ST.MARY'S UNIVERSITY COLLEGE

BUSINESS FACULTY

DEPARTMENT OF MANAGEMENT

AN ASSESSMENT OF PROJECT IMPLIMENTATION PRACTICE IN THE CASE OF LET ME BE A CHILED CENTER

BY

SALEM MELAKU

June 21, 2011

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CENTER

A SENIOR ESSAY SUBMITED TO THE DEPARTMENT OF MANAGEMENT

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APPROVED BY THE COMMITTEE OF EXAMINERS

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Examiner	**signatur**

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Acronyms

CBO: Community Based Organization

CSO: Civil Society Organization

GO: Government

L.M.B.C: Let Me Be a Child

NGO: Non-Governmental Organization

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE RESEARCH

It is commonly believed that civil society organizations (CSOs) play valuable roles in the development process of nations by creating conductive environment, educating the public to be able influence community activities and thereby advancing community development.

Moreover, CSOs are engaged in persuading states and institutions to be accountable and responsive to peoples' needs through service delivery projects as well as charity works (tom slay maker). As part of Ethiopian CSOs, let me be a child center has been working for the last five years assisting the community in general and destitute children in particular.

Recently "Let Me Be a Child Centre" launched a community based care project for the purpose of empowering poor children to be self-reliant citizens to tackle external shocks such us poverty and backwardness. The project began in March 2007 in few kebeles in the capital where children were brought from. Te project had to facilitate education in various schools providing children the required uniform and food. Besides it has a scheme to support their parents and guardians with some items.

The major source of budget is from Germany. There is no other source of income more than few gifts brought by foreign friends. The project activities include selecting poor children, feeding, dressing and educate them including holiday entertainments. For this purpose the staff was given the required capacity building trainings.

1.2 STATMENT OF THE PROBLEM

It is clear that the present children are the future citizens who frame policies and strategies. Thus the present men are expected to maintain the interests of future generations. Besides, the government as institution shall pursue social and economic policies that are conductive to the proper growth and development of children by investing more on education, health and nutrition. A healthy child makes a healthy nation.

To materialize this noble duty the African child has to be given the opportunity to come to the forefront. They should be empowered and geared to play the role of responsibility for developing their countries. It is clear that the future is at the hands of the young generation. The future may be guaranteed when the young generation is aware of the prevalent socio-economic situations.

The question is, however, are all children getting the expected standard of service as indicated by international and national conventions? This is the very problem that initiates this study.

It is believed that children encounter the following problems,

Firstly, according to some information number of NGOs that are working with children are not properly following the way that they are expected to follow. For example, there is enough information that some children are exposed for sexual abuse. Years before the Ethiopian government media reported that a lot of young children were assaulted by the very people who manage the NGO in south Wallo region. Although the government took prompt action against the suspect the pain remained in the mind of those children who suffered by the incident.

Secondly, some children were not given the write to worship what they believed in due to some community based organizations do not consider it as part of the child need. It is

clear that faith brings psychological comfort and courage than any thing else. Thus, any child, as a human being, should have his or her religion to rely on. The very duty of any community based organization is therefore, to protect such a right based on child convention. At the same time children have their own religion inherited from their family. Some faith based organizations do not tolerate any faith other than their own. By the side of material provision some of them disseminating their phase and convert children to their way despite the background of the children.

Thirdly child labor is widespread in various corner of the country. Usually international conventions are not accepting the contribution of child labor for the national economy. It does not mean however, children need not to learn how to work. But this meaningful idea is frustrated when some community based organizations are urging children to work and to feed themselves in the name of economic empowerment. This could harm children and may affect their interest for work in the future.

1.3. OBJECTIVE OF THE RESEARCH

General objective

The main objective of the study is to assess the implementation of LMBC project with regard to challenges and problems encountered during its entire activities and to recommend some that help the organization in its future endeavor.

Specific objectives

- To examine rules and regulations of LMBC with regard to the needs of the children.

- To review the standard of the service in contrast with the planed activity.

- To assess the strength of the board and reliability in performing their duty as per the demand of the project.

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- To look into the skill and commitment of the staff in bringing positive end result,.

1.4 RESEARCH QUESTIONS

- How are methods for understanding children behavior and existence of policy frame work?

- What is the skill of the staff in understanding rules and regulations of child rights?

- How is the assistance of the organization in respect to schooling and food staff ?

- What are the methods of capacitating the skill of the staff?

- What about atitudinal change of the children?

1.5 SIGNIFICANCE OF THE RESEARCH

This research is highly significant for the purpose of searching for new findings. It develops a systematic inquiry into people's value and behavior in relation to planed or ongoing intervention for social and economic change. Besides, it magnifies the voice of the people for whom development is intended and initiates them for more developmental activities. In addition, this research creates more dialogue among implementers, beneficiaries and other stakeholders for the lasting development and sustainable impacts of the project understudy.

