# ST. MARY'S UNVIERSITY COLLEGE

# BUSINESS FACULTY

# DEPARTEMENT OF MANAGEMENT

## PROJECT IMPLEMENTATION PRACTICE AND CHALLENGES OF ORGANIZATION FOR CHILD DEVELOPMENT AND TRANSFORMATION (CHADET)

## BY

## MULUALEM BAZEZEW

**FEBRUARY, 2012**
**SMUC**
**ADDIS ABABA**

# PROJECT IMPLEMENTATION PRACTICES AND CHALLENGES
# OF ORGANIZATION FOR CHILD DEVELOPMENT AND TRANSFORMATION
# (CHADET)

## BY

## MULUALEM BAZEZEW

## A SENIOR ESSAY SUBMITED TO THE
## DEPARTMENT OF MANAGEMENT

## BUSINESS FACULTY
## ST. MARY'S UNIVERSITY COLLEGE

## IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
## DEGREE OF BACHELOR OF ARTS IN MANAGEMENT

**FEBRUARY, 2012**
**SMUC**
**ADDIS ABABA**

# ST. MARY'S UNIVERSITY COLLEGE

PROJECT IMPLEMENTATION PRACTICE AND CHALLENGES
OF ORGANIZATION FOR CHILD DEVELOPMENT AND TRANSFORMATION
(CHADET)

BY

**MULUALEM BAZEZEW**

**FACULTY OF BUSINESS
DEPARTMENT OF MANAGEMENT**

## APPROVED BY THE COMMITTEE OF EXAMINERS

| | |
|---|---|
| _____ | _____ |
| **Department Head** | **Signature** |
| _____ | _____ |
| **Advisor** | **Signature** |
| _____ | _____ |
| **Internal Examiner** | **Signature** |
| _____ | _____ |
| **External Examiner** | **Signature** |

# ACKNOWLEDGEMENTS

First of all, I would like to thank the Almighty God for his unbounded support all the way through my life and for the successful accomplishment of this senior paper.

My special thanks goes to my advisor Ato Zellalem Tadesse for his constructive suggestions, guidance great advice and patience without which I would not have been able to successfully complete this study.

My other profound goes to my beloved family and my friends who helped me throughout the way in my endeavors.

Last, but not least my deep gratitude goes to all those who assisted me in all my education and preparation of this paper.

# TABLE OF CONTENTS

**List of Table**

**CHAPTER ONE**

# INTRODUCTION

## 1.1 Background of the Study

Project implementation involves allocation of tasks to group with in the project organization it is therefore; implementation has to be given at most important to drive the intended objectives (Desai, 2002:262).

Implementation is the most important phase of a project because it is changing the plan in to concrete project. Even though the plan of the project is very well and carefully prepared if the implementation is poor the achievement of the project goal is impossible.

Depending on the nature of he project and the organization structure the implementation of a project shall be examined under the following seven heads instating the project, specifying and scheduling work, clarifying authority, responsibility and relationships, obtaining resources, establishing control system, directing and controlling and terminating the project (Goel,2002:148).

Organization for child Development and Transformation (CHADET) is a non-governmental organization which was established in 1995. The organization works on prevention of child abuse, neglect and sexual exploitation, HIV/AIDS, adolescent reproductive health, environment, education, capacity enhancement of children and community, research, networking and public education. Chadet's direct beneficiary groups include children and young people exposed to or at risk of sexual exploitation and abuse, or orphans and vulnerable children, street and working children, as well as people and families affected by HIV & AIDS.

Chadet's indirect beneficiary groups include parents and families, individual and groups who support vulnerable children as well as local community based organizations.

A successful project implementation helps the project to meet its objectives fully and unsuccessful project implementation forbid to meet its objectives fully. To this end in this study it is tried to assess project implementation practices and its challenges of organization for child Development Transformation (CHADET)

## 1.2 Statement of the Problem

Implementation is a step where all the proper planned activities are put in to action. So it has to be done in a careful and proper manner. The main thing that has to be done before the implementation of a project is a proper planning which includes the budget, the estimated time and the man power required to finish the project. Project monitoring is also an important thing to make sure that activates are implemented as per planned (CRDA, 2009:3).

A proper project implementation enables to achieve the project's goal with in the given time and resource. This means there will not be over run of cost and time and the other important thing it enables the project to meet the expectation of its beneficiaries fully. On the other hand un proper implementation of a project lead time and cost over run.

In the case of organization for child Development and Transformation (CHADET) the student researcher conducted data preliminary discussion with the project coordinator of the organization and come up with following findings, time and cost overrun of projects is common due to this the organization is not meeting some of the objectives the project. Based on this the student researcher tried to find answer for the following research questions.
1. What is the project implementation practice of the organization?
2. What are the challenges of project implementation of the organization?
3. How is the project implementation smoothness against the project plan?
4. What is the project monitoring and evaluation practices of the organization?

## 1.3 Objective of the Study

### 1.3.1 General Objective

The general objective of the study is to assess project implementation practices and challenges of Organization for Child Development and Transformation (CHADET).

### 1.3.2 Specific Objectives

- To describe the practice of implementing projects of the organization
- To identify the challenges of project implementation of the organization
- To describe the smoothness of the project implementation against the plan
- To describe the practice of project evaluation and monitoring of the organization.

## 1.4 Significance of the Study

The student researcher believes that this study will have the following contributions to the following parties.

- It could help to create awareness on project implementation practices to organization's personnel.
- It could help to point out the gaps that the organization facing in implementing projects
- It can be used as a reference for other researchers who will conduct in – depth study on the matter.

## 1.5 Delimitation of the Study

The organization works on different projects in different regions, in Addis Ababa, Wolliso, Combolcha, South Gonder, Asela and Debertabor. However

this study focused on the project which is found in Addis Ababa, Addis Ketema sub-city which works on HIV/AIDS starting from 2008 onwards because most of the projects work on HIV/AIDS and the Addis Ketema sub-city's project is the oldest one relatively to the others and the more a recent data used it indicates the current situation of the organization.

## 1.6. Research Design and Methodology

### 1.6.1 Research Design

To realize the objective of the study mentioned and to seek answer for the research questions descriptive research method was used. This method enables the student researcher to describe project implementation practices of the organization.

### 1.6.2 Population and Sampling Technique

In this study employees and beneficiaries were considered as informant of the study. In the organization there are six employees who are working on projects and there are 398 beneficiaries. To make meaning full this study 30% of the population were selected from the beneficiaries as a sample and systematic random sampling technique was used because it was possible to get all list of the population. From the six employees four of them were taken as a sample and judgmental sampling technique was used.

| The total Population (N) | The sample size 30% of the total population (n) | The sample that is selected from the total population list until the determined size sampled achieved (K) |
|---|---|---|
| 398 | (398)*30%=119 | 398/119=3 |

Every 3rd beneficiary was taken as a member of sample until the desired sample size achieved.

### 1.6.3 Type of Data to be collected

In order to get sufficient information the student researcher used primary data.

### 1.6.4 Method of Data Collection

The Student researcher used an interview to gather data from the employees and it is structures type of interview. Both interview and questionnaire were used to gather information from the beneficiaries.

