and reporting of projects in line with this principle, lack of guidance and understanding on all parties concerned is hampering its application and translation into reality. There is also lack of well-designed projects using Result Based Management (RBM) approaches.

The Project Management Manual is not up-dated regularly in line with the changes and the existing situations. In addition, divisions do not strictly follow the Project Management Manual to be consistent and in line with rules and regulations thereof. Moreover, there is a weak Monitoring and Evaluation (M&E) report. Therefore, consistent working system with less bureaucracy giving time for planning exercise and better M&E systems can highly enhance the project execution.

Early planning will help to keep the quality of the project and will facilitate the process of the project execution efficiently and effectively. This will help to achieve the objectives and enhance the productivity and boost the morale of the staff involved in the process.

Frequent staff turnover in substantive divisions without conducting handover process; inability to organize periodic refresher and up-to-date training programs; short-notice assignments with urgent deadlines; delay in follow-up with partners on timely release of funds negatively affect the project execution. There were occasions, when new staff were not sufficiently briefed or

provided with the background on certain projects in their divisions/sections thus creating gap and delay in project execution.

Another important factor is the absence of Project Progress Report (PPR) at each phase of the projects that will allow mistakes to be corrected timely and also address challenges that were not factored in the initial project documents. A lack of suitable system and technology also reduces efficiency significantly.

There is no proper delineation of responsibility at the professional and support staff level with respect to some job functions, including project related matters. Often times, support staff perform the work of the professional staff. Although this is advantageous for career progress, the reward is not forthcoming resulting in low staff morale hampering the quality of in the long-run.

There is a project manual for ECA, but it is not used and referred during project execution. Instead of sticking to the manual, the programme officers who are in charge of implementing the manual do things based on their areas of priority. That is why there is no consistency in the programme Implementation Plan and process of project documents.

5.3 Recommendations

Based on the major findings of the survey and the assessments made, the following recommendations are forwarded:

- 5.3.1. Divisions should consistently use and strictly follow the ECA Project Management Manual, in order to implement the process of Project Management consistently, and minimize the back and forth of project documents. This will facilitate the proper interpretation of the rules and regulations so as to maintain consistency in all divisions. In addition, the Office of Partnership (OP) should regularly up-date the Project Management Manual to fit the existing situation and to cope up with the on-going Change Management.
- 5.3.2 Project Progress Report (PPR) at each stage of projects should be implemented in order to amend shortcoming in a timely manner and also address challenges that were not factored in the initial project document. The project document should clearly articulate the objective of the project as well as the time line and level of responsibility.
- 5.3.3. Below are some of the areas where improvements are expected with the on-going UN Change Management:
 - Encourage staff involvement and participation at the inception phase of projects.
 - Make sure that roles and responsibilities are clearly spelt out and understood by all by all staff members.
 - Ensure effective communication within the team with regular briefings to all the staff members concerned in the project, so that everybody is on the same page.
 - Staff must be trusted enough to empower them to make decisions in their own areas of work.
 - Provide regular constructive and objective feedbacks to staff on their contributions to advance their project execution capacity.
 - Facilitate project management and monitoring with the help of IT Tools/applications and upgrade the skills of the staff continuously.

5.3.4. UNECA needs to work harder to further strengthen the relationship with development partners in order to mobilize more resources, meet the emerging needs of the member States and the continent.

5.3.5 Motivational factors can be either internal or external. In the case of an organization such as ECA, these factors are principally viewed and gauged from the inside; since this is the one area where the organization can take measures to enhance its staff motivation, synergy and enthusiasm at the work place some recommendations are here below that could serve as motivational factors:

- There should be some incentive mechanism for those who are outstanding. Promoting them to better positions will enable them to exercise their knowledge and skills, helping them unleash their hidden potential. Officially, acknowledging staff that performs well, organizing events to celebrate or providing prizes for selected outstanding staffs can be a motivation.
- Periodic in-house and short-term training on up-to-date proper project execution, especially on Result Based Management (RBM); such training need packages can be included in project proposals at the time of negotiation of new projects with donors (some donors grant free training programs) to build capacity in African institutions.
- Timely and merit based promotion to support staff working on projects and awarding of short-term training abroad and study tours.
- Develop exchange programs to enhance training with sister UN institutions, such as UNDP with vast experience on project execution;
- Individual's contributions to the project success have to be recognized and rewarded. "Success" has to be established at the beginning of the project and everyone has to be aware of it. The researcher highly recommends the development of this through the new evaluation section.

- Reward staff working on project execution through “mobility” to the ECA Sub-Regional Offices to diversify experience, improve field project execution (both XB and Development Account Projects) and build the capacity of the field office.

5.3.6 Instilling the principles of quality, efficiency and effectiveness and formally recognize staff members who demonstrate these qualities. In addition, assigning appropriate staff with the right skills in project management is very important for successful project execution.

5.3.7 Finally, good planning results in better delivery of projects. As clearly indicated in the finding of Section 5.1, the experience in ECA shows some failures in implementing plans and various inconsistencies in project executions. There is almost always last-minute rush and unexpected deadline to be met and this hampers the quality of project outputs. Hence, the researcher highly recommends that there should be an early joint-integrated planning among sections of all divisions.

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