1.6 DELIMITATION OF THE RESEARCH

The assessment considered let me be a child centre and related offices that are considered to be essential. It also took into account various stake holders like donors and beneficiaries including government and non government officers that are believed to have contribution for the process.

The delimitation also considers the following key elements.

- Management practices

- Human resources and financial resources

- Organizational effectiveness, efficiency and effects

1.7 DEFINITIONS OF TERMS

Project: can be described as a planned activity that could bring positive impacts on the livelihood of the community over a limited period of time. For this purpose it utilizes resources and activates them to make output and bring outcome at the end of the date.

Project partners: are those who work together to achieve similar objective. (Government agents, non government organizations etc…)

Project purpose: is the central objective of the project. The purpose should address the core.

Stakeholders: are individual, groups of people, institute or firms that have defined economic interest in the project,

Sustainability: is the likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended.

1.8. RESEARCH DESIGN AND METHODOLOGY

1.8.1. Research design

Since it is used to the project implementation practice of LMBC, the descriptive research method was more handful for better result.

1.8.2. Population and sampling technique

The population size of the study is 62. Out of it the children are 47 while the rest 15 are employees. Since the population is very small and manageable the student researcher considered the entire population for interview.

1.8.3 Types of Data Used

The researcher used both primary and secondary data as major sources of information. The primary data obtained from interview, questioner and personal observation. Secondary data were from books and different documents of the organization.

1.8.4. Methods of Data Collection

 The assessment process used various tools that are helpful to gather the necessary information. Among the tools the effective one's that are to be used in the data collection are the following. This research used descriptive method. To make the research effective and valuable both qualitative and quantitative methods of data collection are used.

Secondary sources: under this section relevant document will be reviewed. These documents are basic for the assessment and help to show how it began and what distance it has covered so far. Besides, they are helpful to know the perception that initials the project and the proposal to justify the selection to the target group and the very time.

Primary sources: These section deals with interview focus group discussions and questionnaire. Findings are quantified to the extent possible.

- **Interview:** These are the basic tools of inquiry. Interview with donor agency, the client organization technical units and other stakeholders believed to be essential including relevant sector offices and key informants among the beneficiaries to obtain in-depth information of this population, the beneficiary children are 47, and the rest 15 are employees. Since the samples size is very small. All 62 will be included in the study

- **Questionnaires:** questionnaire survey is the most valuable tools for collecting information on every organizational performance as it cover significant portion of the population from all corner of the society. Thus questionnaire is the one in the entire course of the assessment.

1.9. LIMITATIONS OF THE STUDY

Every required data was found from the head office and related offices around and every entry is simple and easy to produce quality objectives. Thus, as such there were no observed limitations. Besides, the student researcher received the permission of the project manager to make the assessment real.

1.10. ORGANIZATION OF THE STUDY

The research comprises four chapters. The first chapter deals with back ground of the study, statement of the problem, research questions, objective of the study, types of data use, methods of data collection, sampling technique and data analysis methods. The second chapter consists review of literature. The third chapter will have presentation and analysis of the data. The last chapter consists of summary, conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

This chapter focuses on literature and project implementation compiled by different authors. It also covers concepts of project and project management, aspects and stages of project implementation. As mentioned in the research proposal, the purpose of this research is to make an assessment taking let me be a child center as a sample study.

Projects are smaller separate portion of programs; they are limited in scope and contain distinct directives concerning assignments and time. If the program is to transfer inventory from one workhouse to another, one related project might be to evaluate floor space at the proposed installation (Stoner F. Freeman R., Gilbert R., 2005:295).

Many authors defined project in different way. According to Robert K. Wysocki etal in the book effective project thus: - "A project is a sequence of unique, complex and connected activities having one goal or purpose and that is completed by a specific time, within budget and according to specification."

A project is a sequence of unique activities. This means that project activities are divided into a certain extent based on their social and political conditions, existing laws, as well as physical conditions etc…

Project has a complex nature: it is not simple and has no repetitive acts. Unlike programs it has defined goals and specific magnitude.

Specified time frame: Projects have completion date specified by the organizers depending on the end utility of the project.

Budget: Preliminary financial analysis of the project is settled before approval of te project.

Specification: the customer client expects a certain level of functions quantity and quality from the project.

Management is a strict process consisting an activity of planning, organizing, activating and controlling, performed to determining and accomplish the stated objectives with the use of human beings and other resources (Terry R. and Franklin G., 2006:4).

