



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

**FACTORS AFFECTING THE PERFORMANCE OF
LIVELIHOOD PROJECTS IN REFUGEE CAMPS: THE
CASE OF GAMBELLA REFUGEE CAMPS**

**BY
TEFERI BEKELE**

JUNE, 2019

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST. MARRY'S UNIVERSITY
SCHOOLS OF GRADUATE STUDIES
IN PARTIAL FULFILMENTS OF THE REQUIREMENTS
FOR THE DEGREE OF MASTERS OF ART IN PROJECT
MANAGEMENT**

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Statement of Declaration

I, Teferi Bekele, declare that this research is my original work prepared under the guidance of Maru Shete Bekele (PhD). All sources of materials used for the study have been duly acknowledged. This study has not been submitted for a degree in any university.

Teferi Bekele

Signature _____

Date _____

ENDORSEMENT

This thesis has been submitted to St. Mary's university school of graduate studies for examination with my approval as advisor.

Maru Shete (PhD)

Advisor

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St. Mary's University, Addis Ababa

May, 2019

ACKNOWLEDGMENTS

First and for most, I would like to thank God for making this work possible. I would also like to express my profound gratitude to my thesis advisor, Maru Shete Bekele (PhD) for his invaluable comments, constructive criticism, suggestion and professional advice in the preparation of this thesis. It is due to his persistent guidance that I have come up with this study. Hence, I remain grateful and thankful always.

Further, I would also thank all employees, project managers and coordinators of Gambella livelihood projects' implementing organizations for responding to my questionnaire and who assisted directly or indirectly to acquire the necessary data.

I am extremely indebted to my beloved families, my wife Nunush Tsegaye, my sons Natinael Teferi and Leul Teferi.

Finally, I would like to thank my friends Junedin Reshid and Dejene Mideksa for their invaluable support in collecting data and technical support.

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ABBREVIATION AND ACRONYMS

BPRM	Bureau of Population, Refugee and Migration
CSF	Critical Success Factors
DCA	Danish Church Aid
DAC	Development Assistance Committee DAC
DRC	Danish Refugee Council
FDRE	Federal Democratic Republic of Ethiopia
GE	Goal Ethiopia
IDP	Internal Displaced Persons
KPI	Key Performance Indicator
MCMDO	Mothers and Children Multi sect oral Development Organization
NCA	Norwegian Church Aid
NGO	None Governmental Organization
NRC	Norwegian Refugee Council
OECD	Organization for Economic Co-operation and Development's
PMBOK	Project Management Body Of Knowledge
PMI	Project Management Institute
ROI	Return on Investment
SL	Sustainable Livelihood
UNHCR	United Nation Higher Commissioner for Refugees

ABSTRACT

This study sought to investigate the factors influencing implementation performance of livelihood projects in refugee camps in Gambella. The study specifically looked into policy/political, economic, organized refugee settlement area related and gaps in context analysis and planning related factors influence the implementation performance of livelihood projects. Causal research design was deployed with a target population of 1,200 drawn from 10 livelihood implementing projects. A simple random sampling was used to identify 120 respondents from project employees and community workers in the projects. Six key informants for interview were purposively selected based on the knowledge of the study subject matter. The data collection tools were questionnaire and key informant interview. Questionnaires distributed to the team members and individuals who are involved with the project. Interview was conducted with the program manager and project coordinator. The data obtained through questionnaire has been analyzed quantitatively using descriptive statistics: frequency, percentage, mean, standard deviation and Regression test and through SPSS version 20.0 software. The qualitative data analysis was thematically guided by the study objectives and the statements from the themes correlated to the implementation performance of livelihood projects. The finding indicated that political/policy; economic; gaps in context assessment and location of settlement area related factors were influence the performance of livelihood projects in Gambella refugee camps. Even though, the external factors affect the performance level of livelihood projects in the camp, the finding revealed that the performance of livelihood projects in Gambella refugee camps improved by an average mean of 2.72 and standard deviation of 1.296. The study recommends that there is need for appropriate initiatives to be developed which support refugee livelihoods. The possibility of facilitating financial services, credit access, undertaking more livelihood projects considered as means to enhance the food security and to improve household income of the refugees.

Key words: - project management, project performance, project implementation, effectiveness, relevance of projects, context assessment,

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

The world has been experiencing a massive and increasingly complex refugee and migration situation, challenging the political economy of many countries. Ethiopia, as one of the largest refugee hosting countries in the world, has continued to witness this reality – experiencing huge influx of refugees from various countries, further complicating the situation on the ground. The current response model for the vast majority of the refugees follows the humanitarian approach, stemming from the human rights perspectives and in conformity with international humanitarian and human rights laws. In many instances, the humanitarian responses do not meet the minimum standards of sustenance mainly for a lack of adequate resources.

UHNCR's Global trends Report in 2017 indicated that, Ethiopia is the second refugee-receiving country in Africa following to Uganda. With ongoing conflicts and instability in neighboring countries as well as fleeing persecution, refugees continue to enter Ethiopia on a daily basis. In 2017, Ethiopia hosts 893,000 refugees and asylum-seekers. Refugees were mainly from the neighboring countries of South Sudan (421,900), Somalia (253,900), Eritrea (164,700), Sudan (44,400) and Yemen (1,800), with the remaining refugee population of 16 various nationalities. The majority of refugees in Ethiopia are mainly sheltered in Gambella, Somali, Tigray, Afar and Benishangul–gumuz regions and in Addis Ababa. These refugee hosting areas are characterized by harsh weather conditions, poor infrastructure, low implementation capacity, high level of poverty and high dependence on humanitarian aid.

Livelihood programming for these refugees are often launched without first mapping the local political and economic landscape. As a result, they do not take into account the context specific barriers and opportunities that exist in the host location (Jacobsen and Fratzke, 2016). There are significant challenges in implementing livelihood programming for refugees. A Danish refugee council study conveyed the consensus among 60 practitioners on the difficulty of livelihoods programming and implementing called for improved performance and research on livelihood support programs for displaced populations. This call echoes the view of UNHCR's Global strategy for livelihoods (2014-2018), which identified learning as one of four strategic objectives for livelihood programming. The Bureau of Population, Refugee and Migration (BPRM) also recognized the need for further developing its livelihoods work and in May 2014, adopted an

international livelihoods strategy seeking to accomplish three goals: (1) Improve design and implementation of livelihood programming; (2) Develop and disseminate tools and guidance for program officers and refugee coordinators; and (3) Exert diplomatic efforts to improve livelihood prospects for population of concern.

Jacobsen and Fratzke(2016) suggested that conducting market , political and policy mapping of the local context and using it to inform programme design could improve refugee livelihood programming and implementation. An understanding of the existing political, economic, location of organized refugee settlements and gaps in context assessment and planning relation that shape refugees live and their limited access to adequate food, housing, land, education, and safe and legal employment is important for supporting the development of sustainable livelihoods for refugees. The refugee issue is clear humanitarian, moral and development matter facing humanity. Indeed, its scope is wide enough to have significant bearing on security, environmental and natural resources within the host country (Hakovirta, 2011).

According to Thomsett (2002), project is successful when it satisfies stakeholder groups, meets requirements, meets quality expectations, within cost, within deadline, delivers sustained and actual benefits and provides the team with professional satisfaction and learning. As the overall objective of livelihood projects in refugee camps is to contribute to creation of sustainable livelihoods and food security in Gambella south Sudanese refugee camps, the success of these projects would be measured by assessing the improvement in standard of living such as; changes in asset, changes in income, quality of shelter and food security of targeted refugee households.

The success of refugee livelihood project implementation often depends on an enabling environment and business development services, including training and access to tools and raw materials and other productive assets, as well as financial services including credit and saving facilities (UNHCR, 2016). One organization offering livelihood training indicated that ‘the biggest problem regarding livelihoods is refugees’ inability to access micro-finance institutions and services (Calabria, 2016). UNHCR (2016) also suggests that besides enhancing access to financial services, the laws, policies and administrative requirements in a number of countries present obstacles to effective livelihood projects implementation for refugees. This includes restriction on freedom of movement, free choice of residence the right to work.

Project implementation in organizations appears to be the most difficult aspects of a manager’s job (Boles, 2002). The purpose of project management is to forecast or anticipate potential dangers and

problems that may jeopardize the success of a project and then to plan; organize and control activities that will lead to the successful completion of projects in spite of all the envisaged risks. However, in practice more than 80% of projects run late or over budget. The consequences of ineffective implementation of projects are also likely to have a poorly motivated workforce (Lock, 2003).

Relief project implementation is therefore critical to the success of any organization. The chances of a project succeeding can be increased if firms have an understanding of what the critical success factors are to systematically and quantitatively assess these critical variables, anticipating possible effects, and then choose appropriate methods of dealing with them. For successful project implementation, the project management must have adequate project formulation, sound project organization, proper implementation plan, and advance action on certain activities, timely, availability of funds, better management and effective monitoring (Chandra, 2008)

In 2018 in Gambella Regional State there are seven refugee camps in different woredas. According to 2017 UNHCR report, 421,900 refugees are residing in the region who have fled primarily from Upper Nile State, Jonglei, Unity, Northern Bahr-el-Ghazal, Central and western Equatorial states in neighbouring South Sudan. Out of the seven camps in the region this study will focus only with four camps namely, Tierkidi, Kule, Pugnido and Guenyiel refugee camps that have been hosting protracted South Sudanese refugees.

In all these years, humanitarian assistance and support have been provided to this population. Various interventions lately have been focused on capacity building the refugees to be able to be self-reliant since the situation has protracted and the funds have reduced. This necessity has brought about a number of livelihood interventions with the aim of making the refugees self-reliant. These livelihood projects include; backyard gardening, skill development, income generating activities and Provision of fresh food electronic voucher.

1.2. Problem Statement

Over the year's livelihood interventions have been implemented in Gambella refugee camps with an aim of enabling the refugees become self-reliant in the wake of the dwindling humanitarian assistance. On contrary this has not yet been achieved as there is still need for the same or more assistance and over dependency on the humanitarian support. In Gambella refugee camps most of livelihoods activities are focused on, backyard gardening programs, income generating activities, provision of fresh food electronic voucher, business and life skills training. All these livelihood projects have been initiated in Gambella South Sudanese refugee camps since 2013 by ten different NGOs namely the Norwegian Refugee Council (NRC), Danish Church Aid (DCA), Norwegian Church Aid (NCA), Goal Ethiopia (GE), Mothers and Children Multi sectoral Development Organization (MCMDO), Concern World Wide (CCW), Plan International Ethiopia (PiE), Help age International (HAI), Action Against Hunger (AAH) (FDRE Refugee Agency's reports, 2014-2017).

The ability of humanitarian agencies to connect refugees with employers or train them for specific jobs will only be successful if relevant opportunities exist in the host economy. Some 90 percent of refugees are hosted in developing countries that face substantial economic challenges. Refugee flows strain already under resourced local services and economic development efforts. In Pakistan, which has the second largest refugee population globally, there are 322 refugees per U.S. \$1 of GDP; while in Ethiopia, host to the fifth largest refugee population, has 469 refugees per each U.S. \$1 of its GDP (. Jacobsen and Fratzke, 2016)

According to Bureau of Population, Refugee and Migration (BPRM) final review report in 2015, Livelihoods programs for camp-based and urban refugees are important to promote durable solutions and to promote, to the extent possible, self-reliance for refugees and returnees. Many difficulties arise both in trying to bring about and to measure when durable solutions have been achieved. According to the United Nations High Commissioner for Refugees (UNHCR's Hand book for Self-Reliance, 2005), individuals, households, or communities are self-reliant when they are able to meet basic needs (including protection, food, water, shelter, personal safety, health and education) in a sustainable manner and with dignity. Achieving durable solutions for refugees and easing the pressure on refugee hosting countries and UNHCR are the fundamental objectives of the new global, regional and national refugee response mechanisms and initiatives.

Most refugees are unable to earn enough to meet their basic needs (UNHCR, 2016). Recently attempt has been made to help refugees develop sustainable livelihood and self-reliance. Weak basic social service delivery, poor infrastructure and limited market opportunities in host areas

exacerbate underlying poverty vulnerability that create challenges for developing sustainable livelihoods (Vemuruet *al.*, 2016; Clements *et al.*, 2016).

According to Jacobsen (2005), programs that support refugee livelihoods fall within UNHCR's community services and are focused on improving the refugee's own capacity to meet their needs and solve their own problems. This follows UNHCR's interest in protracted refugee situation, refugee livelihoods and self-reliance. One of the main reasons for this change of tact is the globally declining level of aid (Weissbrodt, 2008) which mean that in the long term, UNHCR will not be able to continue to meet the minimum humanitarian standards by using their current assistance program.

The effectiveness of livelihood and development interventions and the room humaniterian agencies have to facilitate access to the opportunities for refugees depends deeply on both the national and local political contexts and on economic conditions. Yet these constraints are often insufficiently assessed or taken into account during program design (Jacobsen and Fratzke, 2016)

Despite the segnificant impact of political, policy, economic and prctical barriers to fostering refugee livelihoods in host countries, implementing actors do not always take contextual assessment into account during program design. This oversight is a main reason for livelihood initiatives fail (Jacobsen and Fratzke,2016).

Jacobsen and Fratzke (2016:11) suggests that 'refugee livelihood is a relatively new field that must work though a number of growing pains and implimentaion challenges before it can live up to its potential'. This is further exacerbated by the declining amount of aid that is being a valid to agencies working with refugees because the needs accros the world are astronomical. There is a little concret evidence that current strategies are successfully meeting their goals of fostering self-reliance and durable solution (Jacobsen and Fratzke, 2016; Crawford et al, 2015). Very few independent impact evaluation have been carriedout, which means there is little data availble on what works and what does not work when seeking to strength refugee livelihoods (Jacobsen and Fratzke,2016). It is with this backgrounds that this study will seek to examine how political and policy factors, economic factors, the location of organized refugee settlements and gaps in context assessment and planning influence livelihood projects implementation performance in four Refugee Camps in Gamebella Regional State.

