



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
SCHOOL OF BUSINESS**

**ASSESSMENT OF FACTORS AFFECTING SUCCESSFUL
IMPLEMENTATION OF URBAN PRODUCTIVE SAFETY NET JOB
PROJECT (UPSNIJ) IN ADDIS ABEBA: THE CASE OF AKAKI KALITY
SUB-CITY**

BY

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JANUARY 2024

ADISS ABEBA. ETHIOPIA

**ASSESSMENT OF FACTORS AFFECTING SUCCESSFUL IMPLEMENTATION
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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES
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DECLARATION

I, the undersigned, hereby declare that the work entitled “Assessment of Factors Affecting Successful Implementation of Urban Productive Safety Net and Job Project (UPSNJP) in Addis Ababa: the case of Akaki Kality Sub-city” is the outcome of my effort and study and that all source of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and Suggestion of my research advisor.

This study has not been submitted for any degree in this University or any other university

Declared by LIDYA SISAY

Name of Advisor: Misganaw Solomon (PhD)

St. Mary’s University, Addis Ababa

JANUARY 2024

Signature_____

LETTER OF CERTIFICATION

This is to certify that Lidya Sisay has conducted this project work entitled “Assessment of Factors affecting successful implementation of Urban Productive Safety Net and Job Project (UPSNJP) in Addis Ababa: the case of Akaki Kality Sub-city” under my supervision. This project work is original and suitable for submission in partial fulfillment of the requirement for the award of a Master of Arts Degree in Project Management.

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Figure 1 Map of Akaki-Kality sub-city**Error! Bookmark not defined.**

List of ACRONYMS

ADB	Africa Development Bank
EDA	Emmanuel Development Association
FGDs	Focus Group discussion
GOE	Government of Ethiopia
IDA	International Development Association
JCC	Jobs Creation Commission
JOBFSA	Federal urban Job Creation and Food Security Agency
KIIs	Key Information Interviews
M&E	Monitoring and Evaluation
MOLSA	Ministry of Labor and Social Affairs
NGOs	Non Governmental Organizations
PDS	Permanet Direct Support
PPS	Project for Public Spaces
PUM	Program Usage Manual
RBM	Result Based Management
SPSS	Statistical Package for the Social Sciences
UJCFSP	Urban Job Creation and Food Security Program
UNICEF	United Nations International Children's Emergency Fund
UPSNJP	Urban Productive Safetynet and Job Project
USAID	United States Agency for International Development

ABSTRACT

The main purpose of the study were to evaluate the factors that influence the successful implementation of UPSNJP in Akaki Kality Sub-city, Addis Ababa as a reason it was anticipated that complications would arise regarding the planning, execution, and control (implementation) of the project. The study utilized a descriptive research design to examine the factors that were found to affect the project's success in Akaki Kality Sub City. The data were gathered from primary sources through structured questionnaire, open-ended questionnaire and interview. The primary method of data collection was through questionnaires administered to 320 respondents. The collected data was analyzed using descriptive statistics and content analysis. The study was adopted mixed research approach in order to obtain different but complementary data on the same topic. The findings revealed that the investigated project success factors were Institutional Capacity, design and planning, implementation process and responsibilities and achievement of key stakeholders, satisfaction of project beneficiaries, and overall project success. According to the study, the project is heading in the right direction, although there is room for further improvement. Therefore, the study recommended restructuring the implementing offices into a projectile organizational structure, enhancing the relevance of monitoring and evaluation activities, and expanding the utilization of project management tools and techniques.

Keywords: design and planning, UPSNJP, Project Success, Institutional Capacity, PM

CHAPTER ONE

INTRODUCTION

In this chapter, background of the study, statement of the problem, objective of the study both general and specific objectives, research question, scope and limitation of the study and the significance of this study are included. To conduct the research on Assessment factors affecting successful implementation of urban productive safety net and job project (UPSNJP) in Addis Ababa(the case of Akaki Kaliti Sub-city).

1.1 Background of the study

The existing safety net program assists those who are vulnerable and living in poverty or facing food insecurity and other forms of deprivation. It provides support through food, cash or vouchers. The program can be provided conditionally or unconditionally in-kind, or through cash or vouchers.

The World Bank and other development partners initiated the productive safety net program to address food insecurity, which has been operating in Ethiopia since 2005 and remains the largest safety net program in Africa ADB (African Development Bank; 2004). Through direct and indirect/public work activity supports, the program offers cash or food transfers, or both, to food insecure households, safeguarding their assets and developing community assets (Lukas P, 2018). The public work activities involve able-bodied persons participating in development efforts to improve the lives of communities through empowering households, strengthening their resilience to shocks and pressures, and enhancing the physical environment and infrastructure of communities.

Overall, safety net programs are critical in combating poverty and food insecurity because they give much-needed help to the most vulnerable people. These projects not only assist people and households in meeting their basic requirements, but also serve as a buffer against shocks and stressors that may push them further into poverty. Furthermore, according to (Fekadu N, 2009), safety net initiatives can help to support larger development goals such as infrastructure development and environmental improvement. While safety net programs cannot solve all of the problems associated with poverty and food insecurity, they can be an important component of a comprehensive plan to combat poverty and promote sustainable development.

The proportion of impoverished individuals residing in urban areas of Ethiopia is notably high. The national poverty headcount in 2011 was 29.6%, with rural areas experiencing higher poverty rates at 30.4% compared to urban regions at 25.7%. Additionally, the cities of Addis Ababa and Dire Dawa witnessed relatively high poverty rates of 28.1% and 28.3% correspondingly. The poverty gap index within rural Ethiopia stands at 8%, while urban Ethiopia records an index of 6.9%. Over the period of 2005 to 2011, the lowest 15% of the urban population and most households in Addis Ababa experienced negative consumption growth, as their wages did not increase adequately to cope with rising food prices (Dube AK, 2018). With one-fifth of the urban populace living in Addis Ababa, mitigating poverty levels in this and other sizable urban centers constitutes a crucial focus toward reducing poverty throughout Ethiopia (PIM, 2016).

Numerous empirical studies have been conducted on the effects of the urban productive safety net program (UPSNJP) on various outcome variables in Ethiopia. However, there has been insufficient research of the UPSNJP, with most studies focusing on challenges and practices only. These studies were limited to specific micro-districts in Addis Ababa and conducted during the early stages of the program's implementation, rendering their results inconclusive. Despite being a recently implemented social safety net program, there is little empirical evidence on the benefits it offers poor urban households in Ethiopia. Assessing the factor affecting successful implementation of urban productive safety net project on household food security, particularly in Addis Ababa's Akaki Kality Sub city, can provide a better understanding of its effectiveness and can facilitate its replication in other urban centers of the country.

The project will run from 2016 to 2023 and will mostly assist Addis Ababa's urban poor districts, with an estimated 400,000 people benefiting. The program will be divided into three phases, the first of which will include public works and direct monetary assistance for labor-constrained recipients (Dube AK, 2018). In the third phase, give recipients the choice of continuing with public works while also receiving coaching and mentorship to help them better their livelihood activities. However, the efficiency of the program's project management features are not well explored in the context of the problems encountered in its execution, notably in the Akaki Kality Sub City of Addis Ababa. The purpose of this study is to evaluate the elements influencing the deployment of an urban productive safety net.

1.2 Statement of the Problem

The Concept of safety net in society exists to provide a means of assistance to those who may encounter unexpected hardships or difficult circumstances. Safety nets can be in the form of government programs, community resources, charitable organizations and private insurance.

Ethiopia is one of the poorest countries in the world and safety net programs have been implementing to address poverty, food insecurity, and Vulnerability to shocks. To mitigate this situation, there is a wide range of development and humanitarian projects that have been put in place. The main safety net program in Ethiopia includes the safety Net Program, the Resilience building Program, and the urban safety Net Program (Hermela A, 2016). Notably, the Ethiopian Government designed the urban Productive Safety Net Project in 2015, coupled with a 10-year Urban Job Creation and Food Security Program (UJCFSP). These Programs provide cash or food transfers to eligible households, usually targeting the most vulnerable populations.

The Urban Productive Safety Net and Job Project are efforts in Addis Ababa aimed at eliminating poverty and unemployment. In 2017, the Addis Ababa City Administration began implementing this initiative in 35 Woredas spread across ten sub cities. The project was specifically implementing in four Woredas of Addis Ababa City Administration's Akaki Kaliti Sub City (Abraham D, 2019).

However, there is a need to investigate whether the project is in the proper execution stage so that the stated goal of the project can be achieved. Without a successful implementation, one project's goal could not be met. It must be determined whether the target group or beneficiaries are addressed. As a result, this study attempts to focus on project implementation and the variables influencing program implementation

Despite its excellent intentions, the initiative has encountered various obstacles that have hampered its successful execution. One of the biggest issues is the city's rapid population increase, which has resulted in a high demand for jobs and other services that exceeds availability. As a result, there are a large number of jobless young people who are disproportionately affected by poverty, crime, and insecurity in metropolitan areas.

Thus, this study attempts to assess factors that influence successful implementation of the Urban Productive Safety Net Project and to identify and analyze the key factors affecting the successful

implementation of the urban productive safety Net and Job Project(UPSNJP) in Akaki- kality sub city of Addis Ababa and to recommend strategies for improvement.

1.3 Objectives of the Study

1.3.1 General Objective

- ❖ The general objective of the study is to identify the key factors that influence the successful implementation of the Urban Productive Safety Net and Job Project (UPSNJP) in Addis Ababa Akaki Kality Sub-city.

1.3.2 Specific Objectives

1. To investigate the extent to which the design and planning of the UPSNJP project align with the needs and priorities of the target beneficiaries in Akaki Kality Sub-city.
2. To assess the level of community participation in the implementation process of UPSNJP project
3. To examine the roles and responsibilities of key stakeholders in the implementation of the UPSNJP project and the challenges encountered in their coordination and collaboration.

1.4 Research Question

1.4.1 Main Question

- What are the factors that significantly influence the successful implementation of the Urban Productive Safety Net and Job Project in the Akaki Kality Sub-city of Addis Ababa?
- What specific roles do the responsible authorities play in facilitating the effective implementation of the Urban Productive Safety Net and Job Project in the Akaki Kality sub-city?
- To what extent does the institutional capacity affect and contribute to the overall success of UPSNJP in the Akaki Kality Sub City?

1.5. Significance of the Study

The study on the assessment factors influencing the successful implementation of the Urban Productive Safety Net and Job Project (UPSNJP) in the Akaki-Kality lower city of Addis Ababa is significant in several respects. First, the study will shed light on the challenges faced by project implementation and has identified critical factors that contribute to the success of such initiatives. Understanding these factors will help policymakers and stakeholders design effective strategies and interventions to improve project delivery and reduce the risk of failure. Second, the study will demonstrate the importance of the UPSNJP

project in tackling urban poverty and unemployment, which are the major socio-economic challenges facing the Akaki-Kality lower city of Addis Ababa. Project implementation has the potential to improve the livelihoods of the urban poor and disadvantaged, reduce their vulnerability to economic shocks and promote inclusive growth and development. Third, the research results will provide insights relevant beyond the borders of the Akaki-Kality lower city of Addis Ababa. As many fast-growing sub-cities in Addis Ababa face similar challenges, the insights from this study could be valuable for policymakers and practitioners working on poverty alleviation and job creation programs in other urban areas.

