



St. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTEMENT OF PROJECT MANAGEMENT

**SOCIAL WORK PROJECT IMPLEMENTATION PRACTICE IN NGO SETTING:
THE CASE OF SELECTED LNGOs IN ADDIS ABABA**

BY

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JANUARY , 2022

ADDISABABA

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SETTING: THE CASE OF SELECTED LNGOs IN ADDIS ABABA**

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Declaration

I hereby declare that the study which is being presented in this thesis entitled “*Social Work Project Implementation Practice in NGO Setting: The Case of Selected LNGOs in Addis Ababa*” is original work of my own. It had not been presented for a partial fulfillment for any educational qualification at this university or any other and in any projects by any means, and all the resources materials used for this thesis had been accordingly acknowledged.

Robel Zinab

Date

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Acronyms

CHSA- Charity and Societies Association

CSF- critical success factor

ECD- Early Child Development

EFA- Education for All

FAO- Food and agricultural product

GDP- Gross Domestic Product

HR- Human Resource

HRM- Human Resource Management

NGOs- Non- Governmental organizations

INGOs

LNGOs

SPSS- Statistical Package for the Social Science

UNHCR- United Nation High Commissioner for Refuges

UNESCO- United Nation Economical, Scientific and Cultural Organization

UNICEF- United Nation International children's Emergency Fund

WWI- World War the first

WWII- World War the second

Abstract

The purpose of this study is to assess the Local Non-Governmental Organizations' (LNGOs) social work projects implementation practice to improve the lives of socially disadvantaged children. The study was used to assess social work project implementation practice in a sample of LNGOs in Addis Ababa, Ethiopia. Despite the fact that each project is unique in its own characteristics, there are some common areas that could be observed in terms of social work project implementation practices and the challenges that NGOs face today. Distractive and exploratory design used in the study with mixed research approach. The researcher excerpts different success and challenges factors that influence project implementation. The study was employed questionnaire, interviews, observation and document review data collection tools to assess the situation. This study was used both primary and secondary data sources, 37 NGOs working on child development projects were involved. Of 85 project actors 70 project coordinators, project officers and social workers, the middle management project staffs were involved in the study. Data analysis showed that the projects were implemented at a medium level with on average level of governmental support and low level of community participation, but there were difficult to implement the project in terms of scope and quality. The findings of the study also of showed that, the organizations' fund mobilization and financial situation were the most significant challenges affecting the practice of implementing social work projects in the selected LNGOs.

Key words: *social work, social work project, project implementation challenges*

CHAPTER ONE

1.INTRODUCTION

1.1.Background of the Study

Social work is a helpful profession that promotes social change, growth, cohesion, and empowerment of individuals, groups, or communities through practice. The goals of the social work profession include improving social functioning, connecting beneficiaries to needed resources, expanding the social service delivery network, and promoting social justice through social policy (Adhikari, 2015). The profession began in the western world in the nineteenth century and spread around the world, with its services primarily focused on social and economic liberalization of the needy elements of society. Non-Governmental Organizations (NGOs) have a long history of addressing community issues through social work projects (Werker, Faisal & Ahmed, 2007).

The social work contexts in which projects are undertaken often require improving the efficiency, structure, process, quality or extent of services in the NGO sector (Spoander & Martin, 2012). According to Werker, Faisal, and Ahmed (2007), NGOs are typically project driven, their implementation capacity determine their existence, which has a favorable or negative effect on their organizational stability. On the other hand, their failure has a detrimental fragile effect not only on themselves but also on the end service user's, the funding agencies and the host project country reputation. Social work projects that are well-planned, implemented, monitored, and evaluated have the potential to fulfill community-identified needs and improve the quality of life in addition to attaining their intended objectives. Properly implemented projects are an indication of a country's growth; they have an impact on the country's social, economic, and political changes. Social work focuses on community development projects from its inception.

According to Thomas (2019), globally NGOs are characterized by nonprofit orientation, autonomy from government and its direct control, initiative from civil society, working for

public good on the basis of mutual aid, self-help and helping other needy community members.