Project management is the tasks of getting project activities done on time within budget, and according to specification more and more organizations are using project management because the approach fits well with the need for flexibility and rapid response to perceive market opportunities.

When organization undertake projects that are unique, have specific deadline, contain complex interrelated tasks requiring specialized skills, and are temporary in nature, these projects often do not fit into the standardized planning procedures that guide an organizations other routine work activities. Instead, mangers use project management techniques to effectively and efficiently accomplish the projects goals (Robbins P. and Coulter M., 2006:218).

According to Harrison F.L. project management can be defined as "the achievement of project objectives through people and involves the organizing, planning and the control of the resources assigned to the project together with the development of human relations with all those involved both in company and with other companies involved".

2.2. **Aspects of a Project**

For successful implementation of the project the stages and the aspects are to be considered during each stage from the bases of the construction process. (Robbins P. and Coulter M., 2006:223).

Aspects of project:-

➢ Functional aspects – general concepts process, broad methodology of works, an operational aspects, maintenance aspects, environmental and social aspects.

➢ Location and project site aspects – to geography, accessibility, infrastructure availability, statutory formality and legal formalities.

➢ Constructional aspects – design standards, access to new technology, technical standards, professional aspects, availability of machinery and skilled personnel, safely, during construction, firefighting requirements, quality aspects, and ISO requirement compliance.

➢ Operational aspects – project administration, project financing, maintenance requirement, disaster management requirement, operational safety and health, social impact during operation.

2.3. Stages of a project

▪ **Briefing Stages:** the customer/client/owner will furnish pphis needs, specify project function and the funds he can master and provide for the projects. This will enable the project consultants with the assistance of design team to prepare preliminary project report and rough cots estimate.

▪ **Designing stage:** Its purpose is to determine the extent and also the limits of the project, develop project brief to final levels, obtain customer's /client's/ owner's consent for the brief, prepare detail design and drawings, finalize the methodology of work, draft specification for work, prepare bill of quantities and final cost estimate, lifecycle cost of the project, and prepare implementation schedules.

▪ **Tendering Stage:** Its main purpose is to invite bids for supplies from vendors, bids for implementation of the project from construction agencies of repute and of

acceptable standards. Finalize the implementation agencies after due examination, consultation and also concurrence of client/financial austerities. During this stage, a very important work is carefully drafting a balanced and legally acceptable contract document that stipulates the duties and obligations of the participant who are parties to it.

▪ **Construction stage:** This is to implement the project as per specifications in the contract, well within the cost and well within the time allowed.

▪ **Commissioning Stage:** this is a crucial stage when the implementing agency has to prove to the project consultants and to the client/customer/ owner that the project is effective, efficient and meets the goals of the project. They have to prove to the operational staff and maintenance staff the all installations and systems are operational to the desire standards.

(Robbins P. and Coulter M. 2006:226).

2.4 Project Implementation

It is a common belief that if we have the chance to get into the discussions of Legislatures, reports of commissions and committees, the various policy documents etc, we generally come across a very distinct and popular tern known as "implementation". This term is prefixed by a galaxy of words like policy, plan, program, project and the like. Simply started, it conveys such meanings as to carry out, accomplish, fulfill, or to give practical effect and to ensure actual fulfillment by concrete measures.

In the context of project management cycle, implementation involves allocation of tasks to groups within the project organization. This stage has to give utmost importance by the planners and decision-makers to drive the intended objective. To quote the

planning commission, "The success of the plans will rest very largely on the efficiency-with which it is implemented."

It is important to remember the project management process works for projects of all kinds because of the projects similarities.   Like living beings, all projects have predictable stages that start with an idea to do something and end (hopefully) with the delivery of a complete project that meets its goals for quality or performance. In total there are five phases in every project: initiating, planning, executing, controlling, and closing. These five phases outlines the project management process as defined in the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOX). The PMBOK is PMI's reference document describes core project management techniques (Sunny and Kim Baker, 1998:13)

Deficiencies in implementation are also found due to inadequate planning of project at the initial stage causing slippages in schedules, cost over-runs and poor performance. The approach paper to the Seventh plan document has also pointedly referred to the reduction of project implementation delays through better project management. Thus when one talks of the failure of implementation, one has to look upon planning, implementation and evaluation as an integral process, each deriving strength from the other.

2.5.   Project Implementation Stages

According to the project management by B.D Goel the purpose of any successful project implementation is to ensure that the project activates are competed within the schedule, and within the budgeted provisions, leading to desired quantum of benefits flowing there form.

2.5.1. Initiating the Project

Project initiation is the first step which is similar in many ways to the preparatory stage of project formulation. It involves obtaining approval of the proposed strategies, project plan, relevant budgets and selection of the project manager/other major functionaries.