1.2. Research questions

The study will be guided by the following questions:

- How do political and policy factors determine the performance of livelihood projects in Gambella South Sudanese Refugee Camps?
- How do economic factors influence the performance of livelihoods projects in Gamebella South Sudanese Refugee Camps?
- To what extent does the location of organized refugee settlements influence the performance of livelihood projects in refugee camps?
- How do gaps in context assessment and planning affect the performance of livelihood projects in Refugee camps?

1.3. Objective of the Study

1.3.1. General objective

The main objective of this study is to investigate the factors influencing implementation performance of livelihood projects in Gambella Refugee Camps

1.3.2. Specific objectives

- To examine how political and policy factors influence the performance of livelihood projects in refugee camps.
- To assess the influence of economic factors on performance of livelihood projects in Gambella Refugee Camps
- To examine how the location of organized refugee settlements influence the performance of livelihood projects in refugee camps.
- To assess how gaps in context assessment and planning affect the performance of livelihood projects in Gambella Refugee camps.

1.4. Research hypotheses

This study tested the following hypotheses:

- H₁: There is no significant relationship between the political factors and the performance of livelihood projects
- H₂: There is no significant relationship between economic factors and performance of livelihood projects

- H₃: There is no significant relationship between the location of organized refugee settlements and the performance of the livelihood projects.
- H₄: There is no significant relationship between gaps in context assessment and planning and the performance of livelihood projects in Gambella Refugee camps.

1.5. Definition of Basic Terms

Project: A project is a temporary endeavor undertaken to create a unique product, service or result (PMI, 2004).

Livelihood Project: An intervention that is well designed with planned activities within a given period of time aimed at enabling and empowering the targeted persons through skill development, enterprise development, micro-finance support, provision of capital and start-ups for the refugees to be able to sustain their own lives

Refugee: A refugee is a person who, “owing to well-founded fear of being persecuted for reasons of race, religion, nationality, membership in a particular social group, or political opinion, is outside the country of his nationality or of habitual residence (UNHCR 1951, Article 1.a.2).

Refugee Camp: is a temporary settlement constructed in a hosting country to provide accommodation to the refugees

Direct Beneficiary: refers to a person receiving support in livelihood programmes from the implementing agencies.

Empowerment: It is the actual states of enabling a person have a greater control over their lives.

Self-sufficiency: refers to the capacity of an individual or community to produce exchange or lay claim to resources necessary to ensure both survival through and resilience against life threatening stresses.

Political Factors: Elements or systems that contribute/influence the governance and leadership of a country/society/community.

Economic factors: Set of elements that determine the business environment and investment values in the humanitarian operations. This included capital availability to the refugees, funding, agency personnel, supplies, marketable skills, entrepreneurial skills, community resources/assets and infrastructure.

Self-reliance: The ability of people, households or communities to meet their basic needs and to apply social and economic rights in sustainable and dignified way.

Effectiveness: Refers to the significant or lasting changes in people’s lives brought about by a particular intervention or series of interventions. It refers to both the positive and negative, intended and unintended changes that have occurred as a result of an intervention.

1.6. Significance of the Study

Donors are increasingly interested in providing development aid, rather than humanitarian aid, to support refugees in protracted crises. Self-reliance, as the basis for development, is likely to increase donor interest in program” (UNHCR 2005). However, efforts towards development response remain limited with minimal contribution to the improvement of the livelihoods of refugees and the local development of the host areas. On the contrary, refugees are being blamed for the deterioration of the natural resource base and for worsening the impacts of climate change while many see them as security threats. As the result, it is the focus of humanitarian agencies, donors, policy strategists, governments, scholars, researchers and other stakeholders to identify and provide cost effective, sustainable and equitable livelihood interventions for refugees’ self-reliance. This study is significant to the mentioned parties in the following ways;

- Act as a learning and improvement, as a building block for future planning and work; the intention of the outcomes of this study will provide useful and relevant information for future livelihoods programming; will explore why implemented actions and interventions had been successful or not; and provide guidance on how to better implement and make difference in the livelihoods of refugee and host community.
- It provides the Government of Ethiopia with pertinent information regarding livelihoods project implementation in the refugee camps and how it could contribute to the economy of the country;
- The hosting government (Ethiopia) and the country where the refugees have originated (South Sudan) can utilize the information to build viable interventions which can enhance self-reliance in the phase of tripartite agreement on South Sudanese refugees’ repatriation;
- The information from this study is useful to global initiative programs on refugee rights in developing self-reliance policies that will address the influences of political, economic, location related factors and gaps in context assessment.

- The study is important to the humanitarian agencies to help improve implementation of livelihood projects to reduce dependency in protracted refugee situation;
- The study is important to develop and disseminate implementation tools and guidance for program officers and refugee coordinators;
- The study is useful to the researchers in this field to build on and investigate factors influencing implementation of livelihood projects in the refugee camps;

1.7. Scope and Limitations of the study

1.7.1. Scope of the Study

The study was delimited to identify factors affecting the performance of livelihood projects in Gmbella refugee camps (Teirkidi, kule, Pugnido and Guenuiel refugee camps) and the performance of projects were evaluated based on *relevance* and *effectiveness* criterion of project evaluation.

1.7.2. Limitations of the study

Due to time and resource constraints this study didn't incorporate the beneficiaries of the project. Another challenge that the researchers had faced was some of the respondents fear negative reports about the refugee camp livelihoods projects there in and therefore might not be willing to respond negatively due to likely victimization. However, the researcher has been assured them of at most confidentiality and use of study findings strictly for academic purposes.

1.8. Organization of the Study

This study comprises of five chapters each of which comprise of different subtitles as outlined; the first chapter is introduction that presents background of the study, definition of terms, statement of the problem, research questions, and objective of the study, hypotheses, the significance of the study, scope and limitation of the study. Chapter two contains literature review and conceptual framework. Chapter three presents population and sample size, data collection and analysis method. Whereas chapter four deals with data analysis, interpretation, discussion and result and finally, chapter five presents findings, conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The study was reviewed relevant literature on concept of project and project managements; project management knowledge areas, tools /techniques; indicators of project management performance; determinants of project performance and also on factors that influenced the implementation performance of livelihood projects in refugee camps from a global, continental, regional and local perspective. These factors will be discussed in relation with the study objectives. This chapter will also be explored livelihood projects implementation and its performance assessment in different parts of the world and related them to refugee camp which is the subject of the research. The chapter will further present a conceptual framework that will guide the study.

2.2 Review of theoretical/conceptual literatures

2.2.1 Project and project management

There are many definitions to project and project management, but the Project Management Body of Knowledge (PMBOK, 2013) defined Project as “A project is a temporary endeavor undertaken to create a unique product, service or result”. A project is temporary and that means it has a definite beginning and a definite end. In other words, the time is limited but does not necessarily mean a short time; the duration of a project depends on project type. Unique means that each project is different, and each has some distinguishing features. Even if the project has repetitive elements it’s still unique because it has a different owner, design, location and facilities. A project must be progressively developed, which means continuous and steady work and growth. Similarly define Project Management as “the application of knowledge, skills, tools and techniques to project activities in order to meet or exceed stakeholder’s needs and expectations from a project”. Each definition will vary according to the goals and needs of the organization. Project management deals mainly with coordinating resources and managing people and change. Generally managing a project includes: identifying requirements, establishing clear and achievable objectives, balancing the competing demands for quality, scope, time and cost; Adapting specifications, plans, and approach to the different concerns and expectations of the various stakeholders (PMI, 2004).

Projects differ from operations, because operations are continuous and repeating whereas projects are temporary. In addition, operations deliver the same or almost the same results over time whereas project results are in contrast unique. A project usually needs resources to deliver its results. Most of the time project execution is based on detailed plan, which considers also external factors and constraints. Planning, execution and controlling of project is the primary field of project management. For major projects it is necessary sometimes to set up a special temporary organization, consisting of a project team and one or more work teams (Flaman and Gallagher, 2001). Major projects can be divided into sub-projects, and program denotes collection of related projects. Implementation is the stage where all the planned activities are put into action. Before the implementation of a project, the implementers who are spearheaded by the project committee or executive should identify their strength and weaknesses including internal forces, opportunities and threats which include external forces.

2.2.2 Project management body of knowledge areas

PMBOK (2008) identified nine core knowledge areas in three functions. These nine knowledge areas are integration, scope, time, cost, risk, quality, human resources, communications, and procurement management. The first is facilitating function, the second is core function and the third is support function.

The first facilitating function consists of integration management. Project Integration management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the project management process groups.

The second core function consists of project scope, time, cost and quality management. Project scope management includes the processes required to ensure that the project includes all the work required and to complete the project successfully. Managing the project scope is primarily concerned with defining and controlling what is and is not included in the project. Project time management includes the processes required to manage the timely completion of the project. Plan schedule, define and sequence activity, resource and duration estimation, develop and control schedule are the processes required in project time management. Project cost management includes the processes involved in planning, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget. Project quality management includes the process and activities of the performing organization that determine quality polices, objectives, and responsibilities so that the project will satisfy the needs for which it was

undertaken. It works to ensure that the project requirements, including product requirements, are met and validated.

The third function is support function consisting of human resource, procurement, communication and risk management. Project human resource management includes the processes that organize, manage, and lead the project team. The project team is comprised of the people with assigned roles and responsibilities for completing the project. Project communication management includes the processes required to ensure timely and appropriate 12 planning, collection, creation and distribution, storage, retrieval, management, control, monitoring and the ultimate disposition of project information. Project risk management: the processes of conducting risk management planning, identification, response planning, and controlling risk on a project. The objectives of project management are to increase the likelihood and impact of positive events, and decrease the likelihood and impact of negative events in the project. Project procurement management: includes the processes necessary to purchase or acquire products, services, or results needed from outside to the project team. The organization can be buyer or seller of the products, services, or results of a project. It includes the contract management and change control processes required to develop and administer contracts or purchase orders issued by authorized project team members.

2.2.3 Indicators of project management performance

Key performance indicators (KPIs) in project management consist of various specific measurement tools for indicating how well teams are achieving specific goals. Project management KPIs are generally agreed upon early in the project. They reflect the organization's central concept of the project and solidify project responsibility across administrative divisions.

While each team may have differing tasks to complete and roles to play, they all support the KPIs in their own way. Understanding the role of KPIs in project management can help build team synergy and provide a framework for the data collection needed to keep track of organizational project success. Key performance indicators consist of the most important performance goals across all aspects of team involvement in a project. KPIs are a powerful management tool to bring about organization-wide success. Keeping track of accurate metrics from varying teams can identify where more direction is needed or where incentives, plans and other resources, such as training, should be allocated. While the scope and terms of an organization's KPIs may differ from project to project, there are various types of data that can be helpful to any organization. Top project management benchmarking measures include return on investment (ROI), productivity,

cost performance, cycle time, customer satisfaction, schedule performance, employee satisfaction and alignment with strategic business goals (PMI, 2013).

According to R.G. KOELMANS (2004), Project management success indicators are varying with stakeholders' different viewpoints of the success of projects. The client will be focused on the outcomes of the project, the deliverables. The focus will be on the goals and objectives of the project, more especially on the scope and quality aspects of the deliverables. In certain instances, time and costs issues are of secondary importance but could be just as important as the former aspects. The scope and quality of the project has been identified as the most influential factor among the elements of the iron triangle. The performance in cost and time (schedule) will be measured, similar to scope, against the final values and the relative magnitude of the variances. Certain variances can be justified, but the unjustified variance will influence the judgment whether the project was a success or not. These items lend themselves to quantification and therefore these indices lend themselves to mathematical precision.

2.2.4 Determinates of project management performance

A combination of factors determines the success or failure of a project and influencing these factors at the right time makes success more probable (Savolainen, 2012). In earlier project management literature, the main focus was on identifying Generic factors that contribute to projects' success.

Initially, project success was referred to as reaching the objectives and the planned results in compliance with predetermined conditions of time, cost and performance. As knowledge in project management field developed, the "golden triangle" was considered not enough to define project success. Project success was recognized to be a complex, multi-dimensional concept encompassing many attributes (Pinnington, 2014). Projects are unique, reason why project success criteria differ from one project to another (Turner, 2007). To increase complexity even more, within the last decades the concept of project success is approached in relationship with stakeholders' perception (Davis, 2014), being accepted that success means different things to different people (Shenhar et al, 2001). What determines project success, referred to as success factors, is also approached and considered to be of great interest.

Projects are influenced by a multiple of factors which can be external or internal to the organization responsible for its management and execution. These include poor project

management, inadequate opportunities for potential beneficiaries to participate in project identification and design, poor linkages between project activities and project purpose, insufficient attention to external environment during project design, among others. It has also been recognized that projects were likely to succeed when account was taken of socio-economic context in which they operated (Odoyo, 2013).

The external or internal influences are known as the project environment. The external factors making up this environment are the client (customer), consultants, contractors, suppliers, competitors, politicians, national and local government agencies, public utilities, pressure groups, the end users and the general public. Internal influences include the organization management, the project team, internal departments, and stakeholders. All these influences are neatly encapsulated by the famous acronym Political, Economic, Social, Technological, Legal and Environmental analysis (PESTLE).

2.2.5 Indicators of project performance evaluation

The identification and use of relevant indicators are a crucial part of determining the impact of an intervention. The OECD/DAC defines indicators as the ‘quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievements, to reflect the changes connected to an intervention, or to help assess the performance of a development actor’ (OECD/DAC 2002). Although the terminology varies, the literature generally distinguishes between two types of indicator: those that relate to the implementation of programmes (input, process and output indicators); and those concerned with the effects of programmes (outcome and impact indicators).

Humanitarian agencies tend to use a mix of indicators, depending on their own monitoring and reporting systems and the particular function of the indicators collected. Documenting the impact of a programme is only one of many reasons why indicators are collected; others include monitoring the implementation of activities, determining when aspects of programmes are off-track, or to inform decision-making. Both types of indicator – process and impact – are important. Roberts (2004) found that many organizations use process indicators or outcome indicators to justify general livelihood programmes designed to reduce poverty. Similarly, the Sphere project, probably the most comprehensive attempt to define standards and indicators for most areas of humanitarian aid (Sphere, 2004), focuses largely on process, and its indicators are not designed to show impact.