The social work project execution includes the following:

- Implementation of development programmes that can bring meaningful change in the lives of needy children, women, youth and other disadvantaged groups.
- Provision of services like child care, prevention , rehabilitation and legal services
- Mobilization of community to demand services and protest against injustice
- Advocacy for unrepresented people.
- Research in various social problems areas such as slum area community living and working situations.
- Creating awareness among community on important social, economic, educational and healthcare services.
- Running homes for the destitute ,refugees, and de-addictions (Saumya, 2020)

Non-Governmental Organizations (NGOs) play an important role in contributing on the area social, economic and educational and healthcare programs. However, there are limitations of social work projects practice in NGOs engagement in policy formulation, professional advice and analysis, mobilization of public views, serving as a voice of the voiceless, social service provision, monitoring and assessment, consultation and policy dialogue with policymakers due to shortage of professionals who are equipped with social work knowledge, skills, methods and techniques (Thomas, 2010).

As to World Bank (2000), in Ethiopia, NGOs emerged in the 1930s as a result of urbanization and economic development. The early pioneers were missionaries or Faith-Based Organizations (CBOs) that had started operating in the country (CCRDA, 2006). In addition to these form of NGOs, other development related NGOs have been operational in Ethiopia since the 1960s. They were slow to take root under the empire, and then severely restricted during the military regime period (1974–1991) until the famines of 1973–1974 and 1984–1985 pressed the government to open their door to international and local NGOs (Dupuy et al., 2013). The famine of 1970s and 1980s has largely contributed for the influx and emergence of NGOs in Ethiopia (CRDA, 2004) .Following a regime change in 1991,

the government introduced a new guideline which provided guidance for NGOs to align their programs and activities with government priorities. This was very much welcomed by NGOs as it supports collaboration with the government. Due to their relative freedom, NGOs grew in size and in number, which drew the attention of government officials like in other African countries (Bratton, 1989). However, this situation was changed as a result of Ethiopia and other sub-Saharan African countries have also issued a restrictive policy to control the activities of NGOs (Dupuy et al., 2016). Ethiopian Local NGOS refers those NGOs that are formed under the laws of Ethiopia, all of whose members are Ethiopians and are wholly controlled by Ethiopians. Foreign Charities (FC) refer to those NGOs that are formed under the laws of foreign countries, which consist of members who are foreign nationals, are controlled by foreign nationals, or receive funds from foreign sources.

In Ethiopia, non-governmental organizations (NGOs) have a long history in participating in a variety of community development initiatives. As early as the 1960s Ethiopian national and international NGOs began to arise in a variety of social work initiatives to support the needy community members by setting goals to eradicate poverty, regulate the hunger and social problems (Jeffrey Clark, 2000). Number of registered NGOs in Ethiopia dropped from 3,822 prior to 2009, to 1500 in 2013. For whatever the rationale behind the 2009 law, it has made it more difficult for NGOs to operate in Ethiopia for over a decade. However, on 2019, a more liberal law passed Organization of Civil Societies (2019).

Many Ethiopian Non-Governmental Organizations (NGOs) are now working to address the social problems of community members by using finances from a variety of sources to carry out social work initiatives that benefit the most disadvantaged segments of society (Clark, 2000). As a result, assessing the practice of social work projects execution in local NGO has been vital in order to close the practical knowledge gap using multifaceted social work methods in executing community projects through their participation. The purpose of the study is to assess the extent of development-driven social work projects execution practice so that to contribute to social work projects to enhance its execution through professionals and community can get more involved through a variety of methods at individuals, groups and community levels which is the key profession in mobilising resources to bring meaningful social change based on the felt needs of the target community.

1.2.Statement of the Problem

LNGOs are intended to improve the quality of life in their communities through the implementation of various projects. The effectiveness of a project is determined by its influence on communities (Geremew, 2016), however current practices for addressing community needs remain questionable (Clark, 2000). As Ayene, Kumar, and Asefa (2014) explain, NGOs have faced a variety of challenges that have hindered their projects implementation.

According to the researcher's observation and lived experience, most of local NGOs in Addis Ababa confront with common problems while implementing social work projects. There are limitations of assessment projects, capacity of the project staff of the agency, participation of the community in the projects from project idea generation to planned execution and social work methods application in projects. Social work is a theory and practice bended profession that has deep rooted at micro, mezzo and macro levels social work practice. Thus, the statement of the problem of this study is, there is a limitation of knowledge based social work projects excursion in local NGOs.