Therefore, the study's significance lies in its ability to inform policy and practice and contribute to knowledge on urban poverty and development in Ethiopia and beyond.

1.6. Scope of the Study

The research study attempted to Assess Factors affecting successful implementation of Urban Productive Safety Net and Job Project (UPSNJP) in Addis Ababa: the case of Akaki Kality Sub-city. This research was limited to identifying the key challenges and opportunities faced during the implementation of the project only in four woredas above thirty woreda. It is very useful for the project as it provides feedback on its effectiveness and validates the work on the UPSNJP interventions.

1.7. Limitation of the Study

Due to time and geographic constraints, the study had limitations on the total population as it did not involve in filling questionnaires, and since it was difficult to collect data. The study was limited to the fifth phases of the urban safety net project, which was an urban productive safety net, and job creation project started in 2021 with scope of four woreda of Akaki Kality sub city. Findings may not have been as accurate as they should have been because of the methodological, conceptual and instrumental issues; responses from respondents may not have been accurate enough because of different reasons willingness, level of awareness, personal conditions and other having a direct effect on the preciseness of the finding limitation of the study.

1.8. Organization of the Thesis

The study comprises five chapters. Chapter 1 discusses the background, problem statement, scope, significance, and objectives for undertaking this research project. Chapter Two looks at existing literature related to the study to gain an understanding of the research topic. Chapter Three presents the research methodology that the researcher used to undertake the study. Chapter Four comprises the findings and

discussions of the findings to the study. Chapter 5 summarize the findings of the study and also make recommendations that would contribute to solving the problem raised, as well as a recommendation for further study.

CHAPTER TWO

LITERATURE REVIEW

This chapter presents key concepts, theoretical explanations and previous research findings on the related topics to this study. The chapter tries to give the general concepts of research topic and selectively review the theoretical as well as the empirical aspects of the investigation.

2.1 Theoretical Literature

2.1.1 Project and Project Management

In order to understand project management, one must start with the definition of a project (Kerzner, 2009). A project can be well thought-out to be any sequence or series of activities and tasks that have a specific objective to be completed within certain specifications; have specified scopes, which have defined start and end dates and consume resources. Projects are unique, specific, temporary endeavors undertaken to achieve a desired outcome.

Projects can also be defined as a unique set of co-ordinate activities, with defined starting and finishing points undertaken by individuals or organizations to meet specific objectives with in defined schedule, cost and performance parameter. The word unique points out that every project has its own genuine nature in the sense that there may not be a pre-existing blue print for the project's execution and there may not be a need to repeat the project once completed. Its primary goal is achieving any stated objectives or solves a particular problem while its temporary nature signifies a discrete, definable commencement and conclusion (PMI, 2021). In a related explanation, (Kerzner, 2009) defines a project as a series of activities and tasks that have specific objectives, defined start and end dates, funding limits, and it has characteristics of being multifunctional i.e. cut across several functional lines.

Project management is the process by which projects are defined, planned, monitored, controlled and delivered such that the agreed benefits are realized. Projects bring about change and project management is recognized as the most efficient way of managing such change. Project management, on the other hand, involves project planning, monitoring and includes such items as: Project definition of work requirements, definition of quantity and quality of work, description of resources needed, project

monitoring, tracking progress, comparing actual outcome to predicted outcome, analyzing impact, making adjustments (PMI, 2021).

According to Project Management Institute (PMI, 2021), project management is the application of knowledge, skills, tools, and techniques to a program in order to meet the program requirements and to obtain benefits and control not available by managing projects individually.

2.1.2 The Theory of Performance

The Theory of Performance develops and relates six foundational concepts to form a framework that can be used to explain performance as well as performance improvements (Don, 2010). To perform is to produce valued results. A performer can be an individual or a group of people engaging in a collaborative effort. Developing performance is a journey, and level of performance describes location in the journey. Current level of performance depends holistically on six components: context, level of knowledge, levels of skills, level of identity, personal factors, and fixed factors. Three axioms are proposed for effective performance improvements. These involve a performer's mindset, immersion in an enriching environment, and engagement in reflective practice. Performance advancing through levels where the labels "Level 1," "Level 2," etc. are used to characterize effectiveness of performance. That is, a person or organization at Level 3 is performing better than a person or organization at Level 2. Performing at a higher level produces results that can be classified into categories: (i) quality increases; results or products are more effective in meeting or exceeding the expectations of stakeholders; amount of waste goes down, (ii) capability increases; ability to tackle more challenging performances or projects increases, (iii) capacity increases; ability to generate more throughput increases, (iv) knowledge increases ; depth and breadth of knowledge increases, (v) skills increase; abilities to set goals persist, maintain a positive outlook, etc. increase in breadth of application and in effectiveness and (vi) identity and motivation increases; individuals develop more sense of who they are as professionals; organizations develop their essences.

2.1.3 Theories of Project Success

Project success lies in the dichotomy of views. The conventionalists view project success solely in terms of the traditional objectives of time whereas the contemporary view on project success considers success criteria as the product criteria of meeting the owner's needs. The success of a project can be determined from the perspective of the project itself or what intends to achieve (Bannerman, 2008). Depending on

the nature of the project, its success varies with the needs of the stakeholders; expectation of what the project was to achieve and perceptions of whether it achieved them often vary among stakeholders. This makes determination of project success highly contingent upon the expectations and perceptions of different stakeholders, and when the assessment is made (De Wit, 1988). Knowing how success is defined is a necessary precursor to determining where and how project effort should be focused to meet performance goals; and knowing where to focus project management effort is guided by an understanding of the drivers of project success and failure. Having a common definition of project success also facilitates agreement on whether, in the face of disparate interests and perspectives, success has been achieved (Bannerman, 2008).

Most projects have multiple stakeholders with different views on the project's purpose and different expectations of what the project must achieve (Lyytinen & Hirschheim, 1987). These stakeholders might include the people who originally identified the need for the project, those who fund the project, and those who stand to benefit from the project, the people who are impacted by the project and its outputs, the project team members, and the people who have to oversee the project.

2.1.4 Performance Measurement Theory

(Mbugua et al., 1999) have identified a distinction between performance indicators, performance measures and performance measurement. According to Mbugua et al., performance indicators specify the measurable evidence necessary to prove that a planned effort has achieved the desired result. In other words, when indicators can be measured with some degree of precision and without ambiguity, they are called measures. However, when it is not possible to obtain a precise measurement, it is usual to refer to performance indicators. Performance measures are the numerical or quantitative indicators (Sinclair and Zairi, 1995). On the other hand, performance measurement is a systematic way of evaluating the inputs and outputs in manufacturing operations or construction activity and acts as a tool for continuous improvements (Sinclair and Zairi, 1995; Mbugua et al., 1999). In response to calls for continuous improvement in performance, many performance measurements have emerged in management literature. Some examples include the financial measures (Kangari et al., 1992), client satisfaction measures (Walker, 1984), employee measures (Abdel-Razek, 1997), project performance measures (Belassi et al., 1996) and industry measures (Egan, 1998). Rene cordero (1990) classifies performance measurement based on the method of measurement and area of measurement. The methods of measurement of performance can be in terms of the technical performance, the commercial performance and the overall performance. The areas

of measurement are at the planning & design level, the marketing level and manufacturing level etc., and for the overall performance are at the level of a firm or strategic business unit.

2.1.5 Measurement of Project Performance

The purpose of performance measurement is to help organizations understand how decision-making processes or practices led to success or failure in the past and how that understanding can lead to future improvements. (Tangen, 2004) obtained that performance measurement is a complex issue that normally incorporates at least three different disciplines: economics, management and accounting. Measurement of performance has garnered significant interest recently among both academics and practitioners. (Lehtonen, 2001) stated that performance measurement systems are imminent in the construction firms. Karim and (Marosszky, 1999) stated that performance measurement systems have been one of the primary tools used by the manufacturing sector for business process re-engineering in order to monitor the outcomes and effectiveness of implementation. (Navon, 2005) defined performance measurement as a comparison between the desired and the actual performances. He also stated that performance measurement is needed not only to control current projects but also to update the historic database. Such updates enable better planning of future projects in terms of costs, schedules, labor allocation, etc.

Karim and (Marosszky, 1999) defined the purpose of key performance indicators as to enable a comparison between different projects and enterprises to identify the existence of patterns. They used different representation values to evaluate time and cost performance such as project characteristics, procurement system, project team performance, client representation's characteristics, contractor characteristics, design team characteristics, external condition. Samson and (Lema, 2002) remarked that characteristics of emerging performance measurement indicators need analysis of both the organization and environment such as: nature of work, global competition, quality awards, organizational role, external demands and power of IT. The indicators should be able to identify causes of problems, address all possible performance drivers, and identify potential opportunities for improvement. (Cheung et al 2004) remarked seven main key indicators for performance, which are time, cost, quality, client satisfaction, client changes, business performance, and safety and health.

(Pheng and Chuan, 2006) stated that project performance can be determined by two common sets of indicators. The first set is related to the owner, users, stakeholders and the general public which are

the groups of people who will look at project performance from the macro viewpoint. The second are the developer, a non-operator, and the contractor, which are the groups of people who will look at project performance from the micro viewpoint. (Ugwu and Haupt, 2007) developed and validated Key performance indicators for sustainability appraisal using South Africa as a case study. It is used four main levels in a questionnaire to identify the relative importance of Key performance indicators. The main indicators were economy, environment, society, resource utilization, health, safety, project management, and administration. (Luu et al, 2007) provided nine Key performance indicators which can be applied to measure project management performance and evaluate potential contractors as well as their capacity by requesting these indices.

2.2 Empirical Literature

To ensure effective and efficient project management in the development sector, there has to be a reliable resource supply including human and non-human resources. In his study, (Beyene ,2014) found out that development projects must have the resources desired in order to fulfill all the logistical requirements of the project as well as procure employees with the highest caliber who can satisfy the project needs. Thus far, resource shortages have not been observed among projects that are financed by the World Bank (including PSNP project) though it has been a common experience for small scale projects which are run by international and local NGOs (Addis, 2018). In addition, technological input factors such as the use of office equipment as well as resources needed for public work activities determine the success of food security projects (Nyasimi, 2013).

While implementing a development a project such as PSNP, there needs to be several strategies that set the direction for the project team and its beneficiaries. In the study undertaken by (Nyasimi, 2013), most of the respondents affirmed the extent to which clear project plans known to all stakeholders is very low while 54.7% indicated that scheduling of activities was done to a very low extents. The extent of resolving the concerns of beneficiaries is also low. This implies that the strategies adopted as means of delivering the projects successfully are low; implying that food security projects are not successfully implemented according to plan in the study area – Mbooni East District Makueni County.

The results of a study (Sharew, 2018), on the use of PM tools and techniques in selected NGOs in Ethiopia showed that logical framework and progress report are widely used among project managers (respondents of the study) while others such as Critical Path Method and Earned Value Method have little or no use. It

was also revealed that most of the project managers do not use (show little interest) the tools and techniques due to lack of knowledge and skills. The study also concluded that most of the project managers under study believe that the use of project management tools and techniques would enhance a project's performance.