### 1.6.5 Data Analysis Method

The student researcher used the qualitative method in order to analyze/ narrate the data collected by interview and to analyze the data collected by questionnaire the quantitative approach was used. And it computed

in terms of frequency distribution and tabulated in the form of percentage.

## 1.7. Limitation of the Study

Undertaking a good research requires availability of sufficient time, money and other resources. In this study the main constraints were time and lack of availability of sufficient secondary data. However, the researcher handles and tries to make them not to affect the study's achievement.

## 1.8. Organization of the Study

This study has four chapters. The first chapter covers the introduction part. The second chapter deals with review of related literature. The third chapter covers data presentation analysis and interpretation. The fourth chapter covers summary, conclusions and Recommendation. Finally list of the bibliography is annexed.

**CHAPTER TWO**

**REVIEW LITERATURE**

## 2.1  Definition

Implementation involves allocation of tasks to groups within the project organization (Goel, 2002:146).

Implementation is the most crucial part of a project cycle because it is a process that brings the project into reality. There are some aspects of implementation that are of particular relevance to project planning and analysis. The better and more realistic a project plan is, the more likely it is that the plan be carried our and the expected benefit realized. This emphasize once again the need for careful attention to each aspect of project planning and analysis, second project implementation must be flexible so that circumstances will change an project managers must respond intelligently to these changes.

## 2.2 Project Implementation Logic

According to CRDA guide line (2009) it is possible to speak f the logic of

project implementation in which each core element of the project is the consequence of the previous and the basis for the next.

Objectives achieved through
certain outputs

| Problem Target Group |
| --- |

Outputs produced by certain
activities

| Project Objectives |
| --- |

| Project Objectives |
|---|

During the project formulation the starting point is the problem analysis, which the leads to the definition of the objectives. From objectives, the formulation proceeds to the definition of outputs, activities, and inputs. In the case of project implementation the starting point is the resources provided to carry out certain activities. Through activities, out puts are produced, objectives achieved, and the problem is solved.

## 2.3 Project Implementation Arrangement

According to the Federal Democratic Republic of Ethiopia guide line (2006) to gain a more detailed understanding of the project's institutional requirements at each stage of the project cycle it is necessary to carry out an identification of project activities and responsibilities before proposing a project implementation plan.

### 2.3.1 Identification of project Activities and Responsibilities

H.L. Harrison (1992) stated that the identification of project activities and related responsibilities is one of the first stages in implementation planning. Implementation planning involves an analysis of he individual activities (which together constitute the entire project). Their resource requirements, method of

implementation and responsible authority. As such, implementation planning is a useful source of information regarding the inbstitutional arrangements within an organization in terms of its capacity to implement a specific project. Furthermore, implementation planning using net worked analysis is a logical means of providing the manager with a variety of information which will be essential when monitoring and evaluating project progress.

## 2.3.2 Work Breakdown Structure

Work breakdown structure is a technique which breaks down a work in to its component and at the same time establishes the connection between the components on the lines of a family tree (Choudhury,124).

According to The Federal Democratic Republic of Ethiopia guide line (2006) the first stage in implementation planning is to split the project into discrete components or activates. These components can be defined as an activity or series of activates than can be carried out independently from other elements of the project. The key word in that definition is independent. Each activity must be capable of being implemented at a certain location, at a certain time and using a certain amount of resources. The process of braking down a project into its constituent activates is defined as the work breakdown structure. The work breakdown structure can usually be represented at four different levels, ranging from the whole project (Level 1) to discrete activates (Level 4) these levels are:

Level 1: The whole project

Level 2: Major project components and the management unity

Level 3: project subcomponents

Level 4: project Activities

Splitting the project into these separate structures helps the formulators to have an organization structure that suited to the particular demands of the project. Furthermore Heldman (2003) strength this point as follows breaking down the deliverables in to tasks makes the projects manager's job easier

because the work is subdivided in to small units that are easily assigned tone team member or a group of team members. You can communicate the details of the work to the right team members, manage and track project progress, and provide a way to logically group similar tasks together.

### 2.3.3 The Logical Sequence

Once the individual activates have been defined it is the role of the formulators to decide upon their order of implementation. This is a crucial planning stage and the formulators should try to follow the logical sequence of implementation to ensure that activates are allocated a correct position. Certain activates must be completed before others can begin, whilst some activates can only be started once several others have been completed. This is the logical sequence (CRDA2009:4).

### 2.3.4 Network Analysis

The tasks and their duration are the basic building blocks needed to construct a graphic picture of the project. These graphic pictures provide you with two additional pieces of schedule information about the project: The earliest time at which work can begin on each task that makes up      the project and the earliest expected compilation date of the project. This is critical information for the project manager .It will establish the earliest time the project can be completed .Once this known ,the required resources and their availability will be factored in to give a more accurate picture of project completion times(Harold, 1998:520).

## 2.4 The Project Implementation Plan

According to the Federal Democratic Republic of Ethiopia Guide line (2006) the project implementation plan covers all aspects necessary to implement the project successfully. It provides the planners with essential information

regarding implementation which can then be used to monitor project progress. The project implementation plan consists of the following components:

 ➢ Activity Description sheets
 ➢ Gantt Chart
 ➢ Project resource smoothing
 ➢ Project resource budgeting

These components constitute the project implementation plan.

## 2.4.1 Activity Description Sheets

Activity description sheets contain information concerning resource use, implementation time and responsibility for each project activity. As such they should form the basis for an analysis of the institutional arrangements for project implementation. The activity description sheet serves several useful purposes:

 ➢ It allows the various resources required by a project activity to be quantified and coasted. This is an essential element in the preparation of an overall project budget. It also allows the implementers to identify whether the resource constraints for each activity are too restrictive. If this is the case then the project budget can be altered accordingly.

 ➢ It allows the planners to see who has responsibility for implementation, supervision and authorization of the proposed activity. This will clarify the channels of communication in the organization. If any of these agents or channels appears to be incapable of fulfilling their designated role then the problem can be identified and rectified at an early stage.

 ➢ It allows the planners to make an assessment as to whether or not it will be possible to complete the activity within the designated time period. Estimation of activity duration is dependant upon a number of factors such as: expert judgment, prior knowledge, resource requirements, quantity of skilled labor available etc. it is important that activity durations are as accurate as possible because a small inaccuracy in

terms of actual duration could delay the implementation of a number of other activities.

➤ It acts as an important monitoring tool to assess actual project progress against the implementation plan.

### 2.4.2 The Gantt chart

The Gantt chart is one of the most convenient, most used, and easy –to-grasp depictions of project activities. The chart is formatted as a two-dimensional representation of the project schedule with activities shown in the rows and time shown across the horizontal axis. It can be used during planning, for resource scheduling, and for status reporting. The only down side to using Gantt charts is that they do not contain dependency relationships. Some project management software tools have an option to display these dependencies, but the result is a graphical report that is so cluttered with lines representing the dependencies that the report is next to useless. In some cases, dependencies can be guessed at from the Gantt chart, but inmost cases they are lost

(Kerzner H., 1998:554).