There are several reasons why process/output indicators, rather than impact indicators, tend to be collected. Despite the introduction of results-based management systems, donors tend to favor process/output indicators, and funding proposals and reporting formats are not necessarily geared towards a concern for impact (Roberts, 2004; Shoham, 2004).

Ngacho and Das (2014) have proposed a performance evaluation framework of development projects based on relevant measures of performance namely time, cost, quality, safety, site disputes and environmental impact. These measures are known as key performance indicators (KPIs). However, this study has not formulated the appropriate facilitating factors that can help project managers achieve success on the KPIs identified above. The identification of these factors, also known as critical success factors (CSFs), is very important for ensuring success of any project because it enables project managers commit resources on specific factors.

2.2.5.1 OECD/DAC evaluation criteria for humanitarian aid projects

In view of the shortcoming of traditional criteria popularly known as the “iron triangle”(Atkinson, 1999),which is mainly based on economic dimension, Organization for Economic Co-operation and Development’s (OECD) Development Assistance Committee (DAC) introduced an innovative performance evaluation criterion popularly known as the five pillars of development projects (Beck, 2006; Chianca, 2008; Ika et al., 2012). This criterion though seems to capture both economic and social aspects of development projects, do not adequately address the environmental elements that are considered quite important in development projects.

During the revision of the five OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact for humanitarian aid, the request was made in pertinent circles of experts to concretize or adapt them so that they can better meet the requirements of humanitarian aid.

Four of the five criteria have remained the same in their basic definition. The criterion of sustainability is not specifically examined, because interventions of humanitarian aid generally are of short-term duration. The question relating to sustainability is therefore defined differently and is presented as ‘Connectedness’.

Relevance: it is concerned with assessing whether the project is in line with local needs and priorities (as well as donor policy). The criteria of relevance and appropriateness are

complementary, relevance refers to wider goals and priorities, and appropriateness refers to activities and inputs.

Effectiveness: Effectiveness measures the extent to which an activity achieves its purpose, or whether this can be expected to happen on the basis of the outputs. Implicit within this criterion of effectiveness is timeliness. Effectiveness is measured on the basis of the defined outputs and outcomes

Efficiency: Efficiency measures the outputs – qualitative and quantitative – achieved as a result of inputs. This generally requires comparing alternative approaches to achieving an output, to see whether the most efficient approach has been used.

During humanitarian aid often a large quantity of material goods is provided, therefore conducting a comprehensive cost-benefit analysis is important. In connection with efficiency, political considerations should also be taken into account, e.g. if an intervention takes place in a conflict area but the government does not approve the support in the long run.

Impact: Impact looks at the wider effects of the project –social, economic, technical, and environmental on individuals, gender- and age groups, communities and institutions. Impacts can be intended and unintended, positive and negative, macro (sector) and micro (household).

Impact refers to the long-term changes and is not equally relevant for all evaluations. Consequently, evaluations carried out during or shortly after an intervention can only partly provide information on long-term effects. Classic impact evaluations are characterized by a very complex methodology.

Sustainability/connectedness: The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits and the resilience to risk of the net benefit flows over time. Connectedness refers to the need to ensure that activities of a short-term emergency nature are carried out in a context that takes longer-term and interconnected problems into account.

Connectedness derives from the criterion of sustainability. Although operations of humanitarian aid are generally planned as short-term interventions, they should nevertheless contribute to interventions planned in the longer term, such as recovery or development.

2.2.6 Conventional, participatory, and SL approaches to impact assessment

2.2.6.1 Conventional approaches to impact assessment

Conventional project evaluation usually focuses on assessing whether a project has met its stated objectives and contributed to the achievement of the overall project goal. It uses criteria of project relevance, efficiency, effectiveness, impact and sustainability and looks at both intended and unintended impact. Analysis takes place at set points during the project cycle: during project implementation (mid-term review); at project completion; and several years after completion (Ashley and Hussein, 2000). The strength of this approach is specificity. It focuses on assessing whether a project has met its stated objectives and contributed to the achievement of the overall project goal. Its weakness is focusing on defined project outputs rather than a prior understanding of people's objectives.

2.2.6.2 Participatory approaches to impact assessment

Participatory monitoring and evaluation (PM&E) are emerging as an alternative to conventional approaches. PM&E makes use of a range of techniques, tools and approaches to assess the impact of development activity (Estrella and Gaventa, 1998). It involves 'local people, development agencies, and policy makers deciding together how progress should be measured and results acted upon' (IDS 1998), allowing intended beneficiaries to contribute to the definition of project 'success'. Indicators are developed through a consultative process with all actors and all are involved in data collection and analysis. Indicators may be both qualitative and quantitative, but PM&E relies to a great extent on qualitative judgments made by local people and project staff rather than on the interpretation of quantitative data by outside experts. Some feel this does not impart enough neutrality to the analysis as villagers selectively share knowledge and speak for their own purposes and objectives. The strengths of this approach are on its inclusiveness and using a range of techniques and tools. Whereas the weakness of participatory evaluation approaches is lays on its difficulty to find the balance between compatibility of objective data and capturing the realistic complexity of development impact.

2.2.6.3 SL approaches to impact assessment

The livelihoods project assessment approach differs from conventional evaluations in its central focus on people's lives rather than on resources or defined project outputs. Project impact assessment must therefore be based upon a prior understanding of people's objectives as well as on an informed view of how their livelihoods are constructed and which factors are the essential

causes and manifestations of their poverty. The sustainable livelihoods (SL) approach to development and poverty reduction tries to take all these concerns into account. It aims to promote development that is sustainable not just ecologically, but also institutionally, socially and economically and to produce genuinely positive livelihood outcomes (Ashley and Carney, 1999). 'A livelihood comprises the capabilities, assets (including both material and social resources) and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base' (Carney, 1998). When it comes to impact assessment, this means that changes in measurable (e.g. cash, yield) must be assessed not in their own right, but in terms of the contribution they make to livelihoods. That contribution may be direct (e.g. adding to income, health, food etc.) or indirect (affecting their assets, activities and options, and ability to cope with shocks). Changes in the *way* people live their lives may be just as important as more obvious changes in what they achieve. Both are considered within livelihoods assessments. Other key features of such assessments are the emphasis on cross-checking multiple types of data (qualitative and quantitative, subjective and objective) and on assessing both local-level and higher-level (regional, national, international) influences on livelihoods.

The strengths of this approach are on putting livelihoods as the focus, and enhancing livelihood impacts as a central aim in making recommendations and on exploring livelihood priorities of local people and how they are affected by the projects. Whereas, its weakness is lays on complexity. The SL framework attempts to manage complexity by creating particular 'categories' within livelihoods. This led to the analysis of impacts on each component: impact on assets, impact on existing activities (Ashley and Hussein, 2000).

The researcher chose conventional approaches to assess the implementation performance of projects under study. Because, the scope of this study is to assess whether livelihood projects in the refugee camps have met their stated objectives and contributed to the achievement of the overall projects goal.

2.2.7 Political and policy factors and performance of Livelihood Projects

The legal and practical obstacles that blocks refugees from self-sufficiency are among the biggest challenges facing the humanitarian community today, with long term implication for regional stability, economic development and social cohesion. The care and maintenance response are widely recognized by UNHCR and the humanitarian community as insufficient and ineffective,

particularly in the face of the growing social and economic challenges refugee situation pose. Care and maintenance frequently fall to meet the basic needs of long-term refugee especially when the assistance pipeline dries up or become blocked and it neglect human development needs, preventing refugees from contributing to their Owen wellbeing and to economic and social development in their host countries (Jacobsen and Fratzke, 2016).

Clements et al. (2016), also indicates that amongst other things, it is the policies of host governments and national and regional security, which prevent refugees from contributing to the societies where they are living. UNHCR (2016) also finds that the laws, policies and administrative requirements in a number of countries present obstacles to sustainable livelihood for refugees. These include restriction on freedom of movement, free choice of residence and the right to work (UNHCR, 2016). Governments may also be deterred from providing refugees with access to employment as a result of high rates of unemployment for their citizens (UNHCR, 2016).

Although refugee access to work is protected under the 1951 Refugee Convention, many of the countries that host the largest refugee populations are not convention signatories or choose not to fully comply with the spirit of the convention. Governments may explicitly deny refugees legal status or work permits, or refugees may face other practical or legal barriers (such as fees or restriction on employment outside of shortage occupations) that limit their access to work in practice. Programs to build the skills or entrepreneurship capacity of refugees will find little success in a restrictive policy environment. In addition, the political mood of governments toward their refugee populations can change quickly, making it difficult for agencies and refugees themselves to implement long-term livelihood strategies (Jacobsen and Fratzke (2016).

UNHCR (2011) Report indicated a number of countries lack national legislation that extends work rights to refugees, or makes it explicitly illegal for refugees to seek work. This limits the refugees' ability to access sustainable livelihood opportunities enhance impacting on their socio-economic capabilities. This kind of situation would cause frustrations and stress to the refugees as they cannot be able to do something to change their living but to rely on the limited resources provided by the humanitarian agencies.

The refugees are seen as a major source of insecurity by the hosting government and more impounded restrictive directives are issued making the life of the refugees harder. Harvey and Bailey (2011) argue that reducing the stigma for refugees contributes to a lot of net benefits to

other livelihoods at local and global level; lawlessness and crime often affect attainment of the desired results on projects by agencies in camps.

2.2.8 Economic Factors and Implementation performance of Livelihood Projects

The effectiveness of livelihood and development interventions and the room humanitarian agencies have to facilitate access to opportunities for refugees depends deeply on both the national and local political contexts and on economic conditions (Jacobsen and Fratzke, 2016).

The situation of refugees would require provision of basic needs during the emergency stages. This calls for mobilization of a lot of resources from the part of UNHCR and other humanitarian actors. Host (2006) observes Africa remains a recipe with strong international migration dynamics due to conflicts, income inequality and environmental change resulting to very low levels of human security that act as push factors for people to move from their countries of origin. He pointed out that economic barriers can pose a great challenge to both implementers of livelihood projects and beneficiaries.

Jacobsen and Fratzke(2016) indicated that the ability of humanitarian agencies to connect refugees with employers or train them for specific job will only be successful if relevant opportunities exist in the host economy. Some 90% of refugees are hosted in developing countries that face substantial economic challenges. Refugees flow strain already under resourced local services and economic development efforts. In Pakistan, which has the second largest refugee population globally, there are 322 refugees per each U.S.\$1 of its GDP; while Ethiopia, host to the fifth largest refugee population, has 469 refugees per each U.S.\$1 of its GDP. Even where economic opportunities exist, livelihood programs often not designed with the local market context and needs in mind. This means that those who complete training or business development programs are unable to find work or a market for their products.

There has been an intentional effort by the humanitarian partners to scale up the livelihood projects in order to economically empower the refugees for self-reliance. UNHCR report (2014) shows that livelihood interventions had been scaled up globally covering 79 countries to 200 billion translating to 66% increase in less than two years. The report further outlines two thirds of the total global budget of livelihood interventions were reserved for Refugee Operations and 20% towards IDPs. More significantly 80% of the livelihood's interventions are directed to Africa but the flow of the relief and regulations attached affect the success of the projects.

The livelihood programs in Ethiopia largely served refugee camps around the country. The refugee's countries of origin are varied by camp location. In the Gambella region, the majority of refugees come from South Sudan, in Tigray/Shire region, the majority of refugees come from Eritrea; in Assosa, most are Sudanese; and in Dollo Ado, the majority of refugees come from Somalia. In most cases, programs invited members of the host communities to participate.

UNHCR focused on supporting the refugees towards economic self-reliance with the help of livelihood programming which includes; access to grants and loans, training and labor-based activities such as; cash or food-for-work activities. However, these efforts have not resulted to long-term solutions due few productive assets among refugees, low literacy level undermining investment decisions, limited access to capital, lack of market skills, more dependency on humanitarian agencies due unwillingness adopt take entrepreneurial activities and poor infrastructure across the camps. The study will investigate the initiatives by implementing agencies in the camps to overcome economic barriers to livelihood project implementation.

2.2.9 Location of Refugee Settlements and performance of livelihood projects

The location of refugee settlements has an enormous impact on refugees' ability to exercise economic livelihoods, determining what resources, services and environment refugees will have access to and experience.

Hunter (2009) indicated that even if refugees experience no restrictions of rights beyond the requirement to reside in organized settlements, the location of settlements may effectively prevent refugees from exercising those rights. Land for organized settlements is negotiated from refugee hosting states by the UNHCR. By allocating refugees land which is underused, states tend to place refugees in remote, sparsely populated areas, where local services and resources are underdeveloped. It should be fairly evident from the outset that vacant land is unused for a reason, often because the productive capacity of the land is compromised by poor soil or other factors such as climate or pests. While the size of the agricultural plots is important, refugees who are given large plots with poor quality sandy soils lacking essential nutrients will not be as successful, all other things being equal, as those with small plots of good quality land. Thus, from the outset, the potential success of self-reliance based on agricultural livelihoods is severely constrained. Moreover, regions in which refugees are allocated land tend to lack transportation and communication infrastructure, diversified markets, and well-established health and education

services, all factors which “stifle the productivity and thus the economic welfare of refugees, causing them to live in poorer conditions than is necessary” (Werker 2007).

The types of policies that refugees face and the isolation (or lack thereof) of the camp combine to form the ‘institutional environment,’ or the basic rules and constraints, of the camp. Here, many economic determinants such as transport costs, transaction costs, information costs, risks of expropriation, and violation of fee schedules are determined. In addition, these determinants affect malleable outcomes, such as the attractiveness of investment, the type of production and labor within the camps and the relative prices of goods inside the camps (Werker 2007).

2.2.10 Gaps in context assessment and planning and livelihood projects

Despite the significant impact of political, policy, economic and practical barriers to fostering refugee livelihoods in host countries, implementing actors do not always take contextual assessment into account during program design. This oversight is a main reason for livelihood initiatives fail (Jacobsen and Fratzke. 2016).

Skill development and credit schemes have particularly suffered from a lack of contextual relevance or appropriateness. While skill development courses are often oriented towards formal sector employment, host country limitations on legal status or work rights often prevent refugees from using these skills. Microcredit programs have also come under fire in the past for being implemented by aid agencies with little experience or understanding of the financial markets, in some cases creating more problem than they solve (Jacobsen and Fratzke. 2016).