In a related token (Demissie, 2014) found out that lack of Monitoring and Evaluation activities are one of the main challenges behind the implementation of development projects in Ethiopia. Monitoring & Evaluation units lack support in terms of budget, training and appropriate information systems. In addition, lack of M&E strategy has contributed to poor practices of project controlling activities in development projects in Ethiopia.

The institutional capacity of a project implementing organization plays an important role in determining the extent in which the project satisfies stakeholder expectations. A study in Kenya (Ochieng, 2016) found out that leadership skills have huge contribution to the success of development projects; a project manager who is endowed with basic leadership skills is most likely motivate and inspire the project team to achieve project objectives. Similarly, concerning the influence of decision-making on project performance, respondents affirmed that effective decision-making does affect project performance, while inadequate or ill-informed decision- making process negatively affects overall organizational output as well as project performance (Ochieng, 2016).

The same study also revealed that departmentalization or aligning small manageable units of work together could contribute to managing projects in the most efficient way. In addition, the organizational type in which the project is implemented was found to have an impact on the overall management and performance of a project.

2.3 Conceptual Review

2.3.1 The Concept of Project Success

Project success, among scholars and researchers of project management, lies in the dichotomy of views (Evrin, 2011). The conventionalists view project success solely in terms of the traditional objectives of time whereas the contemporary view on project success considers success criteria as the product criteria of meeting the owner's needs. The success of a project can be determined from the perspective of the project itself or what the project intends to achieve (Bannerman,

2008). Depending on the nature of the project, its success varies with the needs of the stakeholders; expectations of what the project was to achieve and perceptions of whether it achieved them often vary among stakeholders. This makes determination of project success highly contingent upon the expectations and perceptions of different stakeholders, and when the assessment is made (De Wit, 1988). Knowing how success is defined is a necessary precursor to determining where and how project effort should be focused to meet performance goals; and knowing where to focus project management effort is guided by an understanding of the drivers of project success and failure. Having a common definition of project success also facilitates agreement on whether, in the face of disparate interests and perspectives, success has been achieved (Bannerman, 2008).

Most projects have multiple stakeholders with different views on the project's purpose and different expectations of what the project must achieve (Lyytinen & Hirschheim, 1987). These stakeholders might include the people who originally identified the need for the project, those who fund the project, and those who stand to benefit from the project, the people who are impacted by the project and its outputs, the project team members, and the people who have to oversee the project. Some researchers suggest that success criteria should be project-specific and therefore determined by stakeholders at the start of each project (Baccarini, 1999; Nelson, 2005; Turner, 2004). This view has considerable merit because of the broad range of project types, project objectives, and other variables that can contribute to project outcomes.

2.3.2 Institutional Capacity on Project Success

Project implementation is concerned with the integration of knowledge and people in the context of a large cross-functional project implementation involving multiple organizations (PMI, 2017). Hence, the project manager needs to be aware of the project context; especially communications planning and

knowledge management for successfully guiding the project team. Project implementation requires skilled staff with integrated management and technical skills to allocate resources and harness skills needed to implement project plans (Mwangi, 2006).Locker and Gordon (2009) discussed that effective project implementation requires several factors and considerations. These include, having a clear implementation plan required to carry out the activities according to a predefined schedule. This also needs to include information management system that facilitates the collection, preservation and dissemination of information, as it is needed. In addition, it requires development of project management team with clear responsibilities and sufficient authority. Procedures and guidelines that govern the team must be in place. Having an effective and efficient communication plan is necessary have component of a project implementation strategy.

It begins with the planning of resources, including the process of defining how to estimate, acquire, manage and utilize physical and team resources. In line with this, activity resources should be estimated such as team resources, types and quantities of materials, equipment, and supplies necessary to perform the work. In accordance, what had been planned should be acquired team members, facilities, equipment, materials and supplies. Regarding human resources, team development should be undertaken such as improving competencies, team member interaction and the overall team environment to enhance the chance of project success. The project management team should also be well managed through tracking of team member performance, providing feedback, resolving issues and managing team changes to optimize project performance. Controlling of resources also desired to ensure the physical resources assigned and allocated to project teams are being used according to plan.

2.3.3 Project Management Tools & Techniques on Project Success

Studies on the use of project management tools and techniques have confirmed that they enhance chances of project success (Besner & Hobbs, 2008; Petro, 2014). The Project Management Institute publishes a range of tools and techniques with respect to project management knowledge areas and the activities therein. According to (PMI, 2017), the project life cycle is managed by executing a series of project management activities known as project management processes that produces one or more outputs from one or more inputs by using appropriate project management tools and techniques. Thus, project management tools and techniques are essential intermediaries between inputs and outputs of project activities.

2.3.4 Monitoring & Evaluation on Project Success

PMI (2017) explains that monitoring and control of project work is “the process of tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan”. Monitoring is the on-going collection and analysis of data that informs project managers if progress toward established goals is being achieved. Evaluation is a comprehensive appraisal that looks at the long-term impacts of a project and exposes what worked, what did not, and what should be done differently in future projects. It further explains that monitoring includes status reporting, progress measurement, and forecasting. Performance reports provide information on the project’s performance with regard to scope, schedule, cost, resources, quality and risk, which can be used as inputs to other processes.

(Kamau and Mohamed, 2015), found out that with proper enhancement and capacitating of the monitoring teams, there would be more teamwork and hence more productivity signaling project success. In addition, the researchers had found out the number of monitoring staff, monitoring staff skills, frequency of monitoring, relevance of M&E activities, stakeholders representation, information systems and power of M & E team are essential elements to realize project success. Most of the studies carried on project’s critical success factors, M & E was found to be the major contributor to project success (Kamau and Mohamed, 2015). Monitoring and Feedback was reported to be one of the factors leading to project success. In addition, study findings showed that probability of achieving project success seemed to be enhanced among other factors, by constantly monitoring the progress of the project (Prabhakar, 2008).

2.3.5 Productive Safety Net Project

Long history of food insecurity has been prevailed in Ethiopia with corresponding continuous history of emergency reliefs. The emergency relief for long period is not predictable and provided in the form of emergency assistance. Even though demand for relief assistance is related to failure of rainfall but in Ethiopia, it indicates an increase in the depth and extent of poverty. Ethiopia has experienced a long history of food insecurity for decades. In 2002/2003, 15 million Ethiopians needed emergency food relief and the government forced to undertake a consultation with collaborators called “New Coalition for Food Security” (MOARD, 2006). As a result, the discussion between the government and the partners resulted in strong mind set which shift away from characterizing Ethiopia annual food needs as a short term, which created because of specific natural shocks. Therefore, the new understanding recognizes that food

assistance was a result of chronic poverty, which is difficult to address in short term consumption smoothing efforts rather it requires emergency relief efforts to be complemented by other livelihood programs. Consequently, Productive Safety net program was the result of the discussion, which launched in January 2005. The program was established with a promising objective of changing the traditional, short-lived approach of responding to chronic food insecurity through creation of program, which not only smooth consumption but also protect household assets. The program was designed as one component of the Ethiopia government overall food security programs which give an emphasis on the household livelihood enhancing areas. In the previous phases there are two complementary components; the 2010-2014 phase of the intervention incorporates three complementary programs (Household asset building, resettlement, and complementary community investment) (Barn& Lane, 2010)

The Ethiopian PSNP is a seasonal social safety net program designed to prevent famine and household assets by anticipating in advance to the food access failure of chronically food insecure rural households. In addition to this, The PSNP operates mainly as a work fare program in which transfer was provided in exchange for labor in public works or essential infrastructural projects of the community. The PSNP represents a significant logistical achievement, reaching 7.5. Million individuals and is cost efficient in its delivery of transfers. Moreover, PSNP prevents the emergence of famine in Ethiopia since 2005. While The PSNP has been successful at addressing the predictable food gaps of the poorest 10 percent of the population, it has been less successful at addressing the underlying factors reproducing food insecurity in the long term, and there has been little effective graduation from the program since its inception (Frank, 2013)

2.3.6 Urban Productive Safety Net Project (UPSNP) in Addis Ababa City

According to the population census conducted by the Ethiopian Central Statistics Agency (CSA, 2023), the population of the city is estimated to be 3,945,000 with 3.8% annual growth rate. The national unemployment rate in urban areas is 17.1% but this is higher in Addis Ababa and population under poverty rate in 2015 was estimated to be 18.9%. This unemployment and population increment in Addis Ababa results in food insecurity (UNDP Ethiopia Report, 2016). To address these challenges and to reduce poverty, the government initiated the UPSNP with 70 % financial contribution from World Bank.

Akaki Kality Sub City is one of the large sub cities in Addis Ababa, and known for increasing rate of population, urban flooding, high unemployment, fire, water scarcity, high sanitation problem and social

vulnerability (EMI, 2012). Out of the total number of beneficiaries, 5732 households have been taking part in the project; hence the focus of this study.

2.4 Synthesis

Relying on the review of the conceptual, theoretical and empirical literature, the author attempted to make synthesis of the existing body of knowledge and its implication on the study at hand.

The Urban Productive Safety Net Project, at its current stage of project implementation, involves the basic the planning, implementation and control activities, several related literatures had been reviewed. The reviews include empirical literatures, or research studies on the successful implementation of projects by Non-Governmental Organizations. Though sufficient empirical literature on urban PSNP is lacking, the empirical literature on other development projects reveal the same issues due to the similarity in the nature of projects. Previous research on the factors affecting success of such project had identified the points as having an impact. However, no research had been carried out (at least to the optimal effort of the author) to find out the impact the preceding points have on the urban Productive Safety Net Project. Thus, this study was conducted on points identified above influence the successful implementation of the Productive Safety Net Project in Addis Ababa, with a particular focus on Akaki Kaliti Sub City. Some of these factors are.

1. Program Design: The design of UPSNJP is crucial to its successful implementation, and it should be based on the needs and requirements of the beneficiaries. The program design should be flexible enough to adapt to the changing circumstances of the target population. Additionally, the program should be adequately fund to ensure that the beneficiaries receive adequate support.
2. Community Participation: Community participation is crucial to the successful implementation of UPSNJP. The participation of the beneficiaries in the design and implementation of the program ensures that the program is tailor to their needs and preferences. Community participation also promotes sustainability and ownership of the program by the beneficiaries.
3. Access to Information: Access to information is critical to the successful implementation of UPSNJP. Beneficiaries should have access to information on the program's benefits, eligibility criteria, and application process. This information should be disseminate through various channels such as radio, television, social media, and community meetings.

4. Institutional Capacity: Institutional capacity is essential to the successful implementation of UPSNJP. The institutions responsible for the implementation of the program should have adequate human resources, financial resources, and infrastructure to ensure that the program runs smoothly. Additionally, there should be adequate monitoring and evaluation mechanisms in place to ensure that the program's objectives are met.

5. Political Will: Political will is crucial to the successful implementation of UPSNJP. The political leadership should demonstrate a commitment to the program's objectives and ensure that adequate funds are allocated to its implementation. Political leadership should also provide the necessary support to the implementing institutions to ensure that they have the resources and support they need to implement the program.