### 2.4.3 Project Resource Smoothing

According to Robert K. (2006). The Gantt chart enables the planners to seer when several activities have to be implemented at the same time. This will obviously place greater train on available resources (especially skilled labor). This can be problematic if several activities require the same project resource at the same time and that resource is in limited supply (vehicles, for example). Resource smoothing is a method of deciding which activities can be delayed beyond their attitude. In this task, he needs leadership capabilities, sensitivity of human nature, perceptiveness, concern for welfare of others, maturity and impartial approach, clearly this is a difficult and challenging task.

## 2.5 Pre- Requisites for Successful Project Implementation

A purpose of successful project implementation is to attain the project's foal with in the given time and resources. According to Chandra (2003) the following are pre requisites for successful project implementation.

### 2.5.1 Adequate Formulation

Often project formulation is deficient because of one or more of the following shortcoming:

- Superficial field investigation
- Cursory assessment of input requirement
- Slip-shod methods used for estimating costs and benefits Omission of project linkages
- Flawed judgments because of lack of experience and expertise
- Undue hurry to get started
- Deliberate over-estimation of benefits and under-estimation of costs.

Care must be taken to avoid the above deficiencies so that the appraisal and formulation of the project is thorough, adequate and meaningful.

### 2.5.2 Sound project Organization

A sound organization for implementing the project is critical to its success. The characteristics of such an organization are:

- It is led by a competent leader who is accountable for the project performance.
- The authority of the project leader and his team is commensurate with their responsibility
- Adequate attention is paid to the human side of he project
- Systems and methods are clearly defined.
- Rewards and penalties to individuals are related to performance.

### 2.5.3 Proper Implementation Planning

Once the investment decision is taken-and often even while the formulation and appraisal are being done it is necessary to do detailed implementation

planning before commencing the actual implementation. Such planning should, inter alia seek to:

- Develop a comprehensive time plan for various activities like land acquisition, tender evaluation, recruitment of personnel, construction of building, erection of plant, arrangement for utilities, trial production run, etc.
- Estimate meticulously the resource requirements (manpower, materials, money, etc) for each period to rely the time plan.
- Define properly the inter-linkages between various activities of the project
- Specify cost standards.

## 2.5.4 Advance Action

When the project appears prima facie to be viable and desirable, advance action on the following activities may be initiated: I) acquisition of land, ii) securing essential clearness iii) identifying technical collaborators/consultants, iv) arranging for infrastructure facilities  v) preliminary design and engineering and  vi) calling of tenders.

To initiate advance action with respect to the above activities, some investment is required. Clearly, if the project is not finally approved, this investment would represent and infrastructure outlay. However, the substantial savings (in time and cost) that are expected to occur, should the project be approved (a very likely event, given the prima facie desirability of the project) often amply justify the incurrence of such costs.

## 2.5.5 Timely Availability of Funds

Once a project is approved, adequate funds must be made available to meet its requirements as per the plan of implementation –it would be highly desirable if

funds are provided even before the final approval to initiate advance action. Piecemeal, ad-hoc, and niggardly allocation, with undue rigidities, can impair the maneuverability of the project team. It is a common observation that firms which have a comfortable liquidity position are, in general, able to implement projects expeditiously and economically. Such firms can initiate advance actions vigorously, negotiate with suppliers and contractors aggressively, organize in put supplies quickly, take advantages of opportunities to affect economies, support suppliers in resolving their problems so that they can in turn redound t the successful completion of projects, and sustain the morale of project- related personnel at a high level. (CRDA Guide line, 2005) strength this point as follows in order to carry out tasks activities certain inputs are needed. It is necessary to make careful calculations on the required input because they must be sufficient in quality and quantity and they must be available on time. Time is an extremely critical element with regarding to the provision and delivery of inputs.

### 2.5.6 Judicious Equipment Tendering and Procurement

To minimize time over-runs, it may appear that turnkey contract has obvious advantages. Since these contacts are likely to be bagged by foreign suppliers, when global tenders are floated, a very important question arises. How much should we rely on foreign suppliers and how much should we depend on indigenous suppliers? Over-dependence on foreign suppliers, even though seemingly advantageous form the point of view of time an cost, may mean considerable outflow of foreign exchange and inadequate incentive for the development of indigenous technology and capability. Over-reliance on indigenous suppliers may mean delays and higher uncertainly about the technical performance of the project. A judicious balance must be sought which moderates the out flow of foreign exchange and provides reasonable fillip to the development of indigenous technology. In any case, the number of contract should be kept t a minimum in order to ensure effective coordination.

### 2.5.7 Effective Monitoring

Crawford and Bryce (2003) definition as cited by Mark (2009) argue that monitoring is an ongoing process of data capture and analysis for primarily project control with an internally driven emphasis on efficiency of project. There authors define efficiency in this context as going the right thing that is: efficient conversion of inputs to outputs with in budget and schedule and wise use of human, financial, and natural capital. This definition emphasizes the fact that monitoring is geared mainly to project control. This is in agreement with the operational definition that looks at project control as taking corrective action and making decisions pertaining to the project by the project manager during implementation.

## 2.6. Project Organization

According to CRDA Guide line (2009) the other essential thing for successful project implementations project organization. It is necessary that all human resources are well organized in order to achieve the best results.

A project organization doesn't only mean placing people in an administrative structure. Project organization means to work for and with the people who have common objectives for their work especially in the case of a problem orientated and participatory project furthermore, there are some basic principles of project organization that should be followed. They are:

- ➢ All activities and tasks must be distributed to the people involved
- ➢ Each person must know what to-do (daily, weekly, monthly and yearly) in terms of quality and quantity. The work they do should be evaluated according to accomplishment of their tasks
- ➢ Each person must have the resources available to accomplish his/her duties.

### 2.6.1 The importance of the project organization structure

According to Narendra (1998) In order for the people involved to work efficiently and effectively to achieve project's objectives, they will have to be 'organized', that is, a project-organization structure must be created, and otherwise there will be chaos. The organization structure involves the dividing and grouping of task and people based on the project requirements and the division of labor by functional specialization, with the establishment of the lines of authority and coordination which integrate these divisions and groups.

**2.6.2 The basic elements of the design of the organization structure**

In a small project, with only a handful of people involved, the organization structure is relatively simple. The project manager directly manages all the people in one, usually mixed group. However, there are limitations on how many people one manager can directly manage, that is, how large a span of control does the manager have?

Management in the project setting, as in any other, involves the following functions:

- Organization
- Planning
- Directing
- Controlling
- Decision-making
- Integration
- Coordination

- Leadership
- Motivation
- Team-building
- Conflict management
- Welfare
- Administration
- Communication

In a large project with many people involved no one manager can directly carry out all these functions for everyone involved. Thus as soon as the size of the project, and consequently the number of people involved increases beyond that with in which a manager can reasonably exercise these functions of

management, then the people will needs be divided into groups, each with their on manager to carry out all, or some of these functions. Authority and responsibility for management functions must then be delegated from the senior or project manager to the managers of these groups. (Harrison, 1992:26)

### 2.6.3 Recruitment and management of personnel

According to the Federal Democratic Republic of Ethiopia guide line (2006) the most important input/ resource in a project is the people working in it. Thus, the selection of project personnel should be done carefully.