Experience indicates that it takes considerable long time in obtaining the approval of the project proposal from the various agencies. Generally, this stage can take one of the following consequences:

1. The proposal is accepted in to by all the concerned agencies.
2. The proposal is accepted with a few changes in the proposed strategies on account of technical or manpower grounds.
3. The proposal is accepted but at a lower level of funding.
4. The proposal is rejected.
   ❖ (B.B GOEL,2002:148)

2.5.2. Specifying and Scheduling the Work

After initiating the project, it becomes important to determine about the project plan by specifying in detail when, where and how the project activities would be done and who would manage them. In other words, steps in the direction of defining the detailed activity specifications, determining their interrelationship, specifying the manner of doing them, the persons who are to manage them, and the likely duration by which the whole project is to be completed, have to be taken under the send stage. Following are some of the activities which are basically termed as important during course of project implementation:

- Finalization of technological parameters;
- Selection of equipment
- Preparation of layouts

- Identification of infrastructure;
- Preparation of specifications for equipment, buildings, auxiliaries utilities and services;
- Tendering and placement of orders
- Execution of civil works, structures, procurement of supplies, erection of equipment, commissioning; and
- Training of manpower.
- ❖ (B.B GOEL,2002:151)

2.5.3. Clarifying Authority, Responsibility and Relationships

It becomes necessary that the various members of the project team's **vis-à-vis** the sponsoring organizations are made aware of their relationships between authority and responsibility. Lets the various functionaries may not be misunderstood with one another thereby inviting a lot of trouble for project itself.

a) Who has the authority to change the project schedule?
b) Who has the authority to decide substitutes of project resources?
c) Who can terminate the project prematurely?
d) Who has authority over contingency funds?
e) Who can change the project objectives?
f) Who is responsible for obtaining resources? And
g) What reports are required and who is responsible for taking these?

2.5.4. Obtaining Resource

The discussion on resource would be taken up under the following three headings: personnel, finance, materials and equipment

A. **Personnel:** Personnel in any project or an organization is the most scarce and critical resources. The successful implementation of the plan/program/project

depends on the efficiency and effectiveness with which personnel engaged at various levels undertake their tasks and achieve results.

B. **Finance:** We are well aware that resources consumption takes place during all the 3 phase of the project cycle. During the first phase (Pre-investment), resources are required for investigating various aspects of project idea and for developing the project design. In the second phases (construction), resources are needed in providing the basic edifice of the project. During the last phase (normalization) project requires raw materials and other consumables. The nature magnitude of resource requirement thus differs from phase to phase. So far as finance is concerned, the first phase hardly consumes much. It is in the second phase that maximum amount of funds are required which are usually of a non-recurring nature. The last phase also involves consumption of funds on a recurring basis. As such, funds requirement have to be planned in an integrated manner. The net result is that due to improper financial planning, the following consequences are inevitable:

- Increase in pre-operative expense, mainly interest during construction;
- Enterprise's inability to repay principal and interest as per the amortization schedule;
- Adverse impact on viability of the project;
- Loss on account of lost market opportunities; and
- Sickness at birth and host of other unsavory consequence associated with industrial sickness.

❖ (B.B GOEL,2002:155)

C. **Material and Equipment:** During the implementation stage, a project for its smooth progress requires machinery, plan, equipments and other materials like cerement, bricks, steel, etc. it is possible to determine the exacts requirements and time schedule of a particular activity from the network chart and aggregate

the resource requirement profile for the total project life span. It may be clarified that the requirements of suppliers and equipment during implementation stage are quite different from that of operation stages.

2.5.5. Establishing Controlling System

This stage primarily aims at designing and establishing a control system so that management at different levels is not only able to direct and control the project (a succeeding stage) from three parameters, i.e. time, cost and performance (quantitative as well as quantitative), but also take corrective measures.

2.5.6. Terminating the Project

Literally termination means 'ending' and in the context of project implementation, it spells out one of the four meanings, i.e., 1) normal termination, (2) non termination, (3) early termination, and (4) late termination. When a project is completed within the stipulated resources and time, it is called a normal termination. In the Indian situation, there are very rare examples of this type so far as pubic enterprises are concerned. A corollary of normal termination is called as non termination. In this case, the project becomes a normal functioning unit of the existing organization on its completion. Negatively, there is every likelihood of the project being terminated earlier on account of a number of factors such as change in policies and programs of the organization concerned, availability of more prospective proposals, Vis-a-visa the exiting one, unforeseen and environmental factors, etc. In other words, this state virtually deals with the abandonment of the existing project.