CHAPTER THREE

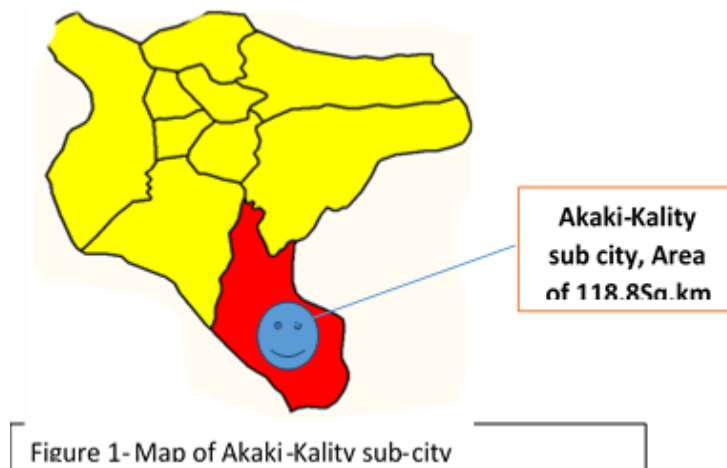
METHODOLOGY

In this chapter, Research design, Research approach, Sampling design, Source and method of data collection, and Model specification are discussed. All these parts of the chapter are included for fulfilling the necessary steps to conduct the research on Assessment factors affecting successful implementation of urban productive safety net and job project (UPSNUP) in Addis Ababa(the case of Akaki Kality Sub-city).

3.1 Description of the study area

Akaki –Kality Sub-city is one of the 11 sub cities of Addis Ababa and is the mechanical zone of Addis Ababa as well as the nation. It is located in the southern parts of the city. It is 20 km distant from the city’s center and offers border with Nifas Silk-Lafto and Bole sub cities. The populace of Akaki-Kality sub city is gauge around 255,348 with 131,525 female and 123,823 male (2007 Ethiopian Central Insights Specialist cited in Emmanuel Advancement Affiliation). Most of the Kebeles/woredas are found at the edges of the city (Emmanuel Advancement Affiliation, 2015). The populace thickness of Akaki-Kality, (1,437 persons per km²) is the foremost meagerly populated Sub City. In expansion, in Akaki-Kaliti Sub city 35.48% of families come beneath the medium wage status.

The residents of the sub city are factory workers, daily laborers, people working in urban agriculture, civil servants, military personnel, commercial sex workers, unemployed youth and women, etc.



3.2. Research design

Research design, according to (Cooper and Schindler, 2014), is the road map or blueprint a researcher utilizes as a reference when carrying out a study. The research design employed under this study was descriptive research design.

3.3. Research Approach

The methodology concerns were addressed using a mixture (mixed approach) of qualitative and quantitative methodologies were employed to address both general and specific objectives of the assessment of factor affecting successful implementation of urban productive safety net and job project (UPSNJP) in Addis Ababa: In the case of Akaki Kality Sub-city. It is frequently employed as a method of wisely allocating constrained study resources. In order to better comprehend a research problem, the approach, which combines qualitative and quantitative research with quantitative data, being evaluated through narrative means and qualitative data being studied through mathematical applications employing proportion and frequency.

The quantitative approach in this factor that affect project implementation were used to generate data through a questionnaire from a wide number of sources about the respondents' feelings and practices on the UPSNJP project plan and implementation, the impacts, outcome and output indicator of initial point of project.

The qualitative approach were used to gather data that captures the various dimensions of the participants' experiences, personal perspectives, feelings, conceptions, and beliefs from the inside through a process of empathetic understanding about the topics under discussion. While the qualitative method was employ community consultation through Focus Group Discussion, facilitated participatory mapping exercise, Key Informant Interviews, In-depth Individual Interviews to answer those specific objectives.

3.4 Population of the study

3.4.1. Target population

The determination of the target populace reliance on the program Usage Manual. The Program Usage Manual (PIM) depicts how to recognize qualified bunches i.e. inveterate nourishment unreliable family units (MOARD, 2004). Instruments utilized for focusing on qualified families incorporate geological, authoritative, and community focusing on approaches. Concurring to (Barret &Clay, 2001), geological focusing on is when programs are focused on spatially by state, area, region, or community within the

desire that these ranges are generally homogenous agreeing to riches, wage, or other markers of defenselessness. Nevertheless, this approach confines member authoritatively and frequently involves significant spillage to the non-needy inside the target Sub- populace.

Regulatory focusing on component applies a particular set of criteria for qualified family determination. It requires documentation of family livelihoods and resources. This component can be moderately exact in higher salary settings when selecting the foremost defenseless family units. In low-income settings, it is infeasible and regularly open to spillage. Community focusing on permits people who feel they ought to qualify to put themselves forward to take part within the security nets.

The ultimate determination choice rests with a committee made up of community individuals. In any case, challenges frequently emerge in having a fitting representation within the committee (Humphrey, 1998).The three definitions are utilized in this think about. With respect to topographical focusing on, the need of solid socio-economic information, demonstrating compelling edit, job, and socio-economic appraisal of each worda, is cited by the worda.

Target Population

Table 0-1 Target Population

The No of wordas	Specific project area	Target Population	Female	Male	Total No of Community categories	No of household
11	11 KAs (Kebele Administrations)	255,348	131,525	123,823	A-1572	4421
					B-2249	

**Remark- No of household is determined with consideration of 4421 /5 in one household = 22,105*

To achieve the research objectives the beneficiaries from Akaki Kality sub city are the target 4421 population of the study, Akaki Kality Sub city beneficiaries selected due to the simplicity they have bring to the researcher in reaching and gathering data from four the selected wordas. Although the study is confined to the beneficiaries Woreda 01, Woreda 06, Woreda 08 & Woreda 10 purposively.

Currently, the total number of UPSNUP beneficiary’s households in the 01district is 1505 from this 589 were female and 916 were male households. From 06district was 1125 from this 605 were female and 520 were male households; 08district was 887 from were female and 883 were male households; 10district was 1352 from this 796 were female and 556 were male households. A total of 5732 households’ heads were found in the four (4) districts (2877 female-headed households and 2875 male-headed households).

From this, the study populations were beneficiary households, but the targets were the households' heads in the districts.

Table 0-2: Sampling Distribution

No	Name of Categories	Total No. Of woredas	No. Of household beneficiaries	No. Of HHS per Cluster	Female	Male	Total Sample (No. Of HHS)	Total Sample (%)
1	A-2630	01	1505	5	589	916	97	26.6%
2		06	1125	5	605	520	85	23.3%
3	B -3102	08	1750	5	887	883	95	26.0%
4		10	1352	5	796	556	87	23.9%
Grand Total			5732		2877	2875	364	100%

As a next step, following the same PPS approach, the total allocated sample in each province will further distributed to each of its respective districts.

3.5 sampling techniques /producers

3.5.1. Sampling Design

Fitting examining plan were utilized for the quantitative strategy considering the nature of this UPSNJP Venture item and Administrations venture and the target populaces within the one-district zone. Having UPSNJP Extend item conveyance and benefit giving (Akaki kality sub-city). To this conclusion, multi-stage testing procedure was locked in within the choice of the consider populace for the appraisal figure affecting successful usage of the venture handle. Thus, the most testing units of the venture were locale /Kebeles/ engagement of users' committees (UPSNJP Venture), open private organization or private segments in provincial and urban regions and families. On the other hand, for the subjective portion of the think about, non-random inspecting plan was utilized. Particularly, for the KIIs and FGDs, the analyst were utilize judgmental and purposive inspecting methods.

In stratified sampling, as a researcher divide subjects into subgroups called strata based on characteristics that they share (e.g., race, gender, educational attainment). Once divided, each subgroup is randomly sampled using another probability sampling method. Based on the gotten list, the anticipated number of accessible recipients claimed by Akaki kality city organization was found to be 100 in number and these industrial facilities have 10 venture implementer representatives or over in number. At that point, straightforward irregular inspecting method was utilized to choose tests and relative assignment was consider whereas doing so. Agreeing to Creswell (2003), proportionate assignment employments a testing division in each of the strata that is relative to that of the overall populace.

3.5.2 Sample size

Use systematic random sampling technique to draw sample from the each group of population identified in the previous section. For this to happen, the researcher were used the above sampling frame to systematically select samples. The researcher were employed the following formula, which was developed by Yemane (1967) In order to calculate and determine the survey sample size among the list of target population (sampling frame).

$$n = \frac{N}{1 + N(e)^2}$$

Where, n = sample size;

N = total population;

e = sampling error ($e=0.05$) at 95% level of confidence.

Calculation:-

Respondents Woredas	Population Size	Sample Size
Woreda 01	1505	98
Woreda 06	1125	74
Woreda 08	1750	114
Woreda 10	1352	88
Total	5732	374

Sample size of W-01
$\frac{1505}{5732} * 374 = 98$
Sample size of W-06
$\frac{1125}{5732} * 374 = 74$
Sample Size of W-08
$\frac{1750}{5732} * 374 = 114$

Using Formula =Slovin's

$e=5\%=0.05$,

$$n = \frac{N}{1+N(e)^2}$$

$$\frac{5732}{1+5732(0.05)^2} =$$

$$\frac{5732}{15.33} = 373.9 \approx 374$$

Therefore, the sample size of the study calculated accordingly and found to be 374. Furthermore, the researcher employed proportional allocation as a procedure for dividing the sample size among the strata. To achieve the objective, appropriate research questions postulated to guide the research with 5732 Household level beneficiaries comprised of 2630 Category A and 3102 Category B was determined total Sample size of 374 by using Survey method and questionnaire designed with 5 point Likert Scale .

Thus, the 4 Woreda representatives from the selected woreda (Woreda 01, 06, 08, 10) was selected as sampling sites based on the beneficiaries altitude differences, socioeconomic activities, and household population density.

3.6. Source of data

Both primary and secondary data were collected and utilized in this study. Sources of primary data was Sub-city beneficiaries, Project implementers, project evaluator and Project monitoring and evaluation team, donors under investigation and the data was submitted by filling out the questioners and through few/limited conversation processes. The other way of getting the primary/secondary data were received pack and accumulate data from the data banks of each question provide such as project monitoring and evaluation team, officials in the offices and individual beneficiaries, stratifying, and using those accumulate data for the sole purpose of this study. Secondary data was collected from concerned project document, reports (quarterly or annual reports, Program documents, different training documents, policy and rules regulation, different manuals, guidelines etc. and stake holders as deemed necessary.

3.7 Data collection

Once the samples were identified, the researcher approached each selected respondents purposively. These respondents was select based on their familiarity with the nature of the variables under investigation to capture relevant and significant data and information. Thus, in each beneficiaries and project implementer, it is tried to approach four respondents from the management approach, monitoring approach, project follow up approaches, and all process and divisions labor and task distribution to collect data through the survey questionnaire

3.7.1 Data analysis

Upon completion of hands on work, the information was entered to MS Exceed expectations for cleaning and examination. The crude datasets were altogether checked and cleaned for viewpoints such as labeling of reaction alternatives, skip designs and the coming about lost information, indicating ‘others’ information where required etc. SPSS applications were employed for information examination. The information investigation was taken after the ‘Data Examination Template’ arranged and given by the analyst, which was adjusted, from UNICEF. The value investigation were been done utilizing the “Equity Tool” (<http://www.equitytool.org>).