A contextual analysis, i.e. the “needs, priorities, resources, conflict dynamics, vulnerabilities and socioeconomics of a particular community or target group” allows the implementing partner to tailor an intervention for the population so as to promote sensitivity to culture and values and encourage participation and community ownership of a program. Understanding the host government official policies and general regard to target populations is important, as some host governments believe refugees can contribute to the development of their host communities (UNHCR DESK REVIEW REPORT, 2015).

Bureau of Population, Refugee and Migration (BPRM) final review document (2015) indicated that in Ethiopia, all livelihoods activities focused on vocational trainings or business and life skills training without capacity and competencies assessments. A capacity and competencies assessment of the refugees’ existing skills, preferences, and knowledge ensures that programs reinforce or

build existing skills and knowledge, and take refugees' preferences and understanding of what is possible for them into account. In contrary, implementing organizations often focus on immediate needs, and thus ignore the existing capacity and skills among refugee populations. In the absence of a population capacity assessment, programming is designed without these considerations. Populations fleeing from regions with agriculture-based economies will often have strong capacity in the agriculture sector, but livelihoods programming in host camps where they settle may focus solely on computer skills training or other vocational skills trainings. Although building these kinds of skills is useful, human capacity is wasted when existing skills and expertise are not considered in program development.

2.3 Review of Empirical literatures

This part of literature review will discuss past studies about determinants of project performance, related articles and journals to the topic under study.

2.3.1 Determinants of project performance

The success of any project can be measured by various norms like time performance, cost performance, quality standards, stakeholder satisfaction, achieving safety and health, etc. Westerveld (2003) emphasizes the importance of stakeholders' satisfaction as main success criteria, complementary to the golden triangle of time, budget and quality, and adds that different time lags should be considered.

In 2013 Daniel F.Ofori identifies and assesses the quality of project management practices as well as the critical success factors for projects in Ghana. The study adopted an exploratory approach and utilized a survey method to collect data on project management practices of Ghanaian organizations. Purposive sampling was used in selecting the sample which comprised 200 managers from different economic sectors. Results from the study indicated that the critical factors that contribute to the success of a project include top management support, effective communication, clarity of project purpose and goals, and stakeholder involvement. Documentation and dissemination of critical success factors and best practices in project management will improve the quality of project management in Ghana.

A survey was conducted by the Project Management Association Finland in 2002 to evaluate the critical success/failure factors in project management and to examine the relationships between

critical success factors and organizational background variables. This study also aims to gain an understanding of how project clients, owners, and sponsors present their needs and expectations to ensure project success. On the basis of the survey responses received, it is possible to identify critical success factors in project management that are significantly related to company/organization size, project size, organization type, and project managers' work experience. The project implementation profile is also analyzed on average and by phases. The results indicate the importance of project communication that is related to company size, however. In contrast to some prior studies, communication was ranked highest in most project phases.

In 2010, Kazhibevova and Jusufovic have discussed about critical success factors in the implementation of international development projects (IDP) in Kazakhstan. These projects, which are named as international development projects (IDPs), are financed mainly by multilateral and bilateral development agencies. However, management of these projects, which have less tangible objectives and deliverables, differ drastically from traditional industrial-commercial project types, that have more tangible objectives and deliverables. Moreover, the intensive investments on IDPs have not yielded the expected progress yet. Therefore, ensuring a successful IDP management through the satisfaction of factors that are critical for project success becomes crucial for both sponsoring bodies and receiving countries. Nevertheless, the current literature provides only a limited number of studies, such as studies conducted by Diallo and Thuiller (2004; 2005), Do and Tun (2008), on this subject area. Then, this study following previous studies by Diallo and Thuiller (2004; 2005), Do and Tun (2008), aims to contribute to this gap in the literature through investigating critical success factors (CSFs) for implementation phase of international development projects (IDPs) in Kazakhstan. Not only the applicability of Do and Tun's (2008) CSFs for IDP implementation phase to IDPs being implemented in Kazakhstan are tested but also a new set of CSFs is generated for the implementation phase of IDPs being implemented in Kazakhstan.

2.4. Conceptual Frame work

A Conceptual framework is a hypothesized model identifying the model under study and the relationships between the dependent variable and the independent variables (Mugenda & Mugenda, 2006). According to Kothari (2003), a variable is a concept, which can take on qualities of quantitative values. A dependent variable is the outcome variable, the one that is being predicted and whose variation is what the study tries to explain. The independent variables, also known as the predictor or explanatory variables, are factors that explain variation in the dependent variable. In this study the relationship between the independent and dependent variables is presented in the conceptual framework in figure 2.1 below.

Independent variables

Dependent variables

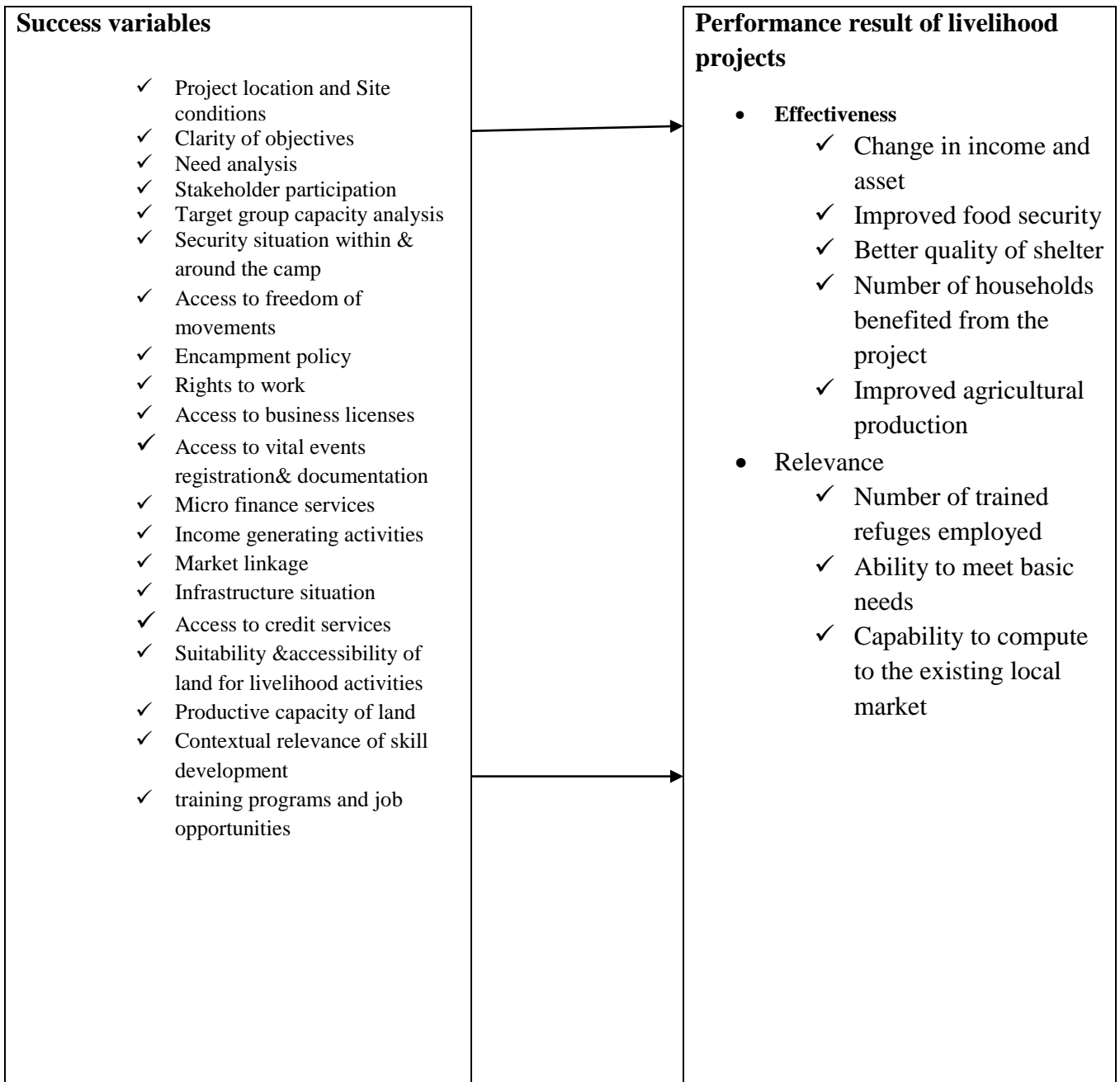


Figure2. 1 Diagrammatic representation of the relation between Independent Variables and Dependent variables

Source: Oyaro (2017)

CHAPTER THREE

RESEARCH METHDOLOGY

3.1 Research approach and design

A research design is defined as the game plan of conditions for accumulation and examination of information in a way to consolidate importance to reason with the economyin sytem (Mugenda and Mugenda, 2003). This study used a causal research design. Because, the causal survey design is appropriate where the overall objective is to establish whether significant relationship among variables exist at some point in time. The causal survey design entails a systematic collection of important information about the population, usually by means of commonly used instruments in the name of interviews or questionnaires administered to a selected sample of the population. The causal survey design is suitable for understanding how political and economic factors, location of organized refugee settlements, and gaps in contextual assessment influence implementation of livelihood projects in the camps by describing the characteristics of certain groups, estimating the proportion with certain characteristics and making predictions.

The approaches of this study were involved collection of quantitative data for objective hypothesis testing and qualitative data useful in explaining the study themes.

3.2. Target Population, Sample Size and Sampling procedures

Target population is defined as complete set of individuals, cases or subjects with some common observable characteristics (Mugenda 2003). It is a group of interest for a researcher from where he or she can be able to generalize the findings of the study. For this study the target population was 1200 livelihood projects' participants comprising of the program managers, project officers, projects assistants, trainers and community workers and community leaders were drawn from 10 selected livelihood projects across Tierkidi, Kule, Pugnido and Gugnyel refugee camps. As explained by Mugenda and Mugenda (2003), this target population has observable characteristics from which the study can be able to draw conclusions of the factors that affect the performance of implementation of livelihood projects.

As revealed by Kothari (2004) and cited by Omuthe (2015) a sample size is a portion of the population under study which should be adequately representative of the population for which is generalized, economically viable and available. He proposed a sample size of 10% of the target population for comparable groups as a requirement for accuracy. So, for this study, respondents

were selected using simple random sampling while key informants for interview were purposively selected based on the knowledge of the study subject matter.

This study was used 10% of 1200 which was the total number of the implementing officers, camp management leaders and community promoters in the livelihood projects across Tierkidi, kule, Pugnido and Gugnyel Refugee camps in Gambella Regional state. The sampling size from each stratum was calculated by multiplying the sampling factor with each target population from each group. The sampling fraction was $120/1200 = 0.1$ (10%).

The total number of the study unit, was 1200 and it was assumed that the probability of getting at least one measurement unit was 100%. Accordingly, sample size adjusted for the finite population become: 120.

For the purpose of this study, the respondents were selected using simple random sampling while key informants for interview were purposively selected based on the knowledge of the study subject matter. The total sample size required was 120 and it was allocated among the ten projects proportional to the size of the study units.

3.3 Data collection instruments

The key data collection instruments which were used in this study were structured questionnaires and interview guide. The structured open ended and close ended questionnaires were distributed to the selected respondents comprising of implementing officers, trainers, camp leaders and community promoters. Interview was conducted with six livelihood project sector managers.

Questionnaires were administered to selected livelihood projects' implementing officers, camp leaders and to community promoters to obtain quantitative data to the study. They were issued to respondents who were directly involved in the livelihood projects implementation process.

Qualitative data for the research was collected from six key informants/livelihood project sector managers/ through key informant's interview guide. Key informants were also another method of data collection and were used hand in hand with questionnaires to reach a wide range of respondents. The feedbacks to key informant questions were obtained from the organizations sector managers.

3.4 Data analysis techniques

Data were analyzed by using descriptive statistical measurements like percentage, frequency, mean, and standard deviations. In order to analyze quantitative data, the researcher was used Statistical Package for Social Sciences (SPSS) version 20.0. For the qualitative data, the key aspects of the study were analyzed thematically, guided by the study objectives, then statements of how the themes could be correlated on the performance of implementation of livelihood projects was made. Inferential analysis was used on the other hand to test the relationship between various variables. Regression was used to test the hypothesis of the study.

3.5 Ethical Considerations

The main ethical principles were taken in the study were obligation to respect freedom and self-determination, obligation to prevent the respondents from frustration and strain and obligation to gain consent of the participants. Accordingly, a subject who was participating in this study was based on informed consent. The right of the individual respondent to give information that he/she only wants to tell about was respected. So, there was no influence on the respondents. Personal information obtained from the respondents was kept secret. Generally necessary precautions were taken to eliminate or to minimize any possible harm to the respondents and to the study community

3.6. Validity and Reliability

The consistency of the examination instrument was assessed using Cronbach's alpha coefficient which is commonly used when there are various rating scale request in an outline/study that edge a scale. The inward consistency Cronbach's Alpha (α) ranges from 0 to 1 and it is a dependability coefficient that reflects how well the estimations things unequivocally identify with each other.

Table3. 1 Reliability Score for variables

Reliability on each factor	Cronbach's Alpha	Number of items
Political and policy factors	0.810	6
Economic factors	0.773	5
Site and location related factors	0.762	5
Context assessment and planning related factors	0.714	7
Effectiveness and Relevance related factors	0.877	8
Average reliability score for total questions	0.7872	31

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

Introduction

This chapter deals with the presentations, analysis and interpretation of the data which was collected from respondents. The questionnaire was analyzed by using SPSS version 20.0 software. The primary data was collected through questionnaire that consisted 120 items. Among 120 questionnaires, 118 respondents were properly completed and returned. This was a reaction rate of 98.33%. As per Mugenda and Mugenda (2003) a half reaction rate is sufficient, 60% great or more 70% evaluated great. This suggests in view of this declarations;the reaction rate for this situation of 98.33% was very great. The data that was collected from interview and questionnaire with its analysis and interpretation is presented as follows. This section consists of the background information of the respondents in the implementation of the projects. The background information for these groups includes sex, age, service experience and education level.