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

3.1. INTRODUCTION

This chapter concentrates on the brief description of **Let Me Be a Child Center** project implementation practice. Data analysis bases in which data collected from interview and questionnaires

This questionnaire and interview were conducted on the basis of evaluating project implementation of LMBC. Since the population size of LMBC center is very small the whole population is considered. Thus the data collected is enough to get adequate and reliable information.

In this chapter the student researcher tries to analyze and interpret about the project implementation practice which the center is currently under taking such us:-selection of children, feeding of children, schooling the children, assistance given to the family, existence of follow up scheme and the like.

3.2. COLLECTED SAMPLES

Item	Distributed		Returned		Not returned	
questionnaire	No.	%	No.	%	No.	%
	17	100	17	100	-	-

The questionnaire is distributed only for the staff members and the two college students. And the distributed 17 questionnaire are all returned. 58 populations took interview.

3.3. Characteristics of respondent's

Gender complexity

Table1-Gender

Description	Sample	Occurrence			
		Male	Percentage	Female	Percentage
workers	15	7	46.6	8	53.3
Children	42	14	33.33	26	66.67
Family	5	0	0	5	100

The above table shows that out of the worker respondents 46.6% are male and 53.3% are female, from children respondents 33.3% are male and 66.66% are female, and family respondents are represented by female.

This data shows that the number of female children in the society surpass male children and also shows that most children are lived with their poor mothers.

Age

Table2 Age

Age	Frequency	Percentage
Under15	34	54.5
16-25	13	20.9
26-35	12	19.35
36-45	3	4.84
Above45	-	-
Total	62	100

The respondent's age group is represented as follows, 54.5 % below 15year, 20.9% between 16-25 years, 19.35% between26-35 years, 4.84% 36-45 years. Therefore more than 50% of the respondents are below 15 years of age. This shows the information is largely obtained from the children.

Educational Background

Educational background of the staff

Table3-Educational back ground the staff

Educational background	Frequency	percentage
MA and above	-	-
Bachelor degree	3	20
Diploma	3	20
Certificate	3	20
Below certificate	6	40
Total	15	100

As the above table shows there is no staff respondent above Bachelor Degree in their educational back ground, 20% Bachelor Degree 20% Diploma, 20% Certificate and 40 % below certificate. This shows that they are at the medium level of education not poor not excellent.

Educational background of the student

Table4- Educational background of the student

Educational Background	Frequency	Percentage
College Student	2	4.2
Secondary	9	19.14
Elementary	36	81.81
Total	47	100

As the above table shows there are 47 children, 4.2% college students, 19.14% high school level and 76.59% elementary level. This shows that most students are elementary level because as the student researcher obtained the information from secondary source the center has established before 5 years

3.4. Analytical report based on Interview and questionnaires

To make the analysis simple and understandable, it has to be categorized in to three sector , they are guardians, children, and staff.

Analysis on the response of parents and guardian

Knowledge about the organization

Knowledge about the centre is the first step for parents and guardians to send their children to the center. Regarding to the interview the student researcher obtained almost 90 % respondents telling that they have good knowledge about the organization.

It is clear that awareness about the organization helped parents to feel confident to willingly send their children to the centre. Small number of the respondents was misinformed about the centre and they had doubt when sending their children to the centre. Most of them told the student researcher that they taught their children may be converted to protestant sect as the centre was heard collecting the fund from protestant countries.

Sufficiency of assistance

According to the above respondents 80% of them believed that the assistance given by the organization is sufficient where as some of them said that there should be more assistance. The sufficient provision witnessed by more people illustrates the high performance of the centre.

Assistance given to parents

Here information gained from respondents mainly parents and guardians indicate they too obtained some benefits from the centre. Accordingly 11 houses were repaired and performances of some houses were maintained. Besides, the centre distributes beds for children family to benefit other children who were left at home just to minimize differences on beddings. However it needs a lot of money and a lot of effort to improve the well being of the community as a whole.

Project application

Most respondents believed that the intervention was use full as long as its intention was directed to change the future life of the children. They are also sure for its full application. Besides, the entire respondents agreed that the project has paramount importance to children in particular and the nation in general.

Analysis based on the response of the staff

Status of teamwork and Interaction with children

Table5- Status of team work and interaction with the children

Questions	Respondents response									
	poor		fair		satisfactory		good		Very good	
	No.	%	No.	%	No.	%	No.	%	No.	%
Status of team work	-	-	-	-	4	26.7	6	40	5	33.3
Interaction with children	-	-	-	-	6	40	5	33.3	4	26.7

As the above table shows the responses for the status of team work are as follows;- 26.7% said that it is satisfactory, 40 % said that it is good, and the rest33.3 % said very good.