Once the data were been collected from all target bunches (recipients) the information was been analyzed utilizing basic graphic measurements. In expansion, basic relapse was conducted to decide on the off chance that there is any cause and impact (causal relationship) between two factors or between one variable on one side and two or more factors on the other side. As pointed out by Field (2009), regression analysis may be a way of anticipating a result variable from one indicator variable (basic relapse) or a few indicator factors (different relapses). This device is fantastically valuable since it permits us to go a step past the information that is collected. This because of the regression analysis is a set of statistical methods used for the estimation of relationships between a dependent variable and one or more independent variables. It can be utilized to assess the strength of the relationship between variables and for modeling the future relationship between them.

In line with over investigation, the information examination was presented the Ultimate Assessment information discoveries and examination. The discoveries and investigation were organized into three segments i.e. I) Family characteristics and community data; The Modified related discoveries (for security net program) have been gathered beneath important results (counting contributing components) and yields. Where required the discoveries was disaggregate over a wave of crosscutting components such as sex, wage bunches, inability, sex of the head of the family, and others. The client were discovered comparative investigation of evaluation figure influencing effective execution of UPSNJP extend comes about with from solid nationals. In addition, the quantitative information collected were analyzed with suitable measurable program, SPSS. The investigation of information were made by applying clear (cross-tab) measurements as suitable. Subjective information was deciphered utilizing recordings and tones, interpreted, compiled, coded, broke down and analyzed utilizing open code program. The discoveries will at that point be confront with the combined investigation and triangulation.

3.8 Reliability and validity

This considers were utilized diverse sorts of methods for collecting information and getting that, data through distinctive assets can expand the validity and reliability quality of the information and their elucidations.

3.8.1 Reliability

Reliability quality is approximately the consistency of a measure-measuring instrument, regularly utilized to portray a test and it is all approximately assessing the exactness of work (Mohammed A, 2021).

The reliability (unwavering) quality test or inside consistency procedure is analyze to all distinguished variables. One of the foremost commonly utilized instruments is to degree unwavering quality is Cronbach's Alpha. The Cronbach Alpha coefficient is a pointer of inside consistency of the scale. A tall esteem of the Cronbach's Alpha coefficient recommends that the things that make up the scale "hang together" and degree the same basic develop. An esteem of Cronbach alpha over 0.70 can be employments as a sensible test of scale unwavering quality (Gaur A. and Gaur S., 2009). This ponder affirms that all of the factors in line with the targets of the think about of were with a Cronbach's Alpha Co-efficient more prominent than 0.7, which shown at chapter four of this ponder. The Cronbach's Coefficient alpha appeared a perfect satisfactory level of consistency of the set of components utilized for the think about.

3.8.2 Validity

Validity (Legitimacy) is the foremost basic model and shows the degree to which an instrument measures what it is assumes to degree. The survey was carefully design and tried with many individuals of the populace for advance enhancements. Validity must do with how precisely the information gotten within the ponder presents the factors of the think about (Mugenda and Mugenda, 2003). On the off chance, that such information could be a genuine reflection of the information factors, the induction based on such information will be exact and significant. Validity is concerned with whether the discoveries are truly approximately, what they show up to be. Agreeing to (Mohammed A, 2021) Legitimacy characterized as the degree to which information collection strategy or strategies precisely degree what they were expecting to degree.

In arrange to guarantee the validity of the ponder, information were collects from respondents who ought to give a substantial reply. Study examiners were arranged based on writing audit and outline of reference to guarantee the legitimacy of the investigate. For consider that applies quantitative approach, pilot test is a successful and reasonable strategy to test legitimacy. As such, the analyst conducted a pilot overview to guarantee the substance, grouping, neighborliness and the quality of survey. So distant, a pilot study was conduct to test the legitimacy of the estimations. The pilot study survey managed to 25 haphazardly picked subjects. The input from the overview is analyze and based on the criticism the things of the survey were modify. The wording in showing the thing modified once more.

3.8.2.1 Pilot Test Results

A pilot study was conducted to examine the reliability and validity of the questionnaire. A sample of 25 respondents (75% of them were beneficiaries of the Urban Productive Safety Net and Job Project

(UPSNJP) and was picked with the return rate 100%. The Cronbach’s Alpha Test was conducted on all measures for the independent and dependent variables with a threshold of 0.7%. All the variables gave a Cronbach’s alpha of more than 0.65.

Cronbach's Test Results

The formula for Cronbach's alpha coefficient is

$$\alpha = \frac{n-1}{n} \left(\frac{\sigma^2_{X^2} - \sum_{i=1}^n \sigma^2_{i^2}}{\sigma^2_{X^2}} \right)$$

Where n is the number of items, $\sigma^2_{X^2}$ is the total test score variance, and $\sigma^2_{i^2}$ is the item variance.

Cronbach's Test Results

Table 0-3 Cronbach's Test Results

Variable	N	Cronbach’s Alpha
Engagement with the Project	25	0.610
Credit Services	25	0.698
Effective managerial	25	0.811
Transparency	25	0.752

Source own survey data (2023)

3.9 Data quality management and ethical consideration

The main purpose of ensuring data quality in this assessment is to present information that is credible. The assessment were follow research protocols, to be conduct in an ethical manner, and withstand the test of scrutiny by reviewers. Data quality assurance were apple throughout the assessment. Among the critical aspects to consider when assessing data for quality are relevance, validity, reliability, objectivity, integrity, completeness, generalizability, and utility.

Due to human participants in this research, there is still a need to consider the ethical approach of this research. The following ethical issues were taken into account for this study. These issues are, voluntary participation and informed consent, no harm to participants, anonymity, deceiving subjects, and analyzing and reporting of the research findings. All participants in this research were voluntary and given a full description of the study before deciding to participate and answer

the questionnaire during the data collection process. Every effort in this study is guard against harming any participants. All surveys kept anonymous for the research. This study had conducted in straightforward manner sand participants in the research will not be deceive.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

Introduction

The purpose of this study is to investigate Factors affecting successful implementation of Urban Productive Safety Net and Job Project (UPSNJP) in Addis Ababa Akaki Kality Sub-city. In this chapter, the analysis part of this research aims to examine and interpret the collected data in order to gain deeper insights and draw meaningful conclusions. This chapter focuses on providing an in-depth analysis of the data in relation to the research questions and objectives. By uncovering patterns, trends and relationships within the data, this analysis identifies key findings and support the research's main arguments and claims. Additionally, this chapter discusses the limitations and potential implications of the findings, and suggests avenues for further research to enhance the understanding of the topic at hand.

4.1 Respondents' Response Rate

Questionnaire was distributed to 374 respondents; samples purposively selected from two groups of the target population namely the Project Management Team – full time employees who are responsible for implementing the project; and the UPSNJP beneficiaries –. The researcher employed two field assistants who assisted in administering the questionnaire to respondents from the UPSNJP beneficiaries whereas questionnaire for the Project Management Team were self-administered. Facilitation of focus group discussion sessions as well as reviewing of documents was undertaken by the researcher himself. A little over 86 percent of the questionnaires were returned, creating a confidence level for further analysis on the factors.

Respondents' Response Rate

Table 0-1 Respondents' Response Rate

Categories	Frequency	Percentage
Complete questionnaires	320	86%
Incomplete questionnaire	54	14%
Total	374	100

Source own survey data (2023)

The project implementing body, Urban Productive Safety Net and Job Project (UPS NJP) structures, at respective governance levels have contributed a lot in the planning, communicating and executing the data collection activities and focus group discussion sessions. Their role was instrumental in ensuring higher response rate and facilitating the process, which resulted in only few missing samples and variables.

4.2 Demographic Characteristics of the Respondents

The study targeted stakeholders from a cross-section of different professional and local communities that have a stake, in one way or another, in the Productive Safety Net and Job Project (UPS NJP). The primary section of the questionnaire was used to gather the respondents' demographic data. The collected data on gender, age category and highest educational level are presented in the sections under here.

4.2.1 Gender of the Respondents

Based on the data collected, it was possible to determine the mix of respondents in terms of their gender as it is presented in the table below.

Table 0-2 Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	171	53	53	53
Female	149	47	47	100.0
Total	320	100	100	

Source own survey data (2023)

The majority of the sample population in this data set is comprised of males, with a frequency of 171. This represents 53 percent of the total sample, indicating a slight gender imbalance in the data. Females, on the other hand, have a frequency of 149, accounting for 47 percent of the total sample. Although the percentage is slightly lower than that of males, it still represents a significant portion of the data set. This indicates that the data set is relatively balanced in terms of gender representation.

4.2.2 Age of the Respondents

Table 0-3 Age of the respondents

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18-25	8	3	3	3
26-35	47	15	15	18
35-45	77	24	24	42
45-55	107	33	33	75
55-Above	81	25	25	100
Total	320	100	100	

Source own survey data (2023)

The largest age group in the data set is individuals between the ages of 45-55, with a frequency of 107. This represents 33% of the total sample suggesting that this age group is the most represented or has the highest population within the given population. The age group with the lowest frequency is 18-25, with only eight individuals representing 3% of the total population. There is a gradual increase in frequency as the age groups progress from 18-25 to 55-Above, indicating a trend of increasing population or representation as age increases up until the age group of 55- above. The above data shows that the program supports all kinds of age group but majority of the participants are the old age group.

4.2.3 Educational Level of the Respondents

Table 0-4 Educational Level

Education level	Frequency	Percent	Valid Percent	Cumulative Percent
Illiterate (Can't read & write)	170	52.7	52.9	52.9
Literate (can read and Write)	150	46.8	47.1	100.0
Total	320	99.5	100.0	

Source own survey data (2023)

The majority of individuals in this sample have an education level below high school, with a frequency of 170 or 52.7%. This suggests that a significant portion of the population have limited access to education. Conversely, a smaller but still substantial proportion of respondents, accounting for 150 or 46.8% of the total, have an education level above high school. This indicates that a significant number of individuals in this sample pursued further education beyond high school, potentially opening up more Table 0-5 participate involvement in the UPSNJP career and advancement opportunities.

4.2.4 Household Marital status

Table 0-6 marital status

Marital status	Frequency	Percent	Valid Percent	Cumulative Percent
single	58	17.6	17.6	17.6
Married	170	52.9	52.9	70.6
Divorced	39	11.8	11.8	82.4
Widowed	53	16.5	17.6	100.0
Total	320	100.0	100.0	

Source own survey data (2023)

The majority of individuals in the data set are married, accounting for 52.9% of the respondents. Single individuals make up the second largest group, comprising 17.6% of the respondents. This indicates that a significant portion of the sample population is currently married and Divorced individuals represent

11.8% of the respondents. While this is a smaller percentage compared to the other marital statuses, it still indicates a notable number of people who have gone through a divorce. The percent of respondents who are widowed making up 16.5% of the sample.

4.3 Engagement with the Project

Participant	Frequency	Percent	Valid Percent	Cumulative Percent
	320	100.0	100.0	100.0

Source own survey data (2023)

According to the data obtained, it appears that all individuals surveyed have participated in the UPSNJP (Urban productivity safety net and job project) in Addis Ababa Akaki Kality-Sub-city, Ethiopia. Out of the total respondents, 100% answered "YES" to have participated in the program.