1.3.Objectives of the study

The study has general and specific objectives.

13.1.General objective of the study

The general objective of the study is to assess the execution practice of social work project in the selected LNGOs.

1.3.2.Specific objectives of the study

- To assess the execution practice of social work projects in selected LNGOs in Addis Ababa.
- To identify the major challenges of the execution practice of social work projects in selected LNGOs in Addis Ababa.

- Based on the study findings to provide suggestions on the ways to improve the execution practice of social work project in selected Local NGOs.

1.4. Research Questions

- How social work project execution is practiced in selected local NGO in Addis Ababa?
- What are the major challenges of social work project execution practice in selected LNGO in Addis Ababa?
- What are means of improving the implementation practice of social work project in the selected NGOs understudy?

1.5. Significance of the study

This study is primarily beneficial to the local NGOs understudy to know their strengths, weakness and areas that are required more improvement in social work project implementation practice. Secondly, it is beneficial in providing practical experience to the management of GOs and NGOs leaders, policymakers, social organizers, and civil society organizations. Thirdly, the study is significant to the project frontline staff and community in providing deep insight into how well-practiced social work project has meaningful effect on community development. Fourthly, the study's findings is significant in sharing supportive social work methods and skills that are relevant to social work project formulation through interactive and reflective to bring real change in the lives of clients at individuals, families, groups, communities and organizations levels.

1.6. Scope of the study

This study is geographically and demographically confined to selected LNGOs operating in Addis Ababa, Ethiopia. In terms of content, the study is confined to social work projects related child welfare services that included protecting and promoting the welfare of all children of handicapped, homeless, dependent and neglect .Methodologically the study is limited to descriptive and exploratory research design, the study was employed questionnaire, interview, observation and document review.

1.7.Limitations of the study

This study was focused on selected LNGO that is located in Addis Ababa and those were willing to involve in the study. Of 238 LNGOs, those have operating in children related projects, 37 LNGOs were selected considering the time and financial issues of the study. COVID-19 is the other limitation to involve large number of LNGOs' and their professionals involved in the study. On the other hand the study was limited to LNGOs those providing services in the areas of children concerned social problems solving.

1.8.Definition of Operational Terms

LNGOs: The 2019 law defines a civil society organisation as 'a local organization formed under the laws of Ethiopia by Ethiopians (Civil Societies and Associations Agency, 2009)

Project: is execution of tasks by defining beginning and end to bring change in the life of end users through product or service (Project Management Institute, 2021).

Execution: The project stage that covers the actual development or construction of a project until the point at which it becomes fully operational (Baum and Tolbert, 2015).

Social Work Project: is a collaborative and facilitative social problems projects undertaken by community, governmental or non-governmental institutions, who share a common purpose of building capacity to have a positive impact on quality of life (Thomas, 2010).

1.9.Organization of the Study

The study is divided into five chapters. The first chapter discusses the study's background of the study, problem statement, objectives, and research questions, as well as the study's significance, scope, limitations, operational definition of terms, and organization of the study. The second chapter deals with reviews related literature review. The third chapter focuses on the research design and methodology, the study area or institution, the research design, approach, the population of the study, sampling and sampling methods, sample size, data collection procedures, data collection tools, data analysis and interpretation, the study's reliability and validity, and ethical considerations. Chapter four

presents the study's analysis and interpretation, while chapter five reveals the study's conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

2.1. Concept of social work project

Social work project may be defined as a process by which the efforts of the project communities themselves are combined with those of non-governmental organization leaders, project officers and social workers, to improve the economic, social and cultural conditions of communities to integrate these communities into the life of the nation and to enable them to contribute fully to national progress (Kumar 2013). As to Lager (2019) social work project is a collaborative, facilitative process undertaken by community, governmental or non-governmental institutions, that share a common purpose of building capacity to have a positive impact on quality of life. The concept of social work is understood as a composite term embracing three methods of practice, namely social case work, social group work and community organization. Social case work follows the process of beginning which is rapport building or relation building with the service users; social study phase is the a systematic study phase of the service user circumstances in relation to the problem; social assessment mainly focuses on the problems experienced by service user to respond to understanding the problem, the way the problem occurred and means of solving the problem; intervention this also deals with providing materials and non-materials assistance, changing human and physical environment , providing educational services ; the evaluation focuses on is required to assess the impact of intervention , the achievements , weakness or areas of improvement. Finally based on the satisfactory outcome of the project to terminate the process as such project is a time bound affairs. However, follow-up schedule is important.