As the above table shows teamwork is largely considered in the centre. Team work is the most acceptable system that contributes for the wellbeing of the organization. Here the centre exercised wisely to undertake every activity. The table also indicates the status of interaction between the staff and children which is encouraging.

The above table also shows that the interaction between the staff and children. It is represented as follow;-40 %said it is satisfactory.33.3%said it is good and 26.7%of

respondents said the relationship is very good .this response shows their relation is better.

Positive interaction between the staff and children is one part of assisting the smooth implementation of the project. The positive interaction as well as exercised teamwork remarkably indicates the good performance of the centre.

Methods for understanding children behavior and existence of policy framework

Table 6- Methods for understanding children behavior and existence of policy frame work

Questions	Respondents response									
	poor		fair		satisfactory		good		Very good	
	No.	%	No.	%	No.	%	No.	%	No.	%
Methods for understanding children behavior					3	20	4	26.7	8	53.3
Existence of policy frame work	-	-	-	-	4	26.7	5	33.3	6	40

This table shows that the response of the staff for method of understanding children. It shows very good for 53.3% respondents, good for 26.7 % respondents and satisfactory for 20 % respondents.

The table shows that there is a very good understanding of the staff towards children behavior which helps to gear them to the well mannered direction. The method they use for this purpose is encouraging.

The above table also shows the existence of policy frame work as to how children join the organization, 26.66% of respondents said it is satisfactory, 33.33% respondents believe that it is good and the rest 40 % respondents believe that it is very good.

Almost 95% of respondent believe that the selection of children to join the organization is good. This shows that their policy frame work is transparent.

In the course of the evaluation among the interviewed respondents about 95% of them were responded that the selection of the children to join the project was made based on the participation of parents and guardians as well as officials from local administrations. The basic requirement to select the children was the level of poverty their parents lived with. This could be identified with the assistance of local administrators and active participation of the community.

Attitudinal change of the children

Table7 - Attitudinal change of the children

Questions	Respondents response									
	Very bad		bad		satisfactory		good		Very good	
	No.	%	No.	%	No.	%	No.	%	No.	%
Attitudinal change of the children	-	-	-	-	2	13.33	6	40	7	46.6

The above table shows that the response of the staff about the attitudinal change of children. The 13.33%of respondents said that satisfactory, 40% of respondents said

good and46.6% believed that it is very good. It shows that their attitudinal change is good.

From the information obtained during the interview most of the children were observed to adjust their attitude to the positive and harmonious way. They look sincere for the organization and for its entire objectives. During the interview they promised to exert every effort for the development of their country which could be considered as the possible impact.

Capacity building training and staff skill development

Table 8- **Capacity building training and staff skill development**

Questions	Respondents response									
	poor		fair		satisfactory		good		very good	
	No.	%	No.	%	No.	%	No.	%	No.	%
Capacity building training	-	-	-	-	8	53.3	4	26.7	3	20
Skill of the staff in understanding of rules and regulations of children right	-	-	7	46.7	5	33.3	3	20	-	-

This table states the responses of the staff about capacity building training as follow;-53.3% said it is satisfactory,26.7% said it is good and the rest 20% said that it is very

good This analysis show that they have good performance for implementation of project.

Accordingly the student researcher found out from interview that most of the staff members are busy in training themselves in many related disciplines. But, in group they have taken Project Cycle Management and Participatory Impact Assessment employing a private consultant which could be helpful for project activity.

This table also show their response about their skill of understanding rules and regulations of children right as follow;- 46.7%said it is bad,33.3 said that it is satisfactory d 20% said it is good. This shows that they have poor skill.

Analysis on interview with children

From where did you come?

By interviewing them the student researcher have got that they came from various localities but within Addis Ababa.

The assistance of the organization in respect to schooling and food staff

Over 95% of respondents responded that the children are provided clean water and food three times in a day and have different menu in a week. But, however, the student researcher observed one problem with regard to dinner time. The centre fed the children at 5.00 pm which could be very early compared to the real dinner time.

In the case of schooling which is the main objective of the centre the student researcher has observed every activity is going in a well defined manner. Besides, the centre is following up their learning activity hiring a tutor. This is very helpful for the children to cope up with the school activity.

The outlook of others upon them

The outlook of other children upon them is not similar. Some taught the children from the centre are getting more benefits and feel jealous when some feel sad understanding the pain living without family.

How do they conduct holidays?

They conduct Christian holydays in a good way. But because the center only celebrates the Christian holidays other children who are from other phases feel neglected.

Interaction with the staff

They said that they have good interaction with the staff. They assume them like their parents .From personal observation the student researcher observed that their relation looks like family. Most children consider the centre is their second home.