Table 0-7 Program type of participation

Program type	Frequency	Percent	Valid Percent	Cumulative Percent
Public work	264	82.4	82.4	82.4
Direct Support	56	17.6	17.6	100.0
Total	320	100.0	100.0	

Source own survey data (2023)

The majority (82.4%) of the programs in this dataset are classified as "Public work," indicating that significant portions of the programs are related to public work. Conversely, a smaller percentage (17.6%) of the programs fall under the "Direct Support" category, suggesting that these programs are more focused on direct support services. It is important to note that Public work programs outnumber Direct Support programs, with a frequency of 264 compared to 56, indicating a significant disparity in program type representation.

Table 0-8 Participation in the program in Ethiopia Year

year of participation	Frequency	Percent	Valid Percent	Cumulative Percent
2010	86	26.5	26.7	26.7
2011	113	35.0	35.3	62.0
2012	75	23.3	23.5	85.6
2013	31	9.5	9.6	95.2
2014	13	4.2	4.3	99.5
2015	2	.5	.5	100.0
Total	320	99.2	100.0	

Source own survey data (2023)

The data obtained shows a decrease in the number of participants from 2010 to 2015. In 2010, there were 86 participants, but by 2015, the number had dropped to just two participants. The year with the highest participation rate was 2011, with 113 participants, accounting for 35% of the total participation. This indicates that 2011 was a particularly popular year for the activity compared to the other years. The year with the lowest participation rate was 2015, with only two participants, representing just 0.5% of the total participation. This implies a significant decrease in interest or engagement with the activity by that year. Overall, the data shows that the participation rate fluctuated throughout the years, with no clear increasing or decreasing trend. The largest variations can be observed between 2010 and 2011, as well as between 2011 and 2012.

4.4 Problem of Utilization in Credit Services

Table 0-9 Credit allowance in the last three years

Credit Services	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	28	8.8	8.8	8.8
No	292	90.5	91.2	100.0
Total	320	99.2	100.0	

Source own survey data (2023)

Almost all the respondents in this data set (90.5%) reported that they do not utilize credit services, while only 8.8% indicated that they do use credit services. This suggests that credit services are not widely utilized or preferred among the respondents. Overall, the data shows that a relatively small proportion of individuals (8.8%) rely on credit services, indicating that the demand for such services may be limited. This may suggest that alternative financial options or preferences are more prevalent among the survey population.

Table 0-10 Reasons for not taking a credit

Reason for not taking Credit	Frequency	Percent	Valid Percent	Cumulative Percent
fear of Repaying	52	16.25	17.6	17.6
No one willing to give	87	23.3	23.5	41.2
Didn't face shortage	125	39	41.2	82.4
Lack of information	56	17.5	17.6	100.0
Total	320	99.2	100.0	

Source own survey data (2023)

The data shows that a significant proportion (23.3%) of safety net program users reported that no one was willing to extend credit to them. This highlights a potential issue with the availability of credit for this population, which could further exacerbate their financial challenges

A considerable number of respondents (39%) mentioned that they did not face a shortage of credit options. This suggests that there are alternative sources of credit available to safety net program users, which can help them navigate their financial needs.

Fear of repaying was reported by 16.25% of respondents, indicating that a subset of safety net program users may be hesitant to take on additional credit due to concerns about their ability to repay. This highlights the importance of providing financial education and support to this population to help them make informed decisions about credit.

The data also indicates that a similar proportion (17.5%) of respondents cited a lack of information as a barrier to accessing credit. This suggests that there may be a need for improved communication and transparency regarding available credit options, eligibility requirements, and repayment terms for safety net program users.

Table 0-11 Source of Credit

Source of Credit	Frequency	Percent	Valid Percent	Cumulative Percent
Service Cooperative	9	2.9	2.9	2.9
Local Money lender	12	3.75	3.75	6.65
Micro-Finance ins	14	4.37	4.37	11.02
Total	320	100.0	100.0	

Source own survey data (2023)

Among the specified options, the data shows that micro-finance institutions are the most chosen source of credit service, accounting for 4.37% of the total respondents who took credit. This suggests that these institutions play a significant role in providing financial support to safety net program users, It is interesting to note that the usage of service cooperatives and local money lenders as sources of credit service among safety net program users is comparatively lower, accounting for 2.9% and 3.75% of the total respondents, respectively. This indicates a potential area for further analysis on the reasons behind this lower utilization, which could help in improving access to credit services through these sources.

4.5 Skills and training

Table 0-12 Skills and training given to beneficiaries

Skill and training	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	292	91.2	91.2	91.2
No	28	8.8	8.8	100.0
Total	320	100.0	100.0	

Source own survey data (2023)

The data shows that the majority of beneficiary safety net program users, 91.2 percent, have received skills training and education from the government. This indicates that the government has made a significant effort to equip these individuals with the necessary tools to improve their socioeconomic status

With only 8.8 percent of users reporting not receiving skills training and education, it suggests that there may be room for improvement in reaching and providing these services to all beneficiaries. Further analysis could be conducted to understand the reasons behind the disparity and address any barriers preventing access to such programs

The high percentage of users who have received skills training and education is encouraging, as these individuals are likely to have better employment prospects and increased chances of breaking out of the cycle of poverty. This data supports the government's investment in education and job training for vulnerable populations.

4.6 Organizational Effective Management

Table 0-13 Effective managerial and leadership

Effectiveness of Management	Frequency	Percent	Valid Percent	Cumulative Percent
Effective	56	17.6	17.6	17.6
Moderately Effective	188	58.8	58.8	76.5
Least Effective	76	23.5	23.5	100
Total	320	100	100	

Source own survey data (2023)

Based on the data, it is evident that a majority of respondents (58.8%) perceive the managerial and leadership practice in the safety net program to be moderately effective. This suggests that there may be room for improvement in this area, as a significant portion of participants does not consider the practice fully effective. It is encouraging noting that 17.6% of respondents find the managerial and leadership practice in the project to be effective. This indicates that there are aspects of the program's management and leadership that are working well, and these practices should be identified and reinforced to enhance overall effectiveness. The data also highlights that 23.5% of participants perceive the managerial and leadership practice in the safety net program to be least effective. This suggests that there may be areas of concern or dissatisfaction among a significant portion of the respondents, and addressing these concerns should be a priority to improve the program's performance.

Table 0-14 Extent of Partnership and collaboration.

Partnership and collaboration	Frequency	Percent	Valid Percent	Cumulative Percent
Very low	19	5.9	5.9	5.9
Low	85	26.5	26.5	32.4
Neutral	75	23.5	23.5	55.9
Good	122	38.2	38.2	94.1
Very good	19	5.9	5.9	100
Total	320	100	100	

Source own survey data (2023)

The majority of stakeholders in safety net programs perceive the extent of partnership and collaboration to be either low or neutral, as these two categories account for 50.4% of the responses. On the positive side, roughly 38% of stakeholders rate the extent of partnership and collaboration as good, indicating that there is a significant portion of stakeholders who believe that collaboration efforts are effective. Interestingly, a very small percentage (5.9%) of stakeholders rate the extent of partnership and collaboration as very low or very good, suggesting that there may be extreme views on the effectiveness of collaboration efforts within the safety net program.

4.7 Effectiveness of safety net Program

Table 0-15 Effective managerial and leadership

Effective managerial and leadership	Frequency	Percent	Valid Percent	Cumulative Percent
Effective	56	17.6	17.6	17.6
Moderately Effective	188	58.8	58.8	76.5
Least Effective	76	23.5	23.5	100
Total	320	100	100	

Source own survey data (2023)

Based on the data, it is evident that a majority of respondents (58.8%) perceive the managerial and leadership practice in the safety net program to be moderately effective. This suggests that there may be room for improvement in this area, as a significant portion of participants does not consider the practice fully effective. It is encouraging noting that 17.6% of respondents find the managerial and leadership practice in the project to be effective. This indicates that there are aspects of the program's management and leadership that are working well, and these practices should be identified and reinforced to enhance overall effectiveness. The data also highlights that 23.5% of participants perceive the managerial and leadership practice in the safety net program to be least effective. This suggests that there may be areas of concern or dissatisfaction among a significant portion of the respondents, and addressing these concerns should be a priority to improve the program's performance.

Table 0-16 Extent of Partnership and collaboration.

Partnership and collaboration	Frequency	Percent	Valid Percent	Cumulative Percent
Very low	19	5.9	5.9	5.9
Low	85	26.5	26.5	32.4
Neutral	75	23.5	23.5	55.9
Good	122	38.2	38.2	94.1
Very good	19	5.9	5.9	100
Total	320	100	100	

Source own survey data (2023)

The majority of stakeholders in safety net programs perceive the extent of partnership and collaboration to be either low or neutral, as these two categories account for 50% of the responses. On the positive side, 38% of stakeholders rate the extent of partnership and collaboration as good, indicating that there is a significant portion of stakeholders who believe that collaboration efforts are effective. Interestingly, a very small percentage (5.9%) of stakeholders rate the extent of partnership and collaboration as very good, suggesting that there may be extreme views on the effectiveness of collaboration efforts within the safety net program.

4.8 successfulness of UPSNJP

Table 0-17 How Successful is the UPSNJP

Successfulness of UPSNJP	Frequency	Percent	Valid Percent	Cumulative Percent
VERY LOW	9	2.9	2.9	2.9
Low	28	8.8	8.8	11.8
Good	244	76.5	76.5	88.2
Very good	39	11.8	11.8	100
Total	320	100	100	

Source own survey data (2023)

From the data obtained, almost all the respondents in Akaki Kality perceive the UPSNJP's safety net program as good, with 76.5% reporting a positive experience. This suggests that the program is relatively successful in meeting the needs of the community in terms of safety net support

From the data obtained that 11.8% of respondents rated the safety net program as very good, while only 2.9% rated it as very low. This suggests a potential lack of critical feedback and awareness of issues within the program, which may indicate a need for better monitoring and evaluation

Although the overall satisfaction level appears to be good, it is worth noting that 8.8% of respondents rated the safety net program as low. This suggests that there are still areas for improvement and potential gaps in the support offered by UPSNJP in addressing the needs of the Akaki Kality community.

4.9 Selection of UPSNJP

Table 0-18 Selection of UPSNJP beneficiaries in Sub-city

Beneficiaries of UPSNJP	Frequency	Percent	Valid Percent	Cumulative Percent
Woreda Admin	9	2.9	2.9	2.9
Other	311	97.1	97.1	100
Total	320	100	100	

Source own survey data (2023)

Almost all, (97.1%) of households in the safety net program were selected by sources other than Woreda Administrations. This indicates that there are multiple entities involved in the decision-making process of selecting households for aid distribution

Woreda Administrations, on the other hand, selected a relatively small proportion (2.9%) of households to receive the aid. This could suggest that they have a limited role or influence in the selection process, possibly due to various factors such as limited resources or differing priorities

Further analysis is required to understand the specific criteria and methods used by "Other" sources in selecting households for the safety net program. This information can shed light on the effectiveness, fairness, and transparency of the selection process, ensuring that aid is distributed to the most deserving households.

4.10 Transparency and fairness

Table 0-19 Transparency

Transparency	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	56	17.6	17.6	17.6
No	264	82.4	82.4	100.0
Total	320	100.0	100.0	

Source own survey data (2023)

The data shows that a significant majority of respondents (82.4%) believe that the beneficiary selection process in the safety net program is not transparent and fair. This indicates a lack of trust and faith in the program's ability to impartially identify and support those in need. The high percentage of individuals who responded "NO" suggests that there may be underlying issues with the selection process, such as bias or favoritism. This raises concerns about the program's effectiveness in reaching its intended goals of assisting the most deserving individuals. The substantial gap between the "YES" and "NO" responses implies a clear dissatisfaction among the respondents regarding the transparency and fairness of the beneficiary selection process.