The other method of social work that is useful for social work project is employing social group work follows the principles of planned group formation, setting objectives. Purposeful project worker and group relationships, guided group interaction, group self-determination, flexible functional of group, progressive experience, resource mobilization and evaluation

The community organization one the methods of social work, it is understood as individual members or as representatives' of groups join together to identify their needs a plan ways of meeting these need by mobilizing the resources from various sources. The roles of social worker, project office in this context to initiate, facilitate and coordinate. The process shares values of project work such as collective action, empowerment, social justice, equality and anti-discrimination and participation,

Social work project is the process of developing active and sustainable communities based on social justice and mutual respect. It is about influencing power structures to remove the barriers that prevent people from participating in the issues that affect their lives.

Social workers as a member of project team facilitate the participation of people in this process. They enable connections to be made between communities and with the development of wider policies and programmes. Social work project expresses values of fairness, equality, accountability, opportunity, choice, participation, mutuality, reciprocity and continuous learning. Educating, enabling and empowering are at the core of social work.

Social work is about building active and sustainable communities based on social justice and mutual respect. It is about changing power structures to remove the barriers that prevent people from participating in the issues that affect their lives.

Social workers support individuals, groups and organizations in this process on the basis of certain values and commitments. Community development works for strengthening of face to face communities to meet the psychological needs of belonging, practical needs of mutual care, and the political need for participation and campaigning for rights and resources.

2.2.Social Work Projects within NGOs

NGOs are mission-driven organizations that fill gaps and carry out social and developmental projects in support of the government to reach the needy community members. According to (Castro &Carvalho, 2007), the percentage of successful projects has increased from 16% in 1994 to 29% in 2004, which has an effect on stakeholder involvement in project implementation. Even though the nature of project success has increased over time as a result of improved project implementation practices, the

development of new strategies for managing projects, and the engagement of project management, teamwork, and achieving different constraints; that will measure the project (Project Management Institute (PMI), 2021), there is still debate about the extent to which the project executed impacted beneficiary welfare (Baker, 2000). Therefore, such kind of limitation can be improved through involvement diverse professionals, engagement of service users from the inception of the project idea throughout the phase-out strategy. In project work working as a team gives opportunity to bring difference perspectives that included knowledge, skills and experiences. In any case there are problems of cooperation and conflict between the various professions when they work together. It is mainly social worker's responsibility to see that these problems do not interfere with service delivery of the organization. Another significant factor is that the social worker needs other professionals' help to deal with problems and it is important to develop contact with project professionals (Thomas, 2010).

2.3.Social work methods and skills used for social work projects

Primary social work methods include casework, group work and community organization. Project designed with individuals and families are required exploring the problem, feelings, goal settings, termination and application of appropriate treatment. Dealing with individual is a time consuming process. Projects designed for groups are cost effective and an efficient use of time, energy and skills. Skills of communication, education mediation and negotiation are useful for group targeted social work projects (Lager & Hamann 2013). As some problems cannot solve with individual / micro and group / mezzo social work projects, they need a broader approach that tackles social policy, organizational change or community organization / micro. Skills include budgeting, financial management, organizational design, development, and diagnosis, computer information systems, human resource management, networking, marketing, and media relations (Saumya 2019). Thus, social work profession is full of multi methods and skills that are the tools for successful formulation and implementation of social work projects at different settings.

Social work projects are interactive intervention of teamwork that comprised of diverse professionals included social work, project, business, lawyers, healthcare and clients as

well as others to wide its knowledge skills. NGOs are typically project-driven, and the success or failure of a given project has an effect on the organization's stability and, on a larger scale, on the country's image (Werker & Ahmed, 2007). The existence of international or local non-governmental organizations is contingent upon their objectives of implementing projects that fulfill community demand, as defined by the magnitude and scope of the project specification.