After the work plan is done (definition of activities, tasks, schedules, and need for inputs, including a human resources requirement), a job description for each type of work must be prepared in order to define clearly the criteria for selecting the candidates. The recruitment system must be fair and understandable for all people involved. The system must provide clear guidelines for the selection of the personnel that fit the job descriptions.

The management of the personnel must be based on clear rules concerning salaries, promotions penalties, contracting, etc these rules should be applicable to all people, including the project manager.

Each person should have a written file in which all basic information concerning that person is expressed, including the personal history during the time the person has been working in the project.

A good manager will use fully the capacity of the project personnel though good motivation.

## 2.6.4 Management of the Resources

According to Narendra (1998). The project management will have different types and quantities of resources to implement the project and the way that they are used will influence the:

- Accomplishment (totally, partially, or not at all) of the outputs and objectives; and
- Cost – efficiency of the activities

Good project management means to achieve the outputs and objectives at a minimum cost including cost effectiveness.

### 2.6.5 Management of Accounting and finances

This is also a very critical and sensitive matter in project implementation. All incoming and outgoing funds must be recorded and clearly explained when necessary.

An accounting system which provides accurate cost information is necessary in order to be informed of the cost levels of the project and thus have an idea of the efficiency of the operations. (CRDA, 2009).

## 2.7 Reasons for unsuccessful project implementation

There are numerous common factors responsible for the ineffective implementation of projects (Goel, 2002:163). According to Goel (2002) the following are the most common ones.

- Lack of perspective project planning
- Delays in obtaining approval on various aspects of project form the concerned agencies.
- Political expediency and vested interests
- Wrong assignment of project manger
- Delays in getting foreign technical assistance (men money, materials, and know how)
- Frequent transfers and heavy turnover
- Under staffing and over staffing
- Diffusion of implementation responsibilities across the various agencies
- No clarify about authority and responsibility relationships
- No mechanism for cooperation and coordination of the activities of all connected agencies

- Non availability of materials
- Non commitment of financial resources
- Changes in government fiscal and licensing policies
- Integrated cost planning, budgeting and accounting missing
- Unrealistic scheduling
- No emphasis for monitoring implementation process
- No parameters for direction and control
- Lack of integrated management information and reporting system
- Poor quality control
- Frequent changes in the designs, drawing and specific nations
- Various contractual problems
- Accidents during execution
- General apathy to application of modern management techniques
- No liaison between projects, academics and research laboratories
- Changing project priorities
- Too many similar projects under way at a time.

# CHAPTER THREE

This chapter is concerned with the presentation and analysis of data that were obtained from the questionnaire distributed and interview made. The student

researcher has classified the respondents in to groups. These two groups are beneficiaries and employees of the organization.

Based on the data gathered from primary and secondary sources the following analysis is made.

## 3.1 Characteristics of the Respondents

The sample size of 119 beneficiaries and four employees were determined and the researcher distributed 119 questionnaires to the beneficiaries. Out of the 119 questioners 97 questionnaires are completed and returned. On the other hand four of the employees were interviewed and give the necessary data.

The data gathered from using questionnaires is presented and analyzed as follows:

**Table 1.  General Characteristics of the respondent**

| No | Item | No | Percent |
|----|------|----|---------|

| | | | |
|---|---|---|---|
| 1 | Sex | | |
| | A. Male | 43 | 44% |
| | B. Female | 54 | 56% |
| | **Total** | **97** | **100** |
| 2 | Age of the respondent | | |
| | A. 18-28 | 31 | 32% |
| | B. 29-39 | 38 | 39% |
| | C. 40-50 | 16 | 16% |
| | D. 51-64 | 9 | 9% |
| | E. Above 64 | 3 | 3% |
| | **Total** | **97** | **100** |
| 3 | Marital status | | |
| | Married | 71 | 73% |
| | Unmarried | 26 | 27% |
| | **Total** | **97** | **100** |
| 4 | Number of Children | 27 | 28% |
| | 1-3 | 36 | 37% |
| | 4-7 | 9 | 9% |
| | 7-10 | - | - |
| | Above 10 | 25 | 26% |
| | Other | | |
| | **Total** | **97** | **100** |
| 5 | Educational Background | 15 | 15% |
| | 8th Grade | 28 | 30% |
| | 10th Grade | 32 | 33% |
| | 12th Grade | 14 | 14% |
| | Certificate | 8 | 8% |
| | Diploma | - | - |
| | BA Holder | 12 | 12% |
| | Other | | |
| | **Total** | **97** | **100** |

As indicated on the above table item 1 the sex groups of the respondent beneficiaries, out of 97 respondents 43 (44%) are male and the remaining

54 (56%) are female. This shows that the number of female respondents exceed the male respondents.

From the above table item 2 we understood that 31 (32%) of the respondents lies between the age of 18-28, 38 (39) % of the sample population are between the age of 29-39, 16 (16%) of the respondents are between age range of 40-50, while 9(9%) are between the age range of 51-64 and the rest 3(3%) respondents are above the age of 64.

Item 3 on the same table shows that the beneficiaries of the organization are mostly young people. It is very clear that young people have a potential to contribute for the development of a country's economy. So assisting these young people create a positive impact on the economy of the country.

In analyzing the data presented on item 3 which is found on the same table 71(73%) of the beneficiaries are married and 26 (27%) of the beneficiaries are unmarried which indicates most of the beneficiaries have a family responsibility.

As it is indicated in item 4 of the above table 27 (28%) of the respondents have 1-3 children and 36(37%) of the respondent have 4-7 children from the total 97 respondents only 9(9%) have 7-10 children and there is no respondent who have children above 10 25 (26%) of the respondent have no children. This result implies most of the beneficiaries have children.

Item 5 shows the educational back ground of the selected sample beneficiaries. Majority of the respondents are 10th grades and 12th grade completed which is 28(30%) and 32(33%) respectively. on the other hand 14(14%) of the respondents have certificate and 15(15%) are 8th grade, the other 8(8 %) of the respondents are diploma holder .The rest 12(12%) are respondents whose educational level is under 8th grade .This findings imply that most of the beneficiaries have a potential to continue their education.