4.1 Characteristics of study population

Table4. 1 Characteristics of the Respondents

Gender	Frequency	Percentage
Male	102	86%
Female	16	14%
Total	118	100%
Age	Statistics	Std. Error
Maximum	50	
Minimum	19	
Mean	31.59	
Std. deviation	5.803	.590
Work Experience		
Maximum	8	
Minimum	1	
Mean	3.2	
Std. deviation	1.831	

Educational background	Frequency	Percentage
No formal education	3	2.5%
Primary level	3	2.5%
Secondary level	23	19.5%
Diploma	24	20.3%
First degree	51	43.2%
Masters	13	11.0%
Vocational	1	0.8%
Total	118	100%

Source: Owen survey, 2019

In terms of gender the finding presented in table 4.1 shows that 86% of the respondents were male while 14% were female. This implies that there was gender imbalance in the study and from this it can be realized that majority of the projects team were male. As revealed in the same table the age of the respondents was range between 19 and 50 years with the mean age of 31.

Regarding to work experience the finding indicated that the average work experience of the respondents was 3.2 years in implementing livelihood projects within refugee set up. The results show that most of the respondents had a good working experience, which is a positive aspect in terms of contribution on motivational factors affecting performance of the projects.

The findings further reveals that 43.3% of the respondents had first degree, 20.3% had diploma, 19.5% had secondary level of education, 11% had Masters, 2.5% had primary level education, 2.5% had no formal education, and 0.8% had Vocational skill training. This indicated that the majority of the respondents were first degree holders and from this it can be realized that most of the project team had good academic preparation, which influences the project performance in a positive aspect.

Table 4. 2 Livelihood projects that the respondents engaged in

No.	Livelihood projects	Frequency	Percentage
1	Fresh food	30	26.3%
2	Vocational skill training	8	7.0%
3	Food security	17	14.9%
4	Vegetable production	24	21.1%

5	Youth training	5	4.4%
6	Income generating activities	5	4.4%
7	Agricultural production	14	12.3%
8	Livestock distribution	6	5.3%
9	Distribution of non-food items	3	2.6%
10	Small business enterprises	2	1.8%
Total		118	100%

Source: Owen survey, 2019

As presented in the table the majority 26.3% of the respondents were undertaking in electronic fresh food voucher,7.0% in vocational skill training,14.9% in food security,21.1% in vegetable production,4.4% in youth training,4.4% in income generating activities,12.3% in agricultural production, 5.3% in livestock production, 2.6% in distribution of non-food items and 1.8% in small business enterprises.

4.2 Results of Descriptive statistics

4.2.1 Performance Status of Refugee Projects in Gambella

The study sought to find out that the performance status of livelihood projects in Refugee camps and hence the respondents were presented with statements to rate on a five point Likert scale. The findings indicated that change in income and asset had increased to a great extent as shown in table 4.3 below by a mean of 2.63 and a standard deviation of 1.201, agricultural production had increased to a great extent as shown by a mean of 2.81 and a standard deviation of 1.36 further finding indicated that food security due to increased agricultural production as supported by a mean of 2.47 and a standard deviation of 1.243 while the number of households benefited from the project is increased by a mean of 2.66 and standard deviation of 1.340 . In terms of relevance of the refugee projects as indicated in the same table the number of trained refugees employed had increased to a great extent by a mean of 2.84 and a standard deviation of 1.326, the ability to meet their basic needs increased by a mean of 2.71 and standard deviation of 1.232 while the capability to compute to the existing local market has been improved by a mean of 2.58 and standard deviation of 1.336. This statistical performance result also supported by interview report as they stated that the beneficiary's income tends to change after participating in the projects according to the respondents. They also outlined that the refugees' used to eat a small food basket while they were able to extend and diversify their food basket after participating in the program. They have been also selling some of their products for some local markets and inside the refugee

community which excelled their income. Some of the beneficiaries were involved in livestock rearing and poultry in which they became able to increase the number of their livestock after involving in the project.

Table4. 3 Performance status of the projects

Dependent variables	Mean	St.devaition
Effectiveness		
Change in income and asset	2.63	1.201
Improved food security	2.47	1.243
Better quality of shelter	2.79	1.330
Improved agricultural production	2.81	1.364
Number of households benefited from the project	2.66	1.340
Relevance		
Number of trained refugees employed	2.84	1.326
Ability to meet basic needs	2.71	1.232
Capability to compute to the existing local market	2.82	1.336
Average	2.72	1.296

Source: Owen survey, 2019

4.2.1.1 Effectiveness of livelihood projects in refugee camps

As revealed in the table 4.4 the majority 88(74.6%) of the respondents indicated that there has been an asset-based change after engaging in the livelihood program while about a quarter 30(25.4%) of the respondents were disagree with asset-based change. The key informant interview also reported that some of the beneficiaries were involved in livestock rearing and poultry in which they became able to increase the number of their livestock after involving in the project. There were some beneficiaries were their income still not changed. The respondents replied that the major reasons for this are lack of awareness of refugees in implementing the activities they were intended to do due to negligence and other related reasons. There also has been a time where the projects were

held for a short period of time due to budget scarcity and donor situations in which in this scenario the refugees’ income was not noticeably changed. The respondents were further asked to indicate if there has been an asset-based change with the project beneficiaries, how long it would sustain. The respondents indicated that the maximum is 60 months where as the minimum is 4.5 months and the average is 24.3 months.

Table 4. 4 Asset based and income change within the beneficiaries

Is there any asset based change within the beneficiaries after engaging in the livelihood program?	Frequency	Percentage
Yes	88	74.6%
No	30	25.4%
Total	118	100%

Improvement in household income after participating in the livelihood program		
Have you noticed an improvement in household income after participating in the livelihood program?	Frequency	Percentage
Yes	93	78.8%
No	25	21.2%
Total	118	100%

Source: Owen survey, 2019

As shown in the table above 93(78.8%) of the respondents indicated that there was an improvement in household income of the project beneficiaries while only 25(21.2%) of the respondents indicated there was no improvement of beneficiaries’ household income. This result also supported by key informant interview report as they elaborated that the beneficiary’s income tends to change after participating in the projects. They outlined that the refugees’ used to eat a small food basket while they were able to extend and diversify their food basket after participating in the program. They have been also selling their products for some local markets and inside the refugee community which excelled their income.

The respondents were further asked to point out that the potential reason of the lack of improvement and the findings are summarized in table 4.5.

Table4. 5 Potential reason of the lack of improvement in the beneficiaries' household income

Reason for the lack of improvement	Frequency	Percentage
Financial and another items distribution is not enough	12	48.0%
Poor knowledge and lack of awareness of beneficiaries	4	16/0%
Large family size of refugees	2	8.0%
Absence of frequent monitoring	6	24.0%
The projects don't target market	1	4.0%
Total	25	100%

Source: Owen survey, 2019

According to the finding, out of 25 respondents 12(48.0%) indicated that shortage of financial and other items distribution is the potential reason for lack of household income improvement,4(16.0%) indicated that poor knowledge and lack of awareness of beneficiaries is the potential reason, 2(8.0%) indicated large family size of refugees as the potential reason,6(24.0%) mentioned absence of frequent monitoring as the potential reason while only 1(4.0%) of the respondents pointed out that absence of projects' target market as the potential reason for the lack of improvements of beneficiaries household income.

Table 4.6 Beneficiaries supported by Livelihood projects

Do you think the livelihood projects currently undertaking in this refugee camp support significant number of beneficiaries?	Frequency	Percentage
Yes	88	74.6%
No	30	25.4%
Total	118	100%

Source: Owen finding

As presented in table 4.6 the majority 88(74.6%) of the respondents were agreed the existing livelihood projects in Gambella refugee camps support significant number of beneficiaries while

slightly more than quarter 30(25.4%) of the respondents disagree with livelihood projects support to significant number of beneficiaries.

Table4. 7 Improvement in food security of the target group

To what extent did the food security of the target group improve?	Frequency	Percentage
Very great extent	24	20.3%
Great extent	52	44.1%
Low extent	36	30.5%
No change	6	5.1%
Total	118	100%

Source: Owen survey, 2019

As revealed in the table above 24(20.3%) of the respondents indicated that the food security of the target group improved in very great extent, 52(44.1%) of the respondents indicated that it improved in great extent, 36(30.5%) indicated it improved in low extent while only 6(5.1%) of the respondents indicated no change in improvement of food security. To the opposite of this finding the interview report indicated that it has been noticed that there is a gap in food security, there is a need for more livelihood projects while there is a noticeable shortage of livelihood projects and also less attention is given from the donors to livelihood projects.

The study also sought to identify whether the project activities implemented in accordance with the project plans where it was established that majority 98(88.1%) of the respondents indicated that project activities were implemented in accordance with the project plan while only 20(16,9%) indicated project activities were not implemented in accordance with the plan.

The respondents were further asked to indicate why they do not implement the project activities accordance with the plan and the findings are summarized in table 4.8.

Table4. 8 Lack of implementing project activities in line with the plan

Reason for do not implementing accordance with the plan	Frequency	Percentage
Absence of proper implementation	12	60.0%
The projects are not implemented in the right time	5	25.0%

Lack of awareness of refugees	3	15.0%
Total	20	100%

Source: Owen finding

According to the finding out of 20 respondents slightly more than half 12(60.0%) suggested that absence of proper implementation, 5(25.0%) suggested that projects are not implemented in the right time while only 3(15.0%) suggested lack of awareness of refugees are the main reason to don't implementing project activities in accordance with the plan.

Table4. 9 the extent that livelihood activities meet the beneficiaries need

To what extent did this livelihood activity meet the beneficiaries need?	Frequency	Percentage
Very great extent	29	24.8%
Great extent	54	46.2%
Low extent	34	29.1%
No change	-	-
Total	118	100%

Source: Owen survey, 2019

As revealed in the table above 24.8% of the respondents indicated that the existing livelihood activities in Gambella refugee camps meet the beneficiaries need in very great extent, 46.2% indicated in great extent while 29.1% indicated that it meets in low extent. The study further sought out to identify whether visible life standard change on project beneficiaries where it was established that majority 74(62.2%) of the respondents indicated that there is visible life standard change on project beneficiaries after engaging livelihood projects while 44(37.3%) of the respondents indicated that there is no visible life standard change on project beneficiaries.

Similarly, the study sought to identify whether improvement in agricultural production after introducing agriculturally based livelihood projects in to the refugee camps where 83(72.3%) of the respondents indicated that there is an improvement in agricultural production while 35(29.7%) of the respondents indicated there in no improvement in agricultural production.

4.2.1.2 Relevance of livelihood projects in refugee camps

Table 4.10 Relevance of livelihood projects in refugee camp

	Yes		No	
	F	%	F	%
Did the trained refugees competent to the existing market?	76	64.4%	42	35.6%
Did this livelihood intervention take into account the capacities of the target group?	99	83.9%	19	16.1%
Did beneficiaries of the project able to meet more of their basic needs?	75	63.6%	43	46.4%
Was a need analysis carried out?	93	78.8%	25	21.2%
Did the interventions reach the target population according to the objective?	91	77.1%	27	22.9%
Was the design and approach of the project relevant in addressing the identified Peoples of concern's needs?	101	85.6%	17	14.4%

Source: Owen survey, 2019

As presented in table 4.10 more than half 64.4% of the respondents agreed that the trained refugees are competent to the existing local market while 35.6% of the respondents disagree with the competency of the trained refugees to the existing local market.

The study further sought to identify whether the existing livelihood intervention take into account the capacities of the target group where it was established that the majority 83.9% of the respondents agreed with the intervention take into account the capacity of the target group while more than quarter 16.1% of the respondents disagree with taking into account the capacity of the target group.

As revealed in the above table 63.6% of the respondents indicated that beneficiaries of the project are able to meet more of their basic needs while 46.4% of the respondents disagree with meeting more of their basic needs.

In terms of need analysis 78.8% of the respondents indicated that the need analysis was conducted while slightly less than a quarter 21.2% of the respondents indicated that need analysis were not carried out.

As shown in table 4.10 the majority 77.1% of the respondents indicated that the intervention reached the target group according to the objective stated while 22.9% of the respondents indicate it was not reached according to the objective. In support of these findings reports from the key informants stated that the key parameters/determining factors that influenced the achievement of the project are timely collaboration with the beneficiaries and involving them, better technical support, proper awareness raising activities, strong monitoring and evaluation and also conducive security situations.

The majority 85.6% of the respondents agreed with the design and approach of the projects relevant in addressing the identified Peoples of concern’s needs while 14.4% of the respondents disagreed with this view.

Table 4. 11 Employment opportunity of trained beneficiaries in the formal sector

How is the employment opportunity of trained beneficiaries in the formal sector?	Frequency	Percentage
High	25	21.2%
Low	37	31.4%
Moderate	39	33.1%
No change at all	17	14.4%
Total	118	100%

Source: Owen survey, 2019

As revealed in the table above 21.2% of the respondents indicated that employment opportunity of trained refugees is high, 31.4% indicated low, 33.1% indicated moderate while 14.4% of the respondents indicated that there is no change in employment opportunity.

4.2.1.3 Summary of Performance level of livelihood projects

Table4. 12 summary Performance level of livelihood projects

No.	Factors	Very great extent		Great extent		Low extent		Very low extent		No change	
		F	%	F	%	F	%	F	%	F	%
	Effectiveness										
A	Change in income and asset	20	17.1%	41	35.0%	30	25.6%	14	12.0%	12	10.3%
B	Improved food security	32	27.4%	33	28.2%	25	21.4%	19	16.2%	8	6.8%
C	Better quality of shelter	26	22.2%	25	21.4%	27	23.1%	25	21.4%	14	12.0%
D	Improved agricultural production	24	20.5%	32	27.4%	20	17.1%	24	20.5%	17	14.5%
E	Number of households benefited	28	23.9%	30	25.6%	30	25.6%	12	10.3%	17	14.5%
	Relevance										
F	Number of trained refugees employed	24	20.5%	25	21.4%	30	25.6%	22	18.8%	16	13.5%
G	Ability to meet basic needs	23	19.7%	32	27.4%	27	23.1%	26	22.2%	9	7.7%
h	Capability to compute to the exiting local market	23	19.7%	31	26.5%	27	23.1%	18	15.4%	18	15.4%

Source: Owen survey, 2019

As presented in the summary table 17.1% of the respondents indicated that change in income and asset of projects' beneficiaries improved in very great extent, more than quarter 35.0% of the respondents indicated it improved in great extent, slightly more than a quarter 25.6% of the respondents indicated that it improved in low extent, 12.0% of the respondents indicated it improved in a very low extent where as 10.3% of the respondents indicated there is no change in income and asset of project beneficiaries.