3.5. Student researcher observations

The student researcher had plenty of time to visit and observe some places with considerable peculiarities. Most observed places are believed to enrich the research objectives and could indicate the impacts.

The first one is the school, where the children learn, just to know how much they are interested in their education,

The second one is a living quarter where most students lived to compare with their previous places,

The third one is the compound of the centre to make sure how much they enjoy life in the compound, their relation with the staff and relation among them as well as accommodations,

The student researcher is convinced with the proper school arrangement and the close distance it has with the center. Most students learn in Kokebe Tsibah elementary and secondary schools. Fortunately, both schools are situated within the same compound and staffed with experienced and skilled teachers. Only two students are attended their college education in Selam Technical college in western Addis Ababa.

Most of the children were selected from a very poor family. More over number of children lost one or both parents as the result of HIV and other tropical diseases. The socio- economic situation of most parents or guardians is not reliable and they need help. That is why the centre tried to solve some of the problems by providing house hold materials and repairing their houses.

The compound of the organization is small compared to the number of children it has. Although it has all supportive materials to provide everything including food and clean water the place is not compatible with other children needs such as sport and entertainment.

3.6. Achieved results

As the project has a nature of charity in its kind it could be regarded as a solution towards children related problems. Accordingly the following outcomes were recognized during the research,

In connection to the organization:

Organizational capacity improved: The implementing agency, Let Me Be a Child, has achieved a lot from this project and equipped itself with best experience,

Concern for others developed: It is also worth to note that this project has played the gap filling role by educating children who can do some thing in the future.

Experience shared: The assistance given to guardians and parents enable the centre to see the reality of the community in-depth.

Team work improved: As the result of this community based care activities the staff enhanced teamwork which is the best trend in the NGO life.

Follow-up scheme developed: The centre has developed smooth follow-up scheme directed towards schools and the community to obtain full information about children.

With respect to the target

As compared to the previous one, children way of living is improved in many ways which shows the undertaking was positive,

Children are learned and able to analyze what the future life would like to be giving them the opportunity of preference,

The children have also learned cross cutting issues and trainings of various skills like sewing machines, designing shoes as part of the education,

As part and parcel of the school community they developed enough confidence to compete with those children living with well off parents,

Parents are assisted as some houses are repaired and 35 double deck beds are distributed among the needy.

CHAPTER OUR

SUMMARY, CONCLUSION AND RECOMMENDATION

4.1. Summary

This Community based care project is the major project of the centre organized to assist poor children and empower them to be self-reliant citizens to tackle external shocks such as poverty and backwardness. The project under study was started in March 2007 on community based care in few kebeles in the capital where children were brought from.

This Community based care project has activities like selecting poor children, feeding, dressing and educate them including entertainment alongwith staff capacity building trainings.

The result of the assessment highlights the level of improvements and changes that have been brought into the life of beneficiaries. At the same time, the evaluation fully acknowledged that the project enhanced broad-based and multi-pronged efforts of children against backwardness in the time to come.

The main objective of this evaluation is to assess the level of improvements and changes that have been acquired during the project interventions plus skills and practices gained during the entire activities.

To follow the standard evaluation procedure the student researcher utilized the combination of qualitative and quantitative data collection methods. Interviews and direct observation were mainly used as the source of primary information. All primary sources were supported by secondary information on policy and program matters .The following summary indicates major findings:

- The selection was made fairly based on socio-economic status of the family. The selection shows impartial approach and good experience for the organization

- Let Me Be a Child is able to organize a charity for destitute children disregarding their ethnic and religion background. They considered their socio-economic status. In fact, the incident brought friend ship and harmony among children who never met before.

- Feeding them with required food item three times in a day indicates good activity. However , it is observed some limitations on utilizing the menu properly.

- Most of the children have adjusted their attitude to the positive and harmonious way. They look sincere for the organization and for its entire objectives. During the interview they promised to exert every effort for the development of their country which could be considered as the possible impact.

- As far as school uniform is concerned, the Uniform has no problem but the shoes look identical for both boys and girls

- Commitment of the staff is largely developed and initiation is highly observed to activate similar projects. This could be seen during when they are found in search of fund to launch similar project along with enhancing the replication of the already achieved results.

- Best activity is observed in educating the children to obtain basic skill and help them assigning a tutor, However, they score average marks.

- With regard to capacity buildig trainings the staff obtained the necessary skill from external consultant.

4.2.Conclusions

- It is remarkable to note that Let Me Be a Child is able to organize a charity for destitute children despite differences on ethnic and religion background but considering their socio-economic status. In fact, the event brought friend ship and harmony among children who never met before.

- With regard to attitudinal change most of the children have adjusted their attitude to the positive and harmonious way. They look sincere for the organization and for its entire objectives. During the interview they promised to exert every effort for the development of their country which could be considered as the possible impact.