**Table 2. Responding answers on Services given by the organization to its beneficiaries**

| No | Item | Alternatives | No | Percent |
|---|---|---|---|---|
| 1 | Does the organization provide you medical care? | Yes<br>No | 71<br>26 | 73%<br>27% |
| | **Total** | | **97** | **100** |
| 2 | Did the Organization give you an education on HIV and other issues? | Yes<br>No | 97<br>- | 100%<br>- |
| | **Total** | | **97** | **100** |
| 3 | How many times in a year? | 4<br>6 | 35<br>62 | 36%<br>64% |
| | **Total** | | **97** | **100** |
| 4 | Do you think that this education helps you to have enough knowledge about HIV/AIDS? | Yes<br>No | 41<br>56 | 42<br>58 |
| | **Total** | | **97** | **100** |
| 5 | Did the organization give you counseling service? | Yes<br>No | 45<br>52 | 46<br>54 |
| | **Total** | | **97** | **100** |
| 6 | Did the organization provide you a food? | Yes<br>No | 57<br>40 | 59<br>41 |
| | **Total** | | **97** | **100** |
| 7 | How do you rate the organization activity regarding of shelter program? | Very good<br>Good<br>Fair<br>Bad<br>Very Bad | -<br>12<br>15<br>58<br>12 | -<br>12%<br>16%<br>60%<br>12% |
| | **Total** | | **97** | **100** |
| 8 | How do you a rate the organization activities regarding of education program? | Very good<br>Good<br>Fair<br>Bad<br>Very Bad | 8<br>21<br>17<br>51<br>- | 8<br>21<br>18<br>53<br>- |
| | **Total** | | **97** | **100** |
| 9 | Does the organization provide you an opportunity for a job or helping you for searching a job? | Yes<br>No | 15<br>82 | 18<br>85 |
| | **Total** | | **97** | **100** |
| 10 | If you have a family do your family helped by the organization? | Yes<br>No | 57<br>42 | 58<br>42 |
| | **Total** | | **97** | **100** |

As the result shown in the above table for item 1, 71 (73%) of the respondents respond that they will get a medical service from the organization and 26 (27%) of the respondent replied that they didn't get medical service from the

organization. This result indicates that the organization's activity in this area is good .However, still there is a gap.

The result of item 2 on the same table implies that 100% of the respondents agree on the offering of an education about HIV and other issues by the organization.

Item 3 of this table indicates that 35(36%) of the respondent respond that they get an education service on HIV and other issues 4 times in a year which means every 3 month in a year and the mass of respondents i.e. 62(64%) of the respondent said that they get this service six times in a year which means every two month in a year. The stated result shows that the service is not uniform to all the beneficiaries. Beside that the time interval to give the education is wide. An education on HIV has a great impact on changing attitudes towards the disease as well as it creates awareness.

It is indicated on the above table item 4 that 41(42%) of the respondents agree that they obtain enough knowledge about HIV/AIDS from education that is offered by the organization. On contrast 56(58%) of the respondent's didn't agree. It has to be highlighted that it is very important to give strong education about HIV because the more they know about it the more they protect them selves from things that affect their health in addition they become morally strong which is very important for them and for the society also because these people are part of the society.

Item 5 Shows that 45 (46%) of the respondent get counseling service but when take the highest no of respondent which is 52(54%) didn't get a counseling service from the organization. Counseling is also important for HIV patients it helps to get relief when they are stressed or they are in trouble .In addition Counseling is one part of medication.

As it is indicated in the above table of item 6the organization provides food for 59% of its beneficiaries and for the other 41% it doesn't offer this service. Now days a cost of food items is increasing in alarming rate and these people, beside medical care they have to take a balanced diet in order to resist the virus. Even though 51% are the respondents are beneficiary from this service 41% of the respondent didn't get this service and it is a big gap.

As per the reply of the respondent for the open ended question to mention the time interval, it is 12 times in a year, which means every month.

Item 7 on the same table implies that most of the respondents which is 58 (60%) rate the activity of the organization regarding of shelter program bad 15(16%) reply that it is fair .On the other hand 12(12%) of the respondent agree that the organization activity regardless of this area is good .The rest 12(12%) rate this activity very bad. These results indicate that the organization in this area is bad.

As it is shown in the above table item 8 that 8 (8%) of the respondents rates the organization's activities regardless of education very good, 23(23%) of the respondents rate the organization activities good, 17(18%) of the respondents rate fair and 51(53%) of the respondent rate bad and there is no respondent rate very bad. It implies that more than 50% of the respondent unsatisfied with the activity of the organization regardless of education program. Education is very essential for personal development, social development as well as for a country development and most of the beneficiaries of this organization are young people who have a potential to learn and change them selves the society and their country development also.

Item 9 shows that 15% of the respondent are beneficiaries from the organization's of job offering or help for searching a job on the other hand 85% of the respondent which means majority of the respondent are not a beneficiaries of this offering. The organization has to emphasis on this area

because most of the beneficiaries are young and who have a family responsibility.

As it can be seen on the above table item 10, 57(58%) of the respondents reply that their families are helped by the organization .The rest 42(42%) disagree with this answer.

**Table 3. Corresponding Responses towards service consistency and speed of the organization**.

| No | Item | Alternatives | No | Percent |
|---|---|---|---|---|

| 1 | How do you rate the consistency support that you get from the organization? | Very good | - | - |
|---|---|---|---|---|
| | | Good | 11 | 12 |
| | | Fair | 14 | 14 |
| | | Bad | 52 | 54 |
| | | Very bad | 20 | 20 |
| | **Total** | | **97** | **100** |
| 2 | How do you rate the speed of service that you get from the organization? | Very good | - | - |
| | | Good | 15 | 15 |
| | | Fair | 16 | 17 |
| | | Bad | 48 | 49 |
| | | Very bad | 18 | 19 |
| | **Total** | | **97** | **100** |
| 3 | How do you rate the willingness of the staff to help you? | Very good | 35 | 36 |
| | | Good | 38 | 39 |
| | | Fair | 24 | 25 |
| | | Bad | - | - |
| | | Very bad | - | - |
| | **Total** | | **97** | **100** |

Service consistency means giving the same standard service from time to time and from person to person, when we see the above table item 1,52(54%) of the respondent rate the organization's service consistency bad and 20(20%) of the respondents rate the very bad, 14% and 12% of the respondents rate fair, and good respectively and non of the respondent rate very good. This indicates that the service consistency of the organization is poor.

Item 2 on the above table implies that the speed of the organization needs a big improvement. When we see the respondents answer non of the respondent rate very good and15 (15%) the respondent said that it is good, 17(17%) reply that it is fair another 48(49%) of the respondents agree that it is bad and the rest 19(19%) rates the service consistency very bad .In this case the service delivery

is very sensitive because these people need a basic thing like counseling, medication and soon, so this issue has to be highlighted.

As it is shown on the same table item 3, the willingness of the staff to help the beneficiaries is good. When we put it in a figure 35(36%) of them respond that it is very good, 24(25%) of the respondents said that it is good and 38(39%) agree that it is fair. No respondent rate bad or very bad. It is very clear that the willingness of the staff to help them create for the beneficiaries a good imprecision which shows them there is somebody who loves and cares for them so it has to be encouraged.

**Table 4. Corresponding Reponses on participation of beneficiaries on the project activities**

| No | Item | Alternatives | No | Percent |
|---|---|---|---|---|

| 1 | Did you have participation on the planning of the project? | Yes<br>No | -<br>97 | -<br>100 |
|---|---|---|---|---|
|  | **Total** |  | **97** | **100** |
| 2 | Does the organization communicate you about the objective of the project | Yes<br>No | 72<br>25 | 75<br>25 |
|  | **Total** |  | **97** | **100** |
| 3 | How do you rate the organization's activities regardless of gathering comment about its Performance from beneficiaries | Very good<br>Good<br>Fair<br>Bad<br>Very bad | -<br>18<br>66<br>13<br>- | -<br>19<br>68<br>13<br>- |
|  | **Total** |  | **97** | **100** |
| 4 | How do you rate the organizations activity regardless of communicating its beneficiaries about the achievement or faire of the project | Very good<br>Good<br>Fair<br>Bad<br>Vary Bad | -<br>19<br>64<br>14<br>- | -<br>20<br>66<br>14<br>- |
|  | **Total** |  | **97** | **100** |
| **5** | How do you rate the willingness of the managements to correct the weak side of the project? | Very good<br>Good<br>Fair<br>Bad<br>Very bad | -<br>16<br>8<br>60<br>13 | -<br>17<br>8<br>62<br>13 |
|  | **Total** |  | **97** | **100** |

Item 1 in the above table show that all of the respondents which means 97(100%) of the respondents replay that they have no participate on the planning of the project. It indicates that the organization totally ignores participation of it's beneficiaries on the project planning. It is very clear that a good planning of a project is a base for successful project implementation and for a good planning the participation of target group or beneficiaries of the project is mandatory.