In terms of food security slightly more than a quarter 27.4% of the respondents indicated that it improved in a very great extent, 28.2% of the respondents indicated it improved in great extent, 21.4% indicated that in low extent, 16.2% indicated it improved in very low extent while 6.8% of the respondents indicated that there no change in income and asset.

The study further sought to identify the improvement in quality of shelter where it was established that 22.2% of the respondents indicated that it improved in a very great extent, 21.4% in great extent, 23.1% indicated in low extent, 21.4% indicated in a very low extent while 12.0% of the respondents indicated that there is no improvement in quality of shelter of the projects' beneficiaries.

With regards to the agricultural production 20.5% of the respondents indicated that agricultural production improved in a very great extent, slightly more than a quarter 27.4% of the respondents indicated that agricultural production improved in a great extent, 17.1% indicated in low extent, 20.5% in very low extent while 14.5% of the respondents indicated there is no change in agricultural production.

In terms of the number of households benefited from the project 23.9% of the respondents indicated that it increased in a very great extent, slightly more than a quarter 25.6% of the respondents indicated in great extent, 25.6% also indicated it increased in low extent, 10.3% indicated in very low extent while 14.5% of the respondents indicated there is no change in number of household.

The study further sought to identify the rate of the trained refugees employed where it was established that 20.5% of the respondents indicated that it increased in a very great extent, 21.4% in great extent, slightly more than a quarter 25.6% of the respondents indicated that the employment rate increased in low extent, 18.8% indicated in a very low extent while 13.5% of the respondents indicated there is no chance of employment for the trained refugees.

As showed in the table above 19.7% of the respondents indicated that ability to meet basic needs of the project beneficiaries improved in a very great extent, more than a quarter 27.4% of the respondents indicated that it improved in great extent, 23.1% indicated it improved in low extent, 22.2% in very low extent while 7.7% of the respondents indicated that there is no change in ability to meet their basic needs.

Finally the study sought to identify the capability to compute to the local market of the projects' beneficiaries where it was established that 19.7% of the respondents indicated that it improved in very great extent, more than a quarter 26.5% of the respondents indicated that it improved in great extent, 23.1% in low extent, 15.4% in very low extent while 15.4% of the respondents indicated that there is no improvement in competency to local market.

4.3.1.4 Relationship between performance of refugee projects and Factors influencing it

In this section, Categorical regression test were carried out to establish the statistical relationship between various factors (policy and political related, economic, site and location related, gap in context analysis and planning related factors) and the performance of livelihood projects in Gambella refugee camps. To establish the statistical associations, regression test is appropriate to characterize the relationship between dependent and independent variable by determining the extent, direction and strength of the relationship which is appropriate for test of association between two categorical variables were used. The first hypothesis was to test the relationship between policy and political related factors and its influence on the performance of livelihood projects.

H₀₁: There is no significant relationship between the political factors and the performance of livelihood projects.

Table4. 13 Regression test results policy\political related factors and the performance of livelihood projects

	Sum of Squares	df	Mean Square	F	Sig.
Regression	19.449	10	1.945	2.113	.029
Residual	97.551	106	.920		
Total	117.000	116			

Since the p value for the relationship between political\policy related factors and output factors that indicate the performance of livelihood projects is smaller than the level of significance.05, so that the null hypothesis is rejected. Therefore, the study concludes that there is a significant relationship between political/policy related factors and the performance of livelihood projects in Gambella camps. This implies that the performance of livelihood projects is considerably affected by political\policy related factors.

H₀₂: There is no significant relationship between the Economic factors and the performance of livelihood projects.

Table4. 14 Regression test results for economic factors and the performance of livelihood projects

	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.858	13	1.912	2.137	.018
Residual	92.142	103	.895		
Total	117.000	116			

As it can be seen in the table p value of all the factors is less than the level of significance ($p < .05$), so that the hypothesis is rejected. The result indicates that there is significant relationship between the economic factors and the performance of livelihood projects in Gambella refugee camps. This implies that the performance of livelihood projects significantly affected by economic factors.

H₀₃: There is no significant relationship between the location of organized refugee settlements and the performance of the livelihood projects.

Table 4. 15 Regression test results for site/location/of refugee settlement area related factors

	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.168	8	3.021	3.515	.001
Residual	92.832	108	.860		
Total	117.000	116			

Since the p value for the relationship between location/site of refugee settlement area related factors and dependent variables of the performance of livelihood projects is smaller than the level of significance, .05, (.001) , so the null hypothesis is rejected. Therefore, the study concludes that there is a relationship between location/site of refugee settlement area related factors and the performance of livelihood projects in Gambella refugee camps. This implies that the performance of livelihood projects is considerably affected by site/location related factors.

H₀₄: There is no significant relationship between gaps in context assessment and planning and the performance of livelihood projects in Gambella Refugee camps.

Table 4. 16 Linear Regression test results for the gaps in context assessment and planning related factors

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	13.628	7	1.947	1.115	.359 ^b
Residual	190.286	109	1.746		
Total	203.915	116			

As it can be seen in the table p value of all the factors is greater than the level of significance (.05), So the hypothesis is accepted. The result indicates that there is no significant relationship between the gaps in context assessment and planning related factors and the performance of livelihood projects in Gambella refugee camps. This implies that the performance of livelihood projects is not affected by gaps in context assessment and planning related factors in Gambella Refugee camps.

4.3.2 Interaction with the livelihood projects’ Implementing Agencies

The study sought to establish the frequency of interaction of livelihood projects’ implementing agencies with beneficiaries where it was established that more than half 51.7% of the respondents interacted quarterly, 42.4% monthly while 5.9% interacted weekly with livelihood projects’ beneficiaries

Table 4. 17 Interaction with the Livelihood projects’ Implementing Agencies

Interaction with the livelihood projects’ implementing Agencies	Frequency	Percentage
Weekly	7	5.9%
Monthly	50	42.4%
Quarterly	61	51.7%
Total	118	100%

A Chi square test was conducted to investigate the association between frequency of interaction and performance of livelihood projects. The result of Chi square test shows that among the eight dependent variable only one variable that was the quality of shelter improved affected by frequency of interaction since the p value of this factor for the relationship between frequency of interaction and the performance of livelihood projects is smaller than the level of significance, .05, $\chi^2(4,N)$, $P= (.030)$.

4.3.3 Factors that influence performance of livelihood projects

4.3.3.1 Political and Policy related Factors

As presented in table 4.18 ,out of 118 respondents 22.9% indicated that encampment policy influence the performance of livelihood projects very critically,16.1% indicated that critically,20.3% indicated moderately,13.6% less critically, whereas slightly more than a quarter 27.1% of the respondents indicated that encampment policy don't influence the performance of livelihood projects in the refugee camps. The result of the finding implies that the influences the encampment policy on the performance of livelihood projects is not significant in Gambella refugee camps as the majority 27.1% of the respondents indicated that encampment policy don't affect the implementation performance of livelihood projects.

Table 4. 18 Political and Policy Factors that influencing the performance of livelihood projects

No.	Factors	Very critically		Critically		Moderately		Less critically		Don't affect	
		F	%	F	%	F	%	F	%	F	%
A	Encampment policy	27	22.9%	19	16.1%	24	20.3	16	13.6%	32	27.1%
B	Access to freedom of movement	37	31.4%	14	11.9%	34	28.8%	17	14.4%	16	13.6%
C	Rights to work	38	32.2%	17	14.4%	18	15.3%	13	11.0%	32	27.1%
D	Access to vital events registration & documentation	24	20.3%	23	19.5%	22	18.6%	26	22.0%	23	19.5%
E	Access to business licenses	41	34.7%	15	12.7%	18	15.3%	25	21.2%	19	16.1%
F	Security situation within & around the camp	46	39.0%	27	22.9%	13	11.0%	9	7.6%	23	19.5%

The finding shown in table 4.18 shows that more than a quarter 31.4% of the respondents indicated that access to freedom of movement affects the livelihood projects implementation performance very critically, 11.9% indicated critically, 28.8% moderately, 14.4% indicated less critically while 13.6% of the respondents indicated that access to freedom of movement has no influence on the performance of livelihood projects. From this finding it can be realized that access to freedom of movement to refugees significantly affects the implementation performance of livelihood projects.

With regards to the right to work, 32.2% of the respondents indicated that influence the performance of livelihood projects very critically, 14.4% indicated critically, 15.3% moderately, 11.0% indicated less critically and 27.1% indicated don't affect the performance of livelihood projects. From this it can be realized that access to the right to work influence the performance of the livelihood projects as the majority of the respondents believed that access to the right to work for refugees affects the performance of the projects from very critically to less critically.

As revealed in the table above 20.3% of the respondents indicated that access to vital registration and documentation affects the performance of livelihood projects very critically, 19.5% indicated critically, 18.6 indicated moderately, 22.0% less critically, where as 19.5% indicated that it has no impact on the performance of livelihood projects. The result of the finding implies that access to vital registration and documentation doesn't significantly affect the implementation performance of livelihood projects in Gambella refugee camps.

Other political and policy related factors indicated by the respondents as affect the performance of livelihood projects was access to business licenses which 34.7% of the respondents indicated very critically, 12.7% critically, 15.3% moderately, 21.2% less critically and 16.1% indicated access to business licenses don't affect the performance of livelihood projects at all. From this result it can be noticed that access to business licenses to refugees mainly affect the implementation performance of livelihood projects in Gambella refugee camps as it was only 16.1% of the respondents deny its impact on the projects performance.

As revealed in the table the majority 39.0% of the respondents indicated that security situation affects the performance of livelihood projects very critically, 22.9% critically, 11.0% indicated moderately, 7.6% less critically while 19.5% indicated don't affect at all. From this result we can be realized that security situation within and around the Gambella refugee Camps was the prominent factor that influence the implementation performance of existing livelihood projects in the camp. In support of this finding, Omuthu (2015) noticed that, insecurity, restriction of

movement, lack of licensing of refugee business and denial of work permit and conflicts among the stakeholders has halted the implementation of livelihood projects in Kenya refugee camps.

4.3.3.2 Economic factors

The study was interested in finding out the economic factors affecting the performance of livelihood projects in Gambella refugee camps which are the shelter for South Sudanese refugees. The economic factors that were considered in this study included: Financial services, access to credit services, access to external market, availability of income generating activities and appropriateness of the credit schemes.

Table 4. 19 Economic factors affecting the implementation performance of livelihood projects

N o.	Factors	Very critically		Critically		Moderately		Less Critically		Don't affect	
		F	%	F	%	F	%	F	%	F	%
A	Financial services	54	45.8%	22	18.6%	11	9.3%	20	16.9%	11	9.3%
B	Access to credit services	43	36.4%	27	22.9%	14	11.9%	26	22.0%	8	6.8%
C	Access to external market	27	22.9%	23	19.5%	40	33.9%	13	11%	15	12.7%
D	Availability of income generating activities	37	31.4%	33	28%	23	19.5%	17	14.4%	8	6.8%
E	Appropriateness of the credit schemes	34	28.8%	29	24.6%	23	19.5%	24	20.3%	8	6.8%

As shown in table 4.19 above 45.8% of the respondents indicated that accessibility of financial services in the camp affects the performance of livelihood projects very critically, 18.6% indicated critically, 9.3% moderately, 16.9% less critically where as 9.3% indicated that has no impact on its performance. From the result it can be realized that accessibility of financial services to refugees had a considerable impact on the performance of livelihood projects as there was only 9.3% of the respondents denied its impact on the project performance.

In terms of access to credit services, 36.4% of the respondents indicated that it affects the performance of the projects very critically, 22.9% critically, 11.9% indicated moderately, 22.0% less critically and the rest 6.8% indicated don't affect at all. This implies that access to credit

services to refugees is one of the major factors that this influenced the implementation performance of livelihood projects in the region.

The finding also reveals that 22.9% of the respondents indicated that access to external market affects the performance of livelihood projects very critically, 19.5% critically, 33.9% indicated moderately, 11.0% less critically, while 12.7% indicated it doesn't affect the performance of the livelihood projects.

With regards to the availability of income generating activities 31.4% of the respondents suggested that it affects very critically, 28.0% indicated critically, 19.5% moderately, 14.4% suggested less critically, where as 6.8% of the respondents suggested that it has no impact on the performance of the livelihood projects. As we can see from the result the majority of the respondents believed that availability of income generating activities is one of the main factors that influence the performance of livelihood projects as only 12.7% of the respondents didn't support the idea.

The other economic factor indicated by the respondents was appropriateness of the credit schemes as it affects the performance of livelihood projects, where 28.8% of the respondents indicated very critically, 24.6% critically, 19.5% moderately, 20.3% indicated less critically and 6.8% indicated don't affect at all. From this we can be realized that appropriateness of the credit schemes is one the challenge that influences the performance of livelihood projects in Gambella refugee camps.

The views from key informants were also obtained regarding the economic issues which affect the performance of livelihood projects in Gambella refugee camps. It reported that access to financial services, market linkages, availability of income generating activities, and infrastructure situations are the major economic factors stated by the respondents that affect the achievement of livelihood projects in the camp. Far distance of market and other services, unavailability of suitable roads and low transportation services are also major factors that are affecting the performance of livelihood activities in the camp. In support of this finding, Host (2006) pointed out that economic barriers can pose a great challenged both implementers of livelihood projects and beneficiaries.

4.3. 3.3 Location of Organized Refugee settlement

The location and site of refugee settlement area related factors that were considered in this study included: project location and site condition, availability and production capacity of land, infrastructure condition and suitability of land. These factors are as summarized in table 4.20 below.