4.11 Monitoring and Evaluation Practices

Table 0-20 Monitoring and Evaluation Practices of the UPSNJP

Monitoring and Evaluation	Frequency	Percent	Valid Percent	Cumulative Percent
Low	56	17.6	17.6	17.6
Moderate	207	64.7	64.7	82.4
High	47	14.7	14.7	97.1
Very high	10	2.9	2.9	100.0
Total	320	100.0	100.0	

Source own survey data (2023)

The majority of government safety net programs have a moderate frequency of monitoring and evaluation activities, as evidenced by the fact that 64.7% of the programs fall into this category. This suggests that these programs are regularly assessed and monitored to ensure they are achieving their intended outcomes

The data obtained also shows that a significant portion of the programs (17.6%) have a low frequency of monitoring and evaluation activities. This raises concerns about the effectiveness and accountability of these programs, as they may not be adequately assessed for their performance and impact

On the other hand, a small proportion of the programs (2.9%) have a very high frequency of monitoring and evaluation activities. This indicates a strong commitment to monitoring and ensuring program effectiveness. These programs are likely subject to rigorous assessments and adjustments based on the findings, potentially leading to better outcomes for beneficiaries.

Qualitative data analysis

The study assessed the factors affecting successful implementation of Urban Productive Safety Net and Job Project (UPSNJP) in Addis Ababa Akaki Kaliti Sub-city. The primary data for this study was collected from 20-office authorities from four woredas in different sector among them safety net office, woman and child affairs, labor and skill offices are interviewed because of their direct and indirect relation with the project by Key informant interview.

According to the responses from data obtained the majority of the respondents when asked about the Role of the UPSNJP. The role of UPSNJP is to Ensuring food security for the poorest of the poor by increasing their daily income and making income consistent by reorienting unsupportive attitudes about work and instilling entrepreneurial thinking in society. The research triangulated the targeting process with the poverty status of the beneficiaries; the targeted beneficiaries have low income, low asset ownership and high food consumption .Thus, the study confirms the beneficiaries targeted fairly.

Analysis on the livelihood and living condition of the beneficiaries in this woreda before joining the safety net program.

According to the data obtained, the respondents had extremely limited livelihood opportunities before becoming beneficiaries of the safety net program. They lacked access to stable employment with most relying on occasional manual labor or informal jobs with unpredictable income. Their living conditions were with insufficient access to basic amenities. They faced food insecurity with inadequate nutrition and

insufficient means to meet their daily needs. Overall, the livelihood and living contentions of the poorest of the poor were marked by unrelenting poverty, leaving them trapped in a cycle of deprivation.

What is the role of the UPSNJP towards the improvement of the physical environment of the community?

Employment Generation: The job project provides employment opportunities for community members, especially those who are economically disadvantaged. This leads to increased income levels, reducing poverty and improving the living conditions of individuals.

The project also emphasizes the creation and maintenance of green spaces and urban agriculture initiatives. This includes the establishment of parks, gardens, and public spaces where residents can enjoy recreational activities and connect with nature. Urban agriculture efforts can promote food security, reduce food miles, and enhance the overall aesthetics of the community

How do you describe the beneficiaries' selection method of UPSNJP?

From the data obtained when it comes to choosing beneficiaries the woreda cabinet, which is the highest authority in the woreda, works together with respected community members who have good knowledge about the economic condition of the community. They collaborate to identify the most impoverished individuals.

How is the awareness about the program among the program beneficiary both Public work and direct support beneficiaries?

Based on the data obtained majority of the responses shows that the awareness on the urban productivity safety net project among the respondents indicates recognition of its potential to drive economic growth and development in their community. The beneficiary respondents appear to be aware of the public work opportunities provided by the project. This indicates that they recognize the value of employment through public work and the potential it holds to enhance their overall well-being. The data also suggests that the beneficiary respondents are also knowledgeable about the direct support programs offered by the project. This reveals an understanding of the importance of targeted assistance for vulnerable individuals and families in need. This suggests that they are likely to actively participate in and contribute to the project's efforts to enhance urban productivity.

How do you observe the coordination between stakeholders?

The findings of the study showed that there is Coordination among stakeholders observed during focus group discussion whereby the discussants revealed that there a reasonable degree of collaboration and partnership among stakeholders along the course of project implementation. For instance, the key stakeholders such as the World Bank and the Government of Ethiopia make monitoring of projects on site, especially when project beneficiaries undertake public work activities.

What are the potential factors affecting the implementation of UPSNJP

The factors that influence the implementation of the project were revealed through the focus group discussion. These factors include the need for support and participation, which greatly affect the overall effectiveness of the project. The success of the project is heavily dependent on the political will and commitment, as well as the efficiency of the local governance. Insufficient political support, limited resources, or ineffective administrative structures can cause delays, bureaucratic obstacles, and inadequate supervision, ultimately impeding the project's success

What improvements have you seen in the households since the launch of UPSNJP?

The findings of the study showed that the implementation of the urban productivity safety net and job project has improved the household in bringing financial stability, providing us with a consistent source of income and reducing our reliance on external assistance. Because of the UPSNJP, we have witnessed improvements in our quality of life, with increased access to education and healthcare, leading to a brighter future for our family

What are the Strength and limitation of UPSNJP?

According to some of the respondents, the urban productivity safety net provides economic support and opportunities for the urban poor, helping to mitigate poverty and unemployment. It promotes skill development and entrepreneurship, enhancing productivity in the sub-city. This indicates that the urban productivity safety net will foster social cohesion ensuring that vulnerable populations are not left behind but majority of the respondents during the discussion mentioned that individuals who are eligible for support might not be aware of the available programs or face difficulties accessing them, a lack of coordination between different stakeholders and government bodies. This indicating that there may also be challenges in ensuring fair and transparent distribution of resource and giving awareness to individuals under poverty.

On the other hand, the major weakness of the project is as every beneficiary household complete three years of participation. He/she graduated then take a GRANT fund after that each beneficiary are supposed to have a small business by being an entrepreneur but as a lack of monitoring after the given GRANT majority of the beneficiary's backward in to their previous situation as they invest the fund on their own things.

Discussion of the results

The study assessed the factors affecting successful implementation of Urban Productive Safety Net and Job Project (UPSNJP) in Addis Ababa Akaki -Kality Sub-city. The UPSNJP is a social protection safety net program in Ethiopia funded by the government and the World Bank. Its main objective is to improve the living standards of poor people in the country, particularly food insecure households. The program provides support to beneficiaries in various ways, including offering additional income-generating opportunities and improving their access to basic services.

The livelihoods of the beneficiaries have significantly improved since joining the program. Previously, they were making a living with limited resources by working in different places. However, with the support of UPSNJP, they have been able to engage in income-generating activities and increase their overall income. This has resulted in an improvement in their living standards. Government officials who are dedicated to ensuring its success also support the program.

The primary data for this study was collected from 320 UPSNJP households using survey questionnaires comprising of close ended and open-ended questions. The demographic characteristics of the respondents show that the sample population in this data set is comprised of males, relatively balanced in terms of gender representation. However, key in format interview found that the cost incurred to conduct PMT test was very expensive and it took long time. Respondents highlighted several strengths of UPSNJP. Firstly, it was noted that the program makes efforts to minimize severe poverty among its beneficiaries. Additionally, UPSNJP strives to maintain food security, which is necessary for the overall well-being of the recipients. Another strength identified was that the program imitates beneficiaries for work, promoting a sense of empowerment and self-sufficiency. Lastly, it was pointed out that UPSNJP has the potential to improve the beneficiaries' lives sustainably.

On the other hand, there were certain weaknesses of UPSNJP that were found out. One weakness is that it does not fully recognize the current inflation, which can have a detrimental impact on the effectiveness

of the program. Another weakness identified was the mismatch between work time and disbursement of funds, which can cause logistical challenges and hinder the beneficiaries' progress.

The respondents highlighted several potential factors that affect the implementation of UPSNJP. These factors include the need for support and participation, which greatly affect the overall effectiveness of the project. The success of the project is heavily dependent on the political will and commitment, as well as the efficiency of the local governance

One important role of UPSNJP is to improve the environmental conditions of the community. Beneficiaries are involved in activities such as cleaning solid and liquid wastes and maintaining urban beauty. These activities are supported by two sectors within the district. As a result, the beneficiaries contribute to maintaining a clean and pleasant environment for the surrounding community.

The selection process for beneficiaries involves the participation of different groups. A selection committee is formed from the community to oversee the process. The criteria for selecting beneficiaries are well defined and ensure that the most deserving individuals and households are chosen.

The selection method for the UPSNJP and Job Project is participatory, involving the entire community. Beneficiaries are selected based on twenty-three criteria, each with its own weight. The sum of these weights determines the allocation of benefits to the community.

Not only beneficiaries but also all members of the community have access to information related to UPSNJP. They have the right to follow the progress of the project from its beginning to its conclusion. The responsible body is obligated to provide answers to any queries or concerns within a given timeframe.

The UPSNJP project provides various forms of support to beneficiaries. This includes providing supporting letters for healthcare centers, schools, and other institutions to waive fees. Furthermore, government officials conduct trainings on a monthly basis, covering life skills, additional income-generating activities, and sustainable job opportunities.

At the grassroots level, concerned officials provide support to beneficiaries for ten days each month. During these support sessions, beneficiaries receive training on life skills, safe usage of resources, and first aid.

Beneficiaries display a high level of coordination among themselves. They form teams with a ratio of one to five or one to thirty, which allows them to resolve various social problems they face.

Chapter Five

Conclusion and Recommendations

Introduction

The study aimed in investigating Factors affecting successful implementation of Urban Productive Safety Net and Job Project (UPS NJP) in Addis Ababa Akaki Kality Sub-city. To what extent institutional capacity building, utilization of credit, and the Effective use of Management and leadership in the program was implemented. This chapter provides the conclusion and recommendations based on the objectives of the study.

5.1. Summary of major finding

Summary Based on the analysis, the below outlined findings were recognized;

- ✚ The data suggests that while the majority of government safety programs have a moderate frequency of monitoring and evaluation activities, there are still concerns about the effectiveness and accountability of significant portion of these programs. There is a need for increased monitoring and evaluation of these programs to ensure they are achieving their intended outcomes and effectively serving their beneficiaries. Additionally, the small proportion of programs with a very high frequency of monitoring and evaluation activities demonstrate a strong commitment to ensuring program effectiveness, which could lead to better outcomes for those being served.
- ✚ Based on the data, it is evident that there is a believe that the beneficiary selection process in the safety net program is not transparent and fair it shows deficiency on transparency ,clarity and fairness among the government authority and the beneficiary. This indicates a lack of trust and faith in the program's ability to impartially identify and support those in need.
- ✚ The findings indicate that a majority of stakeholders in safety net programs perceive the extent of partnership and collaboration to be either low or neutral. However, there is a significant portion of stakeholders who rate the collaboration efforts as good, suggesting that some stakeholders believe that collaboration is effective. Interestingly, there are extreme views on the effectiveness of collaboration efforts, as very few stakeholders rated the extent of partnership and collaboration as very low or very

good. This highlights the need for further exploration and improvement in collaboration efforts within safety net programs.