Item 2 in the same table indicates that, 72(75%) which means majority of the respondent replay that the organization communicate the objective of the project to its beneficiaries. The rest 25(25%) of the respondents did not agree with this

Item 3 on this table show that 18(19%) of the respondent rate good, 66(68%) of the respondent rate fair, and 13 (13%) of the respondent rate bad for the activity of the organization regardless of gathering comments about its performance from the beneficiaries.

As can be seen in this table of item 4 majority of the respondents.
i.e. 64(66%) replied that the organizations activity regardless of communications about the failure or achievement of the project to its beneficiaries is fair, and 19(20%) of the respondents replay that it is
good. However, the 14(14%) of the respondents rate this activity of the organization bad.

As can be observed on item 5 majority of the respondent i.e. 60(62%) respond that the willingness of the management to take corrective actions is bad. On the other hand 16(17%) of the respondent replay that the willingness of the managements regardless of taking corrective actions is good. While the rest 8%, 13(13%) answered the above question fair and very bad respectively.
For successful project implementation after comments are gathered and the weak side of the project is identified it is mandatory to take corrective action. Unless corrective actions are not taken there is no use of identifying the problem.

**Table 5. The organization performance against its plan**

| No | Item | Alternatives | No | Percent |
|---|---|---|---|---|

| 1 | How do you rate the organization's performance against its plan? | Very good | - | - |
|---|---|---|---|---|
| | | Good | 10 | 10 |
| | | Fair | 27 | 28 |
| | | Bad | 54 | 56 |
| | | Very Bad | 6 | 6 |
| | **Total** | | **97** | **100** |

As the above table implies that majority of the respondent 54(56%) replay that the organization performance against its plan is bad 27(28%) of the respondent replay that fair, 10(10%) of the respondent respond that it is good and 6(6%) which is insignificant in number replay that it is very bad. This indicates that the organizations performance against its plan is poor.

On the other hand the researcher pose question to the beneficiaries how they know about the plan of the organization if they don't have a participation and the respondent reply that the beneficiaries have got a chance to see the documents such as guideline of the project which have the plan of the project, beside that they get information from employees about the projects plan and objective.

More over, as per the words of respondents in the open ended questions they said that bad/very bad, because the organization is not satisfying their need at it is stated or putted on the organization's objective.

**Table 6. Response on the organizations performance against its beneficiary's Expectation.**

| No | Item | Alternatives | No | Percent |
|----|------|--------------|-----|---------|
| 1 | Does the benefits you get from the organization your expectation? | Yes | 23 | 24 |
| | | No | 67 | 69 |
| | | I don't know | 7 | 7 |
| | **Total** | | **97** | **100** |

As it can be seen on the above table 67(69%) of the respondent said that the organization doesn't meet their expectation on the other hand 23(24%) of the respondent replay that the benefits they got from the organization meet their expectation. The rest 7(7%) don't to give any comment.

As per the replay of the respondent in the open ended question they said no, as they told about the objective of the project they expect more benefits but the organization can't to fulfill their expectation.

It is very easy to see from the above result that the organization is not fulfilling the expectation of its beneficiaries. Because the organization promises to give services which are mentioned on Table 2 in the previous pages.

**Analysis of Interview questions**

As the part of the effort in assessing the project implementation of organization for child development and transformation (CHADET), this research paper attempts to underline the findings through an interview made with the organization employees who work on the project.

- For the question asked by the researcher about the participants in designing the project, the employees respond that the participants in designing the project are a few employees who work on the project and representative of the donors of the project. In addition they highlight that there is no participation of the beneficiaries.
- There is a question raised by the researcher that if there are enough project expertise who works on the project. According to the employees there are only few project expertise who works on the project .Because of this there is load of work and works that have to be done carefully are not working carefully.
- For the researcher question about the extent of the coordination of team members of the organization, the employees respond that even though there are few team members there is a high coordination between them.
- Responding to the source of finance the organization is funded by donors out side Ethiopia. The respondents add that some times individuals who are interested in the vision of the project will fund the project.
- While answering the question to what extent is the project performing to satisfy its beneficiaries, they notified that the project is highly performing to satisfy it's beneficiaries but some constraints lack of fiancé, and expertise unable to satisfy its beneficiaries.
- Responding to the practice of project evaluation and monitoring of the organization projects evaluated at the end of the project and mainly internal bodies evaluate the project. When the clarifying about monitoring of projects of the organization it is a little bit weak .Even though comments are gathered about the performance of the organization from the beneficiaries the comments will not organized and analyzed for the purpose of monitoring

and it is not consistent and they reason out that it is because of not having enough project expertise.

➢ According to the employees the project focus on preliminary studies is weak.

➢ For the question raise for the employees about weather the organization is fulfilling the need of its target group or not the employees respond that the organization is not satisfying its target group.

➢ Clarifying the question about the extent that projects ended as the plan regardless of time and fiancé, it is very low and cost over run and time over is of project is common in the organization.

➢ Responding the organization challenges to implement its plan properly, one of the major challenges is availability of fund on time and on sufficient amount the second one is lack of expertise of project.

# CHAPTER FOUR

# SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The aim of the study is to assess the practices of project implementation and challenges of organization for child development and transformation (CHADET). To accomplish this study some basic questions were raised, related literature were reviewed, relevant interview conducted and more over 119 questionnaires were distributed to beneficiaries. The data obtained were presented and analyzed qualitatively and quantitatively. Based on the analysis and findings, the following summaries were prepared, conclusions are drawn and recommendations were forwarded.

## 4.1 Summary of Major Findings

➢ The study indicates that more than half of the beneficiaries i.e.67 (69%) are not satisfied with services or benefits they got from the organization.

➢ Concerning the service consistency that delivered to its beneficiary, most of the beneficiaries which mean 74% are unsatisfied. While 26% are satisfied.

➢ 67(68%) of the beneficiaries which means the majority group are not happy with the speed of the service they got from the organization.

➢ As the study implies, the organization is not addressing the entire target group.

➢ Even though 87% of the respondents are satisfied with the organization's activity regardless of gathering comment from them about its performance and communicating about its objectives, 75 % are not satisfied with the willingness of the management to take corrective action.

➢ Concerning the staff willingness to help them, all of the respondents are satisfied.

➢ The study implies that there is high coordination of teams in the organization.

➢ The organization is not performing as per its plan due to the challenges of in sufficient fund, lack of availability of fund on time and lack of enough project expertise.