Table 4.20 Influence of Location of Organized Refugee settlement

No.	Factors	Very critically		Critically		Moderately		Less critically		Don't affect	
		F	%	F	%	F	%	F	%	F	%
A	Project location and Site condition	29	24.6%	26	22%	25	21.2%	16	13.6%	22	18.6%
B	Availability of land	47	39.8%	27	22.9%	15	12.7%	14	11.9%	15	12.7%
C	Production capacity of the land	34	28.8%	24	20.3%	23	19.5%	21	17.8%	16	13.6%
D	Infrastructure condition	30	25.4%	34	28.8%	27	22.9%	16	13.6%	11	9.3%
E	Accessibility and suitability of land	37	31.4%	30	25.4%	20	16.9%	19	16.1%	12	10.2%

As presented in the table above 24.6% of the respondents indicated that project location and site condition influence the implementation performance of livelihood projects very critically, 22.0% indicated critically, 21.2% moderately, 13.6% less critically, where as 18.6% of the respondents indicated it has no influence on the performance of the projects. This implies that the majority of the respondents were in support of the project location and site condition has influenced the performance of livelihood projects in different degree of impact. In support of this finding, Hunter (2009) pointed out that the location of refugee settlements has an enormous impact on refugees' ability to exercise economic livelihoods, determining what resources, services and environment refugees will have access to and experience.

With regards to the availability of land 39.8% of the respondents pointed out that it affects very critically, 22.9% critically, 12.7% suggests moderately, 11.9% less critically, while 12.2% suggested don't affect all. From the result it can be seen that availability of land in refugee settlement area is one of the factors that considerably affect the implementation performance of livelihood projects.

Out of the total respondents, 28.8% indicated that production capacity of the land around refugee settlement areas affect the performance of livelihood projects very critically, 20.3% critically, 19.5% indicated moderately, 17.8% less critically and 13.6% indicated that production capacity of the land has no impact on the performance of projects. This indicates that most of the respondents'

view was the production capacity of land affects the performance of livelihood projects very critically and critically.

In terms of the infrastructure condition, 25.4% of the respondents indicated that it affects very critically, 28.8% critically, 22.9% moderately, 13.6% less critically, where as 9.3% indicated don't affect at all. From this finding it can be realized that infrastructure condition in Gambella refugee camps is not suitable to exercise livelihood activities and it affects the project performance largely.

The study further sought to find out that whether the accessibility and suitability of land influences performance of livelihood projects where it was established that 31.4% of the respondents indicated that it affects very critically, 25.4% critically, 16.9% moderately, 16.1% less critically and 10.2% of the respondents indicated that it has no influence on the performance of the projects.

The report from interview of key informants support the above findings as they stated that far distance of market and other services, unavailability of suitable roads and low transportation services are also major factors that are affecting the performance of livelihood activities in the camp while the location of refugee camps in the area has an impact on the performance of the projects.

4.3.3.4 Gaps in context assessment and planning

The study sought to find out whether the agencies undertaking livelihood projects conduct target group needs and capacity analysis. The finding indicated that the majority (101) 85.6% of the respondents indicated that livelihood projects implementing agencies have conducted target group needs and capacity analysis while 17(14.4%) indicated they haven't conducted need analysis. From the result it can be realized that livelihood project implementers in Gambella refugee camps had conducted target group needs and capacity assessment. The result from key informant interview also support the finding as they stated that prior to the implementation period of the projects, all organizations conducted an assessment on market, credit schemes, and skill development. The final desk review report conducted by Social Impact, Inc. (2015), evaluating the effectiveness of livelihood programs for refugees and returnees in Burundi and Ethiopia pointed out that there were several markets and livelihood assessments conducted in Ethiopia refugee camps either by the programs themselves, or in conjunction with UNHCR.

Table 4. 21 Gaps in context assessment and planning

	Yes		No	
	F	%	F	%
Does this livelihood project relevant to refugee’s local knowledge?	114	96.6%	4	3.4%
Do you think there is adequate participation of stakeholders in all stages of project implementation?	92	78.0%	26	22.0%
Were the objectives of the project clearly defined?	109	92.4%	9	7.6%
Was there any Project Kick off workshop conducted for staffs and partners and stakeholders?	72	61.0%	46	39.0%
Do you think there was contextual relevance of skill developments that provided to refugees so far?	97	82.2%	21	17.8%
Are the training programs currently provided to the target group in line with the existing local job market?	87	73.7%	31	26.3%

The study further sought to find out whether the existing livelihood projects are relevant to refugees’ local knowledge. As presented in table 4.21 almost all 114(96.6%) of the respondents indicated that the existing livelihood projects in Gambella refugee camps are relevant to the refugee’s local knowledge while a few 4 (3.4%) of the respondents were not agree with the relevance of the projects. This implies that the existing livelihood projects in Gambella refugee camps are relevant to the beneficiaries needs and capacity. The interview result of the key informants was indicated that the relevance of the existing projects in different way of this statistical finding. They stated that the refugees tend to be pastoralists from where they came and it makes them difficult to adapt agricultural related income generating and other related livelihood activities. It has also been noticed that the refugees’ skills and experiences in market activities is low while they tend to use and generate income only for their daily activities while their incomes are also low from the different sources they used to generate and use for several purposes.

Majority of the respondents 92(78.0%) indicated that there was adequate participation of stakeholders in all stage of project implementation while 26(22.0%) indicated that there was not stakeholder participation in all stages of project implementation. The result indicated that active participation of stakeholders is in place in Gambella refugee camps.

The respondents were further asked to indicate that if there is no adequate participation of stakeholders how it affects the performance of the projects and the finding shows that out of 26 respondents who indicated as there was no stakeholder participation 13(56.6%) indicated that it

creates lack of coordination and effectiveness, 5(21.7%) suggested that it creates delay of implementation while the rest 5(21.7%) suggested that results in inadequate livelihood services

As revealed in the table the majority 109(92.4%) of the respondents indicated that the objectives of the existing livelihood projects in Gambella refugee camps were clearly defined while 9(7.6%) of the respondents indicated that the objectives of the projects were not clearly defined. The result on clear goal/objectives is in line with studies by Ofori. (2013). This emphasized the importance of clarity of project goals and objectives as one of the factors that affect the performance of the projects.

Regarding to the kickoff workshop 72(61.0%) of the respondents indicated that kickoff workshop was conducted while 46(39.0%) of the respondents indicated that there was no any project kick of workshop conducted for both of the project stakeholders. From the result of the finding it can be seen that project kick of workshops have been conducted for project stakeholders.

As presented in the same table the majority 97(82.2%) of the respondents indicated that there was contextual relevance of skill developments that provided to refugees while 1(17.8%) disagreed with the contextual relevance of skill developments provided so far. This implies that the skill development that provided to refugees in Gambella refugee camps had considered contextual situation of the refugee environment. The interview result also supports this finding as they stated that the skill development activities make the refugees to become well-equipped with the needed knowledge and capacity to perform the livelihood projects. Another advantage of having skill developments and training activities is it will enhance business skills, cost-benefit analysis knowledge, and saving culture. It will also help the refugees to change their state of mind in business activities while some of the refugee used to be pastoralists in which their awareness was raised in cultivating and growing vegetable products after involving in the project.

The study also sought to find out whether the training programs in line with the existing local job market where it was established that the majority 87(73.7%) indicated that the training programs are in line with the existing local market while 31(26.3%) indicated that it is not in line with the existing local market. The result of this finding also supported by key informant interview report where they elaborated that in relation to the competency of refugees to the local market, two of the respondents replied that the refugees under their projects are competent while the other two replied the incompetency of the refugee to the local market for the reasons that they are doing a small business and also their economic capacity doesn't fit with the local (host community). Those who

replied that the refugees are competent outlined that the competency is related with time, energy, knowledge and finance. They stated that these issues should be considered while we are measuring the competency of refugees to the local market. It should be noted that refugees are labeled fit for the local market taking these issues on average. The rest replied that their projects don't relate with market as they are distributing fresh food and other items to enhance food security and diversify food baskets.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

The main objective of this study was to investigate the factors influencing the implementation performance of livelihood projects in Gambella refugee camps. The study was guided by the following four specific objectives: to examine how policy and political related factors influence the performance of livelihood projects, to assess the influence of economic factors on performance of livelihood projects, to examine how the location of organized refugee settlements area related factors influence the performance of livelihood projects, to assess how gaps in context assessment and planning affects the performance of livelihood projects in refugee camps at Gambella Regional state. This chapter presents the summary of the findings, conclusions and recommendations based on objectives of the study and also propose the interest of the future research.

5.1 Summary of findings

Based on the response of the respondents on policy and political related factors, the analysis revealed that the encampment policy had relatively less impact on the implementation performance of livelihood projects in Gambella refugee camps as the majority of the respondents' view were in support of less critically affect the implementation performance of livelihood projects. The other policy and political related factors examined in this study was access to the right to work permit to refugees. The finding of the analysis in this regard implies that access to the right to work permit had a significant impact on the implementation performance of livelihood projects in refugee camps as the majority of the respondents indicated that denial to the right to work critically influence the performance of livelihood projects in the camp. In terms of access to freedom of movement to refugees the analysis revealed that it considerably affects the performance of livelihood projects in the camp which restricted them to involve in any economic based activities outside of the camp.

The analysis also revealed that access to business licenses significantly affects the performance of livelihood projects. The refugees are subjected to same wage-earning restrictions as other foreigners and are thus required to obtain documentation so as to engage in productive employment. This is also as per the articles 17 to 19 of the 1951 UN convention which confers refugees the right to access

gainful employment in host countries. The respondents however reported a difficulty in acquiring business and work permits hence making it difficult for the refugees to engage in income generating activities.

The other policy and political related factors assessed in this study was access to vital registration and documentation and the analysis implies that it had no significant impact on the performance of the implementation of livelihood projects in Gambella refugee camps. The reports from key informants indicated that recently the Ethiopian Government has made amendment on the existing refugee policy that grants access to vital registration and documentation to the refugees and this would no more longer the problem that influence the implementation performance of livelihood projects in refugee camps in Ethiopia. The analysis further revealed that the recurrent and fragile security situation in and around the South Sudanese refugee settlement area in Gambella Regional state is one of the major factor that affects the implementation performance of livelihood projects in the camp

From the responses of the respondents on economic factors, the analysis revealed that inaccessibility of the financial services in the refugee camps is significantly influence the performance of livelihood projects where nearly half of the respondents indicated that it affects the performance of the projects very critically. The analysis result on access to credit services implies that it prominently affects the implementation performance of livelihood projects because of the refugees do not have capital to start business in the camp. Access to external market was one of the economic factor that examined in this study and the analysis result implies that the majority of the respondents believed that inaccessibility of the external market due to far distance and poor infrastructure is one of the bottleneck that affects the performance of livelihood projects where it hinders them to exchange their commodities.

In terms of the availability of income generating activities the analysis revealed that it significantly affects the implementation performance of livelihood projects. According to the findings, it was clear that lack of conducive business environment and capital was the main hindrance to starting income generating activities. The analysis result further revealed that appropriateness of the credit scheme was one of the main factor that affect the implementation performance of livelihood projects as it was failed to consider the local knowledge of the beneficiaries. The interview result on economic factors also shows that access to financial services, market linkages, availability of income generating activities, and infrastructure situations are the major economic factors stated by the respondents that affect the achievement of livelihood projects in the camp. Far distance of market

and other services, unavailability of suitable roads and low transportation services are also major factors that are affecting the performance of livelihood activities in the camp.

Based on the response on location of organized refugee settlement area related factors, the analysis revealed that location and site condition of the projects was not as such the main factor that influence the performance of livelihood projects in Gambella refugee camps as the settlement areas is conducive especially for agricultural based livelihood activities. The analysis on the availability of adequate land indicates that it significantly affects the implementation performance of livelihood projects in Gambella camps. The refugees are settled in a confined area where it is very difficult to access adequate land to exercise agricultural activities beyond backyard gardening. With regards to the productive capacity of the land the finding reveals that majority of the respondents indicated that it doesn't affect the performance of the projects. This result also supported by key interview report as they stated that the area has a suitable land to cultivate and improve the culture of backyard gardening and vegetable production. The analysis further revealed that the majority of the respondents agreed that infrastructure condition in and around the camp was one of the prominent factor that influence the implementation performance of livelihood projects in the camp. This result also supported by interview report where they stated that far distance of market and other services, unavailability of suitable roads and low transportation services are some of the major factors that are affecting the performance of livelihood activities in the camp.

In the analysis of the gaps in context assessment and planning related factors the majority of the respondents indicated that livelihood projects implementing agencies have conducted target group needs and capacity analysis and the responses from key informants also stated that prior to the implementation period of the projects, all organizations conducted an assessment on market, credit schemes, and skill development. The major findings from these assessments show that the area has a suitable land to cultivate and improve the culture of backyard gardening practice and vegetable production. With regards to relevance of the livelihood projects with beneficiaries of local knowledge the analysis implies that almost all of the respondents agreed that the existing projects are relevant to the refugee's local knowledge. However, the interview results slightly different from this as they stated that the refugees tend to be pastoralists from where they came and it makes them difficult to adapt agricultural related income generating and other related livelihood activities. It has also been noticed that the refugees' skills and experiences in market activities is low while they tend to use and generate income only for their daily activities. The study further sought to assess whether adequate stakeholder participation was in place. The analysis result implies that the

majority of the respondents agreed that stakeholders were engaged in different stages of project activities. The study results also revealed that the livelihood projects have clear objectives and they have been conducted project kick off workshop. In response to contextual relevance of the skill training program the analysis implies that the skill development that provided to refugees in Gambella refugee camps had considered contextual situation of the refugee environment. The interview result also supports this finding as they stated that the skill development activities make the refugees to become well-equipped with the needed knowledge and capacity to perform the livelihood projects. Another advantage of having skill developments and training activities is it will enhance business skills, cost-benefit analysis knowledge, and saving culture. It will also help the refugees to change their state of mind in business activities while some of the refugee used to be pastoralists in which their awareness was raised in cultivating and growing vegetable products after involving in the project. With regards to the key factors which were crucial for the achievement or failure to the projects, the key informants replied if there is a good integration of stakeholders and commitment of beneficiaries, need-based assessments, timely supply of goods and proper budgeting and staff management the projects will tend to achieve.