- ✚ The findings indicates that almost all the respondents reported that they do not utilize credit services; this indicates that there is serious problems for credit services allowance.
- ✚ Based on the data, it is evident that there is a mixed perception of the managerial and leadership practice in the safety net program among respondents. While a majority perceive it to be moderately effective, there is a significant portion that finds it least effective. This highlights the need for improvement and addressing areas of concern to enhance the overall effectiveness of the program. Identifying and reinforcing the aspects that are working well is also crucial to build on the perceived effectiveness and improve the program's performance.
- ✚ Based on the data, it is evident that there is a mixed perception of the managerial and leadership practice in the safety net program. While a majority of respondents perceive it to be moderately effective, there is a significant portion that finds it to be least effective. This indicates that there may be room for improvement in certain areas of the program's management and leadership. It is encouraging to see that some participants find the practice to be effective, suggesting that there are aspects of the program that are working well.
- ✚ Based on the data, it is evident that there is a gap of considering current inflation with related to beneficiary householder different benefits.

Summary

The data reveals that there is a need for increased monitoring and evaluation activities in government safety net programs to ensure effectiveness and accountability. While the majority of programs have a moderate level of monitoring, there are concerns about the results and impact of a significant portion of these programs. Collaboration efforts within these programs are perceived to be lacking by most stakeholders, indicating a need for improvement in this area. The managerial and leadership practices in safety net programs also receive mixed perceptions, with room for improvement in certain aspects. Identifying and reinforcing successful practices while addressing areas of concern is crucial for enhancing the overall effectiveness of these programs. Continuous evaluation and improvement are necessary to ensure the success of safety net programs in effectively serving their beneficiaries. To enhance overall effectiveness, it is important to identify and reinforce these successful practices while also addressing any

areas of concern or dissatisfaction among respondents. This highlights the need for continuous evaluation and improvement of managerial and leadership practices in the safety net program to ensure its success and effectiveness.

Conclusion

In conclusion, the UPSNJP has proven to be a successful program in improving the living standards of the beneficiaries in Addis Ababa Akaki-Kality Sub-city. The program's efforts to minimize severe poverty among its beneficiaries and promote food security have been commendable. Moreover, by providing income-generating opportunities and promoting self-sufficiency, the program has empowered the beneficiaries. Additionally, UPSNJP has the potential to sustainably improve the lives of its beneficiaries. However, there are certain weaknesses that need to be addressed, such as the recognition of current inflation and the mismatch between work time and disbursement of funds.

The data indicates that there is a clear need for increased monitoring and evaluation activities within government safety net programs to ensure they are effectively meeting the needs of their beneficiaries. The moderate frequency of monitoring and evaluation suggests that there is room for improvement in this area, while the small proportion of programs with a high frequency of monitoring and evaluation activities demonstrate a strong commitment to program effectiveness. It is crucial for these programs to regularly assess their impact and outcomes to ensure they are achieving their intended goals and providing quality services to those in need.

Additionally, the mixed perception of partnership and collaboration among stakeholders in safety net programs highlights the importance of further exploration and improvement in this area. While some stakeholders rate collaboration efforts as good, there are still concerns about the effectiveness of these partnerships. Addressing these issues and enhancing collaboration among stakeholders is essential to improving the overall effectiveness of safety net programs. Overall, continuous evaluation and improvement of managerial and leadership practices are key to enhancing the success and impact of government safety net programs, ensuring they are meeting the needs of those they aim to serve.

Recommendations

The empirical results reported in this thesis leads to forward the following recommendations.

- Public work plan shall be prepared with integration of city development plan and participation of stakeholders. Continual training and back up are needed at woreda level, partly to counteract the institutional memory loss associated with high staff turnover. Greater attention shall be given to other public work activities.
- The monitoring systems shall be specifically design to be relevant and meet the implementation requirements of the project. It was discovered that monitoring activities were consistently and frequently carried out to ensure project objectives were met as intended. However, it is necessary to also have a monitoring and evaluation (M &E) system in place that effectively fulfills the overall purpose having a monitoring system.
- Regarding transparency and fairness, it shall be a way for communication and free flow of information among all stakeholders in order to have a better truthfulness
- There must be a need for improved communication and transparency regarding available credit options, eligibility requirements, and repayment terms for safety net program users. The program must also give awareness and provide financial education to the beneficiaries to help them make informed decisions about credit.
- There shall be a wide probability of credit service for the beneficiaries as it is difficult for most of them to manage and support their live hood on their own financial capacity. The UPSNJP project might be consider credit allowance services.
- The project needs to advance its planning and execution of projects, which are designated for public work development that would eventually contribute in improving the overall schedule performance of the UPSNJP in Akaki Kality.
- The UPSNJP project shall consider current inflation of the country in order to have a beneficiary satisfaction on the project.
- It is crucial for the program to consider the impact of inflation on the effectiveness of the program. Adjustments shall be made to ensure that the beneficiaries are adequately supported amidst rising costs of living.

- Finally, additional research shall be carried out at different locations to acquire more empirical findings on the effectiveness of the program.

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Appendix
St. Mary's University
School of Graduate Studies
School of Business

QUESTIONNAIRE

Dear respondent,

My name is LIDYA SISAY. I am Master's student at St. Mary's University in the department of PROJECT MANAGEMENT. Currently, I am conducting my Thesis on the topic entitled **Assessment of Factors affecting the implementation of Urban Productive Safety Net and Job Project (UPSNJP) in Addis Ababa: the case of Akaki Kality Sub-city**

The data collected will be used in the study to fulfill partial requirement of the second degree (M.A.) in Project Management. Your cooperation in responding to the questions is crucial for the success of the study. Therefore, I politely request your cooperation to respond the questions appropriately. In addition, I would like to ensure that the data you provide will be kept confidential and will not be used for other purpose other than intended.

Thank you for your cooperation!!

Please answer the questions by putting “√” mark.

1. Participation in the UPSNJP

- 1.1. Do you participate in the UPSNJP 1) Yes 2) No
- 1.2. If your answer to Q 1.1 is yes, when did you participate in the program in Ethiopian Year? _____
- 1.3. Program type 1) Public Work 2) Direct Support
- 1.4. What is/are the benefit/s you obtained being the beneficiary of the program?

2. Information on household characteristics

- Household code number _____ Woreda _____
- 2.1 Sex of the household heads 1) Male 2) Female
- 2.2 Household marital status 1) Single 2) Married
3) Divorced 4) Widowed
- 2.3 Age of the household heads _____
- 2.4 Education level of the household heads 1) illiterate 2) literate

3 Write the number of your family members.

Age	Sex		Total
	Male	Female	
<10			
10-14			
15-64			
>64			
Total			

Part II.

Problems of utilization of credit services

1. Did you receive any types of credit in the last three years? Yes No
2. If your answer to Q. 1 is “Yes”, what was the purpose? Multiple answers are possible.
 1. Purchase of agricultural inputs (Seed, Fertilizer, Chemicals)
 2. Purchase of oxen or other livestock
 3. Purchase of farm implements
 4. For family consumption
 5. For social obligation
 6. For school fee
 7. For health
 8. Other, please specify _____
3. If your answer is “No” for Q.1, why didn’t you take credit?
 - 1) Fear of repaying 2) High interest rate 3) Lack of collateral
 - 4) No one is willing to give me credit 5) I am not short of money 6) lack of information

4. If your answer to Question 3 is “Yes”, what was the source? Multiple answers are possible.
1. Service cooperatives 2. Friends and relatives 3. Local money lender
4. Banks 5. Micro-Finance institutions 6. Others _____
5. Please, can you specify the amount of credit you have taken? _____
6. From your family members, how many people participate in public work? _____
7. As a UPSNJP beneficiary, have you been given skills training and education by the government?
- a) Yes b) No

4 Effectiveness of Safety Net program

13. How effective are managerial and leadership practices in the project?

- 1) highly effective 2) effective 3) moderately effective 4) least effective 5) not effective

14. How do you describe the extent of partnership and collaboration among stakeholders?

- 1) very low 2) low 3) neutral 4) good 5) very Good

15. How successful is the UPSNJP in Akaki Kality Sub-city in terms of completing deliverables on time?

- 1) very low 2) low 3) good 4) very good

15. Selection of UPSNJP beneficiary in the Sub-city /criteria and process of the selection of beneficiaries

16. Who selected which household to receive the aid from UPSNJP?

1. The DA 2. Woreda Administrators 3. Woreda Agriculture Office
5. Other (specify) _____

17. Do you think the beneficiary selection process is transparent and fair?

- 1) Yes 2) No

18. If your answer is not fair Q.17, what is your reason?

If your answer to Q 16 is “No”, please explain your reason _____

19. Do you think the beneficiary selection process is transparent?

a) Yes b) No

20. If your answer is “No” for the above Question, please explain your reason.

22. Do you know the objective of UPSNJP? 1) Yes 0) No

23. How frequent is the Monitoring and Evaluation of activities in the government safety net program (UPSNJP)?

1) Very Low 2) Low 3) Moderate 4) High 5) very High

I am immensely grateful for taking the time and effort to fill out my questionnaire.

Thank YOU!

St. Mary's University
School of Graduate Studies
School of Business

Key informant interview questions for officials, experts, and administrative officers

Dear respondent,

My name is LIDYA SISAY. I am a Master's student at St. Mary's University in the Department of Project Management. Currently, I am conducting my Thesis on the topic entitled Assessment of Factors affecting the implementation of Urban Productive Safety Net and Job Project (UPSNJP) in Addis Ababa: the case of Akaki Kality Sub-city.

To this end, I am collecting data from relevant respondents. The data to be collected will be used in the study to fulfill partial requirements of the second degree (M.A.) in Project Management. Your cooperation in responding to the questions is crucial for the success of the study. Therefore, I politely request your cooperation in responding to the questions appropriately. I would like to assure you that the data you provide will be kept confidential and will not be used for other purposes than the stated.

Thank you for volunteering to participate in this interview.

1. What is the role of the UPSNJP in the improvement of Households in this woreda?
2. Can you describe the livelihood and living conditions of the beneficiaries in this woreda before joining the UPSNJP?
3. What is the role of the UPSNJP towards the improvement of the physical environment of the community?
4. How do you describe the beneficiary's selection method? How do you target UPSNJP beneficiaries?
5. How do you describe the disbursement of the benefits to the beneficiary's household?
6. What is the awareness level of both Public Work and Direct Support beneficiaries about the program?
7. Which beneficiary selection mechanisms is UPSNJP program using? Why?
8. Can you tell me what the participation and involvement of beneficiaries look like?

9. In what way does the UPSNJP contribute to address UPSNJP participant households' problems?
10. How often are skills training and educational programs given for the beneficiaries?
11. What improvements have you seen in the households since the launch of UPSNJP?
12. Do you think your organizational structure, especially at grass root level, has the capacity to undertake the program?
13. How do you observe the coordination between stakeholders?
14. What is the role of the UPSNJP in the improvement of food security of the program beneficiary?
15. What are the strengths and limitations of UPSNJP?
16. What are the Potential factors affecting the implementation of UPSNJP?