> As the study indicates that projects are not ended as per the estimated time and budget.

## 4.2 Conclusions

The researcher finally comes with the following conclusion in the basis of findings.

> There is no participation of the beneficiaries or the target group on the planning of the project. This lead the organization unable to satisfy its beneficiaries. Proper planning need a participation of beneficiaries/ target groups, employees, and donors as well as government, when we take to the case of CHADET there is no participation of beneficiaries which is very important. So it creates dissatisfaction of the beneficiaries regardless of the service they got from the organization.

> The organization did not focus on preliminary studies which leads project not to perform its activity as per the plan and not to finish projects as per the estimated time and budget.

> There is lack of project expertise and there is no clear and consistent guide line of project monitoring and evaluation in the organization so that project monitoring and evaluation activities are not applying properly. Gathering comments about a performance of a project from beneficiaries, employees, donors and community is one part of the monitoring activity but the data has to organize and analyzed in order to fulfill the monitoring activity   As the results indicates the data obtained from the beneficiaries does not organized and analyzed for monitoring purpose and it lucks consistency. Monitoring and evaluation helps in order to control whether the project is working as the plan or not. when we see this organization, one of  the reasons for not performing as the per the plan is  of poor project evaluation and monitoring of the project.

> The managements are not willing to take corrective action after gathering comments from the beneficiaries due to his the organization can't perform as per the objective of the project. After identifying a problem

remedial action has to be taken unless finding the problem is not only the solution.

➢ Insufficient fund and lack of fund availability on time are also challenges for the organization not implementing projects as per the plan.

## 4.3 Recommendations

The project implementation practices and challenges of organization for child development and transformation (CHADET) were interpreted, summarized and concluded. Based on the conclusion drawn the student researcher has forwarded the following recommendations.

➢ The organization firstly should focus on preliminary studies because it enables to design a proper project plan beside that it helps to do accurate estimation on projects time and budget to finish the activities.

➢ Project planning covers the following areas planning the project work, planning the man power and organization, planning the money, planning the information system. On base of this a proper planning is one of the pre-request for successful project implementation so the organization should give a weight on the planning of the project and beneficiaries should participate on the planning activity.

➢ The organization should give emphasis on monitoring and evaluation because effective monitoring and evaluation help the organization to see the deviation of the plan and the performance, to analyses emerging problems and the most important thing is to take corrective action.

➢ After identifying the problem the managements should look alternatives in order to give solution for the problems.

➢ The organization should hire more project expertise.

➢ When works are loaded the organization should have a practice of giving some portion of work to other party or giving a contract to other party.

➢ To overcome the insufficient of funds for the project the organization should look another way of getting funds such as other additional donors, asking government support. To do that firstly the organization should introduce

about it's mission, vision by medias, posters, flyers and soon so it can attract individuals, government or other bodies who can support the mission if the organization.

# BIBLIOGRAPHY

Chandra P. (2004): **Project Management** Planning, analysis selection, Financing implementation and Review: Tata Mc Graw –Hill Publishing. New Delhi

Choudhury S. (1988): **Project Management** :Tata Mc Graw-Hill.  New Delhi

Crawford P & Bryce P. (2003): **Project monitoring and Evaluation** A method of enhancing the efficiency and effectiveness of aid project implementation. Internal Journal of project management.

CRDA (2009) **Project Implementation** Guide line. Addis Ababa.

Goel B.B (2002)  **Project Management** principles and Techniques: Deep and Deep publications. New Delhi

Harrison F.L (1992): **Advance project Management** A structure approach: Gower publishing company. England.

Kerzner H. (1998): **Project Management**. A systems Approach to Planning, Scheduling and controlling: Jon Willey & Sons publishing. Canada.

Narendra S. (1998): **Project management** and control: Himalaya Publishing House. Mumbai.

The Federal Democratic Republic of Ethiopia (2006): **Project Management Guide Line.** Addis Ababa.

Deasai V. (2000): **Project management and Entrepreneurship:** Himalaya Publishing house .Mumbai.

Robert W. (2006): Effective **Project management** Effective Soft ware project Management: Wiley Publishing Inc. USA.

# Appendices

**Appendix -A**
**St. Mary's university collage**
**Facility of Business**
**Department of Management**

This questionnaire is prepared by a student of St.Mary's University College in order to assess the project implementation practice and challenges of CHADET for the purpose of partial fulfillment of the requirements for bachelor of art degree in management. The student researcher would appreciate your genuine answer for the following question and also your cooperation for filling this question.

**I. General characteristics of the respondents**

1. Sex

   Male ☐                     Female ☐

2. Age

   18-28 ☐          29-39 ☐     40-50 ☐

   51-64 ☐          Above 64 ☐

3. Marital Status

   Married ☐                  Unmarried ☐

4. Number of children that you have

   1-3 ☐       4-7 ☐       7-10 ☐     Above 10 ☐    Other ☐

5. Educational Background

   8th Grade ☐                Certificate ☐        Other ☐

   10th Grade ☐               Diploma ☐

   12th Grade ☐               BA Holder ☐

## II. Questions related to Study

1. Does the organization provide you medical care?

   Yes ☐          No ☐

2. Did the organization give you an education about HIV and other issues?

   Yes ☐          No ☐

3. If the answer is yes to question 2 how many times in a year?

   _____

4. Do you think that this education helps you to have enough knowledge about

   HIV/AIDS?

   Yes ☐          No ☐

5. Did the Organization give you a counseling service?

   Yes ☐          No ☐

6. Did the organization provide you a food?

   Yes ☐          No ☐

7. If the answer is yes to question no 6 many time in a year?

   _____

8. How do you rate the organization activity regarding of shelter Program?

   Very good ☐   Good ☐   Fair ☐   Bad ☐   Very bad ☐

9. How do you rate the organization activity regardless of education Programs?

   Very good ☐   Good ☐   Fair ☐   Bad ☐   Very bad ☐

10. Does the organization provide you an opportunity for a job or helping you

    for searching a job?

    Yes ☐          No ☐

11. If you have a family does your family helped by the organization?

Yes ☐ No ☐

12. How do you rate the consistency of support that you get from the organization?

Very good ☐ Good ☐ Fair ☐ Bad ☐ Very bad ☐

13. How do you rate the speed of service that you get from the organization?

Very good ☐ Good ☐ Fair ☐ Bad ☐ Very bad ☐

14. How do you rate the speed of service that you get from the organization?

Very good ☐ Good ☐ Fair ☐ Bad ☐ Very bad ☐

15. Do you have participation on the planning of the project?

Yes ☐ No ☐

16. If the answer is yes to question 15 please mention the areas?

_____

17. Does the organization communicate you about the objective of the project?

Yes ☐ No ☐

18. How do you rate the organization's activities regardless of gathering comments about its performance from beneficiaries?

Very good ☐ Good ☐ Fair ☐ Bad ☐ Very bad ☐

19. How do you the organization's activity regardless communicating its beneficiaries the achievement or failure of the project?

Very good ☐ Good ☐ Fair ☐ Bad ☐ Very bad ☐

20. How do you rate the willingness of the management to correct the weak

   side of the project?