- At the same time commitment of the staff is largely developed and initiation is highly observed to activate similar projects. This could be seen during when they are found in search of fund to launch similar developmental activities along with enhancing the replication of the already achieved results.

- Finally, the student researcher believe, a group of people who share the same situation, commitment and values can achieve a great deal. Through working together and supporting each other they can take practical action. This can help build their confidence in themselves as a force for change. Together they may feel able to ask outsiders for advice or help. Together they can be strong.

4.2. Recommendations

Bearing in mind that all limitations are to be considered by the centre the student researcher would like to forward the following recommendations.

- As Let Me Be a Child has embarked for swift change there needs to work hard for sustainability. The traditional way of life the community lived with is not simple to be changed within a short period of time. Thus it needs holistic approach and all-round work along with developing monitoring scheme. To ensure sustainability monitoring the entire activities is essential.

- The project at the outset was characterized by teamwork thus needs to be integrated with all stakeholders when the entire activities are underway. Let Me Be a Child could produce more impacts if it integrates all activities with all relevant bodies.

- Although Let Me Be a Child has achieved a lot employing its committed staff it needs to reinforce this tendency through organized way. This needs installing systematic indicators to monitor who reached where and what is done when.

- With regard to the uniform, the shoes the children wear exposes them among other students and tells where they came from. It could be advisable if shoes are purchased with different color and mode. Moreover, boys and girls shouldn't use the same model as the girls need to wear the soft shoe that could be compatible for their soft skin.

- Although the organization has tutors it has to cover all subjects to enhance the student's capacity in all fields simultaneously. There also systematic monitoring to closely observe as to how tuition is conducting.

- The organization should consider celebration of all religion on equal footing as every body has the right to worship his or her religion.

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Interview question

These interview questions are to be responded by parents and guardians, the staff members and beneficiaries to collect important data.

Interview to parents and guardians

1. What do you know about the organization?
2. What assistance you obtained from the organization?
3. Do you believe the assistance is essential?
4. What method could be followed to improve the support?
5. Is there any follow up on children day to day activities?
6. How they do the follow up?

Interview for the staff

1. What is your position?
2. How do you evaluate your relation with the administration?
3. How do you work with other stuff?
5. What ways you use to distribute food beginning from purchasing food items?
6. What relation do you have with government organization?
7. What are the policies of the organization on the entrance, provision and other administrative activities?
. 8. What is you interaction with the children?

Interview with children

1. Where did you come from?

2. What is the assistance of the organization in respect to schooling and food staff?

3. What is the outlook of others upon them?

4. What do you expect from the organization other than the existing support?

5. What is your aim in the future?

6. How do you conduct holydays?

7. What is the interaction with the staff?

8. What assistance is given your family?

St.Mary's University

Faculty of Business

Department Management

Questionnaire

These questionnaires will be distributed among the school community, parents and guardians and other staff members too. It is expected to secure relevant data to the research to come up with valuable recommendation. The quality of the information provided determines the solution for the observed problems.

Thank you!

Note:

1. This questionnaire intention is only for academic purpose

2. Please put a thick(✓) in the box given

3. Your name is not needed

Part 1

Personal profiles the objective of the following questions is to have information on the socio demographic characteristics of the respondent population please respond kindly to each of the questions that follow

1. Gender   Male   ☐   Female ☐

2. Age   ☐   Under 20

☐   20-25

☐   25-30

☐   31-35

☐   36-40

☐   Above 40

3. Educational Back Ground

☐   Below Diploma

☐   Collage Diploma

☐   Bachelor Degree

☐   Post Graduation Degree

☐   Certification

Part 2

Performance

1. Poor

2. Fair

3. Satisfaction

4. Good

5. Very good

	Performance measures	1	2	3	4	5
1	Status of staff teamwork in the organization					
2	Interaction of the staff with children					
3	Availability of methods and understanding children behavior					
4	Availability of ways of controlling children behavior					
5	Availability of methods as to how food is purchased and distributed					

6	Attitudinal change of the children					
7	Existence of policy frame work as to how children join the organization					
8	Existence of capacity building training for the staff					
9	Skill of the staff in understanding rules and regulations of children right					

The Candidate's Declaration

I understand, declare that this senior essay is my original work, prepared under the guidance of Ato Biruk G. All source of material used for the manuscript have been duly acknowledged.

Name:_____

Signature:_____

Place of submission:_____

Date of submission:_____

Advisor's Declaration

This paper has been submitted to department of Management in partial fulfillment for the requirement of BA Degree in Management with my approval as the University College Advisor.

Name:_____

Signature:_____

Date of submission: _____