The study sought to find out the effectiveness and relevance of the livelihood projects and the analysis implies that majority of the respondents agreed that there is an asset and income based change with the beneficiaries after participating in the program and in support of this finding the interview result reported that some of the beneficiaries were involved in livestock rearing and poultry in which they became able to increase the number of their livestock after involving in the project. There were some beneficiaries who were their income still not changed. The respondents replied that the major reasons for this are lack of awareness of refugees in implementing the activities they were intended to do due to negligence and other related reasons. There also has been a time where the projects were held for a short period of time due to budget scarcity and donor situations in which in this scenario the refugees' income was not noticeably changed. In response of household income change the analysis revealed that the majority of the respondents agreed household income change. This result also supported by key informant interview report as they elaborated that the beneficiary's income tends to change after participating in the projects. They outlined that the refugees' used to eat a small food basket while they were able to extend and diversify their food basket after participating in the program. They have been also selling their products for some local markets and inside the refugee community which exceeded their income.

5.2 Conclusion

Based on the finding of the study, the following conclusion have been made:

As it has been established in the study findings among policy and political related factors access to freedom of movement, access to work permit, access to business licences and security situation within and around the camp are the major factors that influence the implementation performance of livelihood projects in Gambella refugee camps. This indicates that there is a significant relationship between policy/political related factors and the implementation performance of livelihood projects in the camp.

The study finding has shown that lack of access to financial services, market linkages, unavailability of income generating activities, and poor infrastructure situations are the major economic factors that affect the achievement of livelihood projects in the camp. Lack of credit services and inappropriateness of credit services was also found to be a contributing factor to the performance of livelihood projects in Gambella refugee camps. This indicates that the implementation performance of livelihood projects significantly affected by economic factors.

Regarding location of organized refugee settlement area related factors the study was found out that location and site condition of the projects is not the main factor that influence the performance of livelihood projects in Gambella refugee camps as the settlement areas is conducive especially for agricultural based livelihood activities. But the main problem here that inaccessibility and unavailability of land to practice livelihood activities as refugees are settled in confined area where it is very difficult to access adequate land to exercise agricultural activities beyond backyard gardening. This shows that refugee settlement area related factors are among the major factors that influence the performance of livelihood projects in Gambella refugee camps.

In relation with gaps in context assessment and planning related factors, the study was found out that prior to the implementation period of the projects; all implementing actors conducted an assessment on market, credit schemes, and skill development. The study was also found that stakeholders were engaged in different stages of project activities and the livelihood projects have clear objectives and project kick off workshop has been conducted prior to implementation. This implies that filling gaps in context assessment and planning positively impacts the performance of livelihood projects.

As it has been shown in the study finding the key parameters/determining factors that influenced the achievement of the project are timely collaboration with the beneficiaries and involving them, better technical support, proper awareness raising activities, strong monitoring and evaluation and also conducive security situations.

Regarding the effectiveness of the projects the study finding indicates that there has been an asset based and income change with the beneficiaries after participating in the program as some of the beneficiaries were involved in livestock rearing and poultry in which they became able to increase the number of their livestock after involving in the project. The refugees' used to eat a small food basket while they were able to extend and diversify their food basket after participating in the program and they have been also selling their products for some local markets and inside the refugee community which excelled their income. This implies that the existing livelihood projects in Gambella refugee camps are effective. As the result, the performance of livelihood projects in refugee camps improved by an average mean of 2.72 and standard deviation of 1.296.

In terms of relevance of the livelihood projects the study finding shows that the refugees tend to be pastoralists from where they came and it makes them difficult to adapt agricultural related income generating and other related livelihood activities and they skills and experiences in market activities is also low while they tend to use and generate income only for their daily activities. But the training and skill development programs provided to the beneficiaries have been supported them by making the refugees to become well-equipped with the needed knowledge and capacity to perform the existing livelihood activities.

5.3 Recommendation

From the conclusion the researcher recommends the following points:

- ❖ There is needs to develop policies in line with global refugee laws and conventions that provides the refugee with access to the right to work, freedom of movement and accessing business licenses to engage refugees in productive livelihood activities.
- ❖ Insecurity and conflicts have been major issues affecting the overall implementation performance of livelihood projects so, there is a need to introduce a comprehensive conflict solving mechanism.

- ❖ Financial institutions should start programs which encourage the involvement of refugees in the banks and thus increasing their potentials of receiving financial supports in their various livelihood projects.
- ❖ Livelihood projects implementing actors and all the concerned stakeholders have to develop the right and appropriate credit schemes to encourage refugees to start small scale business.
- ❖ All concerned Governmental and non Governmental livelihood implementing actors existing in the camps in collaboration with the government should join forces and develop infrastructure such as road networks and communication facilities. Such infrastructures will enable the refugees to have access to the outside market and thus improve their livelihood projects.
- ❖ To address gaps in food security, there is a need for more livelihood projects while there is a noticeable shortage of livelihood projects and also less attention is given from the donors to livelihood projects.
- ❖ Regarding with accessibility of land to exercise agriculturally based livelihood projects there needs to develop strategy that integrate and benefits both the refugees and the hosting community's too.

5.4 The need for future study

This study was mainly focused on examining the external factors that affect the implementation performance of livelihood projects in refugee camps. Therefore, it is suggested that in-depth study to be conducted on other influencing factors and also suggested that the same study be replicated in the other refugee camps outside of Gambella Regional state.

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APPENDICES

St. Mary's University School of Graduates Studies Masters of Project

Management (MA)

Data Collection for Factors Affecting Implementation performance of Livelihood Projects in Gambella Refugee camps

Dear respondents,

Currently, I am carrying out a research on the “Factors Affecting implementation performance of livelihood projects in refugee camps: A case of Gambella refugee camps” to the partial fulfillment of the requirement for the degree of masters of art (MA) at St. Mary University. I am in the process of gathering relevant data for this study. You have been identified as one of the collaborators and respondents in this study and kindly request for your assistance towards making this study to be successful.

I therefore, kindly request you to take some time to respond to the attached questionnaire or interview guide. I would like to assure you that your identity will be treated with confidentiality and your responses will be used solely for the purpose of this study.

I thank you in advance for your time and responses. It will be appreciated if you can fill the questionnaire promptly to enable early finalization of the study.

Teferi Bekele (Graduating student)

Part I: Questionnaires

Instruction:

- Please mark your choice in the provided box using a tick (√)
- In the questions where you are asked to explain, please write down your reasons

Section A: Background Information

1. Your gender
 - a. Male []
 - b. Female []
2. What is your age? _____years.
3. How long have you stayed/served/ in this refugee camp? _____years.
4. What is your level of education?
 - a. No formal education []
 - b. Primary level []
 - c. Secondary level []
 - d. Diploma []
 - e. First degree []
 - f. Masters []
 - g. Vocational skill []
5. How often do you receive funds for livelihood projects from implementing agency representatives?
 - a. Weekly []
 - b. Monthly []
 - c. Quarterly []

Section B: political and policy Factors

6. To what extent do the following political and policy related factors affect the implementation performance of livelihood projects in your camp? Please tick (√) where 1=Very critically ,2=Critically, 3=Moderately ,4=Less critically, 5=Don't affect at all

No.	Factors	1	2	3	4	5
A	Encampment policy					
B	Access to freedom of movement					
C	Rights to work					
D	Access to vital events registration& documentation					
E	Access to business licenses					
F	Security situation within & around the camp					

Section C: Economic factors affecting the implementation of livelihood projects in Refugee camps

7. To what extent the following economic factors influence the implementation performance of livelihood projects in your camp? Please tick (√)where 1=Very critically ,2=Critically, 3=Moderately ,4=Less critically, 5=Don't affect at all

No.	Factors	1	2	3	4	5
a	Financial services to refugees in the camp so as to support their livelihood projects.					
b	Access to credit services					
c	Access to external market					
d	Availability of income generating activities					
E	Appropriateness of the credit schemes					

Section D: Influence of Location of Organized Refugee settlement

8. To what extent do the following Refugee settlement area related factors influence the implementation performance of livelihood projects in your camp? Please tick (√) where 1=Very critically, 2=Critically, 3=Moderately, 4=Less critically, 5=Don't affect at all

No.	Factors	1	2	3	4	5
I	Project location and Site condition					
Ii	Availability of adequate land in the refugee camp to practice livelihood activities. e.g. agricultural activities					
Iii	Production capacity of the land to practice subsistence agricultural based livelihood activities					
Vi	Infrastructure condition within and around the camp					
V	Accessibility and suitability of land					

Section E: Gaps in context assessment and planning affect the performance of livelihood projects implementation.

9. Which livelihood projects are you currently undertaking at this camp?

1. fresh food
2. vocational skill training
3. food security
4. vegetable production
5. youth training
6. Income generating activities
7. agricultural production
8. livestock distribution
9. distribution of non-food items
10. small business enterprises

Q10. Have you conducted target group needs and capacity analysis?

- a) Yes []
- b) No []

11. Does this livelihood project relevant to refugees' local knowledge?

- a) Yes []
- b) No []

12 Do you think there is adequate participation of stakeholders in all stages of project implementation?

- a) Yes []
- b) No []

13. If no to number 12 how it affects the performance of the project?

- a. Creates lack of coordination ,participation and effectiveness
- b. Creates delay of implementation
- c. Results in inadequate livelihood services

14. Were the objectives of the project clearly defined?

a) Yes []

b) No []

15. Was there any Project Kick off workshop conducted for staffs and partners and stakeholders?

a) Yes []

b) No []

16. Do you think there was contextual relevance of skill developments that provided to refugees so far?

a) Yes

b) No

17. Are the training programs currently provided to the target group in line with the existing local job market?

a) Yes

b) No

Section F: Effectiveness of livelihood projects in refugee camps

18. Is there any asset-based change within the beneficiaries after engaging in the livelihood program?

a) Yes []

b) No []

19. If yes to number 18 above how long is the change sustained?

20. Have you noticed an improvement in household income after participating in the livelihood program?

a) Yes []

b) No []

21. If no to number 20 what is potential reason to this lack of improvement?

- a. Financial and other items distribution is not enough
- b. Poor knowledge and lack of awareness of beneficiaries
- c. Large family size of refugees
- d. Absence of frequent monitoring

e. The projects don't target market

22. Do you think the livelihood projects currently undertaking in this refugee camp support significant number of beneficiaries?

a) Yes

b) No

23. To what extent did the food security of the target group improved?

a) Very great extent []

b) Great extent []

c) Low extent []

d) No change []

24. Are the activities implemented in accordance with the project plans?

a) Yes []

b) No []

25. If not to number 24 why?

a. Absence of proper implementation

b. The projects are not implemented in the right time

c. Lack of awareness of refugees

26. To what extent did this livelihood activity meet the beneficiaries need?

a) Very great extent []

b) Great extent []

c) Low extent []

d) No change []

27. Is there any visible life standard change on project beneficiaries after engaging in this livelihood

projects like in quality of shelter?

- a) Yes
- b) No

28. Have you noticed an improvement in agricultural production after introducing this agricultural based livelihood projects in this refugee camp?

- a) Yes
- b) No

Section G. Relevance of livelihood projects in refugee camps

29. Did the trained refugees competent to the existing local market?

- a) Yes
- b) No

30. How is the employment opportunity of trained beneficiaries in the formal sector?

- a) High
- b) Low
- c) Moderate
- d) No change at all

31. Did this livelihood intervention take into account the capacities of the target group?

- a) Yes []
- b) No []

32. Did beneficiaries of the project able to meet more of their basic needs?

- a) Yes
- b) No

33. Was a need analysis carried out, in which the needs of men, women, boys and girls were identified?

- a) Yes []
- b) No []

34. Did the interventions reach the target population according to the objective?

- a) Yes []

b) No []

35. Was the design and approach of the project relevant in addressing the identified Peoples of concern's needs, issues and challenges?

a) Yes []

b) No []

Section H: Performance level of livelihood projects

36. Please rate the level of performance of livelihood projects. To what extent has the following parameters improved? Please tick (✓) Wher (1) Very Great Extent;(2) Great extent (3)Low extent; (4) Very Low extent ; (5) No change

Performance indicators	1	2	3	4	5
Effectiveness					
Change in income and asset					
Improved food security					
Better quality of shelter					
Improved agricultural production					
Number of households benefited from the project					
Relevance					
Number of trained refugees employed					
Ability to meet basic needs					
Capability to compute to the exiting local market					

Thank you for your cooperation!!

Part II: Interview Guide for key informants

1. Gender
 - c. Male []
 - d. Female []
2. What is your age? -----years.
3. How long have you served in the refugee camp? -----years.
4. Level of education
 - h. Primary []
 - i. Secondary []
 - j. Diploma []
 - k. First degree []
 - l. Masters []
 - m. Others specify -----
5. What is the name of the projects you are currently undertaking at this refugee camp?

6. How often do you interact with the beneficiaries?
 - a) Weekly []
 - b) Monthly []
 - c) Quarterly []
7. What factors were crucial for the achievement or failure to achieve the project objectives so far?

8. To what extent have the objectives of the project been achieved or not?

9. What are key parameters/determining factors that have influenced the achievement of the

project objectives?

10. Describe the economic factors affecting the implementation performance of livelihood projects in the camp.(Probe: access to financial services, income generating activities, market linkage, infrastructure situation)

11. Do you think the location of Gambella refugee camps has its own impact on the performance of livelihood projects?

12. If yes to number 11 above how it affects the performance of livelihood activities?

13. Did you conduct baseline assessments such as market, credit schemes and skill development assessments during planning your livelihood project?

14. If no to number 13 what did you notice on performance of livelihood projects because of overlooking context assessment?

15. Did beneficiaries' asset/income base change after participating in the program? In what ways?

16. Where beneficiaries' incomes/assets did not noticeably improve, what are the potential

reasons for this lack of improvement?

17. How does the training and skill developmet provided so far affect the performance of livelihood projects?

18. How is the competency of trained refugees to the local market?

19. From your experiences so far, what are the key factors influenced the success or failure of livelihood projects in refugee camps?

Thank you for your cooperation!!