   Very good ☐    Good ☐    Fair ☐    Bad ☐    Very bad ☐

21. How do you rate the organization's performance against its plan?

   Very good ☐    Good ☐    Fair ☐    Bad ☐    Very bad ☐

22. If your answer is bad/very bad for question 21 please mention the reason?

   _____

23. Does the benefits you from the organization meet your expectation?

   Yes ☐         No ☐         I don't know ☐

24. If your answer no for question 23 please mention the reason?

   _____

# Appendix - B

●●●● ●●●● ●●●●●● ●●●
●●●● ●●●●
●●●●●● ●●●●●●●

●● ●●●● ●●●●●● ●●●●● ●●●● ●●●●●● ●●● ●●●●● ●●● ●●● ●●●●●● ●●● ●●●
●●●●●● ●●●● ●●● ●●●● ●● ●●● ●●●● ●●●● ●●● ●●●● ●●●●● ●●●●●●● ●●●●
●●●●●● ●●●● ●●●● ●●●●● ●●●● ●●● ●●●●●● ●●●●
●●●● ●●●●● ●●● ●●● ●●●●● ●●●● ●●● ●●● ●●●● ●●●●● ●●●● ●●● ●●●●●
●●●●●●●● ●●●●● ●●●●● ●●●● ●●● ●●● ●●● ●●●●●● ●●●●● ●●●●●●●
●●●●●●●●
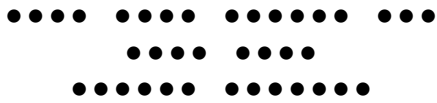
1. ●●

     ●●● ☐        ●● ☐

2. ●●●

  18 –28 ☐  29 –39 ☐  40–45 ☐   ☐4    ☐

  ●●●

3. ●●●● ●●●

  ●●● ☐    ●●●● ☐

4. ●●●● ●●●

  1 –3 ☐  4–☐  ☐  ●1☐●

  ●● ●● ————————————————————————————————————————————
————————————————————

5. ●●●●●● ●●●

  8● ●●● ☐  ●●●●●● ☐ ●● ☐
  10● ●●● ☐  ●●●●
  12● ●●● ●●●● /●●●● ☐

2. ●●●● ●● ●●●●● ●●●●●

  2.1 ●●●● ●●●●● ●●●●●● ●●●●?

    ●● ●●●● ☐ ●●●●● ☐

●●●● ●● ●●●●● ●● ●●● ●●●● ●●●● ●●●●● ●●●●?

    ●● ●●●● ☐ ●●●●● ☐

3. ●●●● 2 ●●● ●●●● ●●● ●●●● ●●● ●●● ●●?

  ————————————————————————————————————————————————
——————————————————————————————————————

4. ●●●● ●●●●●●● ●● ●●●● ●●●● ●●●●● ●●●●●● ●●●●●● ●●●●●● ●● ●●●●
  ●●●●●● ●●●●● ●●● ●●●●?

  ●●●●● ☐ ●●●●● ☐

5. ●●●● ●●●● ●●●●●● ●●●●?

  ●● ●●●●● ☐●●● ☐

6. ●●●● ●●●● ●●●● ●●●●?

  ●● ●●●● ☐ ●●●●● ☐

7. •••• 6 ••• •••• ••• •••• ••• ••?

   _____

   _____

8. ••••• •••••••• ••••• •••••• •••••••• ••••••• ••••• ••?

   ••• •• ▭ •• ▭▭•• ▭

   ••• ▭ ••• ••• ▭

9. ••••• •••••••• •••••• ••• •••••• ••••••• ••••••• ••••• ••?

   ••• •• ▭ •• ▭ ••• ▭

   ••• ▭ ••• ••• ▭

10. ••••• ••• •••• ••••• ••• ••• •••••••• ••• ••••••• ••• ••••••?

   •• •••••• ▭ ••••••

11. ••••• ••••• •••• ••••••• ••••?

   •• ••••• ▭ ••••• ▭ ▭

12. ••••• •••••••• ••••• •••••• •••• ••• ••••• ••••• ••• •• •••

   ••••?

   ••••• ▭ ••••• ▭

13. ••••• •••••• •••••• •••••• ••••• •••• ••••••?

   ••• •• ▭ •• ▭ ••• ▭

   ••• ▭ ••• ••• ▭

14. •••••• ••••• ••••• ••••• ••••• ••••••• ••••• ••••••?

   ••• •• ▭ •• ▭ ••• ▭

   ••• ▭ ••• ••• ▭

15. ••••• ••••••• ••• •••• ••••• •••••?

   •• ••••• ▭ •••••• ▭

16. ••••• 15 •••• •• •••• ••• •• •• ••••••• ••••••?

   _____

   _____

17. ••••• ••••••••• ••• •• ••••• ••••?

   •• ••• ▭ •••• ▭

18. ••••• ••••• ••• •• ••••••• ••••••• •••••• •••••••• ••••••• ••••

   ••••?

   ••• •• ▭ •• ▭ ••• ▭

   ••• ▭ ••• ••• ▭

19. ••••• •••••••• ••••• •••••••• •• ••• ••• ••• •••••?

   •• •••••• ▭ •••••• ▭

20. ⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯?

⋯⋯ ▭ ⋯ ▭ ⋯ ▭

⋯ ▭ ⋯⋯ ▭

21. ⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯?

⋯⋯ ▭ ⋯ ▭ ⋯ ▭

⋯ ▭ ⋯⋯ ▭

22. ⋯ 21 ⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯⋯?

-----------------------------------------------------------------
-------------------------------------

23. ⋯⋯⋯⋯⋯⋯⋯?

⋯ ▭ ⋯⋯ ▭ ⋯⋯ ▭

24. ⋯ 23 ⋯⋯⋯⋯⋯⋯⋯⋯?

-----------------------------------------------------------------
-------------------------------------

## Appendix - C

### St. Mary s university collage
### Facility of Business
### Department of Management

**Interview question to the employees**

This interview is prepared by a student of st.mary's University College in order to assess the project implementation practice and challenges of CHADET for the purpose of partial fulfillment of the requirements for bachelor of art degree in management. The student researcher would appreciate your genuine answer for the following question.

1. Who are the participants in designing the project?

2. Do you think there is enough project expertise who works on the project?

3. To what extent there is coordination of team members in the organization?

4. What are the sources of fiancé of the organization?

5. To what extent is the project performing to satisfy its beneficiaries?

6. What is the practice of projected valuation and monitoring of project of the organization?

7. To what extent the organization focus on preliminary study of project?

8. Do you think that the fulfilling the need of its target group?

9. To what extent the project is ended as the plane regardless of time and finance?

10. What are the organizations challenges to implement its plan properly?

## DECLARATION

I, The Undersigned, Declare that this senior essay/project is my original work, prepared under the guidance of Zellalem Tadesse. All source of materials used for the manuscript have been dully acknowledged

NAME                    _____

SIGNATURE            _____

PLACE OF SULBMMISSION _____

DATE OF SUBMISSION    _____

# SUBMISSION APPROVAL SHEET

This paper has been submitted for examination with my approval as an advisor.

NAME: _____

SIGNATURE: _____

DATE: _____