NGOs engage in a variety of social work projects that benefit communities with low income, poor health, a lack of access to quality education, rapid population increase, a heavy reliance on traditional agriculture, gender-based discrimination, and vulnerability (Todaro & Smith, 2003).

As a result, NGOs organize themselves on a worldwide and local level to carry out projects that benefit the community, such as poverty alleviation, environmental stewardship, agricultural system improvement, health care, women empowerment, child development, and educational training (Werker & Ahmed, 2007).

These projects go beyond meeting society's unmet demand that cannot be met by government supply without interfering with the country's political status (Clark, 2000). Other scholars argue that social work projects are not limited to non-political endeavors; the profession of social work promotes social change, problem solving in human relationships, and the empowerment of people to improve community life styles without advocating for the right or motivating society to engage in politics (International Association of Schools of Social Work (IASSW) & International Federation of Social Workers (IFSW), 2004).

Nowadays, various NGOs engage in political and social work projects for community development. These projects involve educating about one's right and obligation to exert pressure, make decisions, and work with the governance system to better one's community's way of life (Pawar, 2014). Despite the fact that Ethiopia is a developing country that allows all types of NGOs to implement projects involving political influence, human rights, and advocacy, the country has banned international NGOs that work on human rights, advocacy, and political engagement. Additionally, the country regulates

registered NGOs, requiring them to focus on developmental projects other than human rights and advocacy (Dupuy, Ron & Prakash, 2014)

According to Thomas (2010), the phases of social work projects include:

- **Social investigation or pre-assessment / Concept**

This is a systematic study of community and their circumstances in context to their problem. In social study the project must secure all and every fact that taken together, through logical and evidence based reasoning, it would reveal the target community real situation for appropriate intervention. This stage is used for building relationship or rapport to secure smooth entry to develop the concept of the project based on felt needs of the target individuals, or groups or communities or institutions. The subsequent section deals with steps social work project mainly follows:

- **Assessment**

This is the attempt to arrive at an exact definition, as far as possible, of the social situation and the details of the community. The community's profile comprised of demographic, social, economic, educational, political and religious. The collected data are categorised, diagnosed, prioritized, key social problem identified and engaged in planning. It is a search for the cause of the problem, which brings the community to the social worker for the help. It gives answer to the type of problem, the way it is manifested and means of solving the problem.

- **Intervention / implementation**

Social work project intervention is to alleviate the community's distress and restore, maintain or enhancing social functioning of the community in need have help. It is to enhance the community's comfort, satisfaction and self-realization. It is a participatory way of solving the problem.

- **Evaluation**

Evaluation is the process in which the project stakeholders try to find out effectiveness and success of the process. It is the activity which ascertains that whether the social work

project process has achieved the desired goals. In social work project practice evaluation provides the crucial feedback to social work project and the community regarding whether the intervention programme is succeeding as desired or proposing adjustment.

- **Termination**

The termination is the ending of the process that began when community agreed to undergo social work project interceptive process. The termination process is being decided by project staff and community with others stakeholders. Termination is the stage when the agency, the project staff and project community have the confidence in the community's ability to cope with the present and arising situations to manage their projects.

A variety of social work projects are implemented to address society's concerns, including educational, poverty eradication, and child development. These sections describe the targeted demographic and the regions of the world where various types of initiatives are implemented to promote education, alleviate poverty, and develop children to their full potential; they also detail the impact of the social work projects.

The phases of social work process are interlinked with each other. According to Lowry (1936),described this process as similar in form to a rope at woven of multiple strands when one cuts the rope at any point ,all the component strands are exposed. These phases are interwoven and performed in a sequence.

Social work projects encompass a variety of facets at various settings at individuals, groups and communities levels. Aims of social work projects consists of creating equitable conditions and outcomes for health and wellbeing; improving the health and prosperity of the community as a whole; fostering sustainable community initiatives; fostering sustainable self-sufficiency for the people involved; increasing personal worth, dignity, and value; and building awareness of and resolving issues in the community.

2.4. Project execution Practice

While there are several social work projects done globally to improve society's quality of life within specified project scopes, the influence created by organizations varies depending on the projects' performance. As a result, this study attempts to determine what factors

contribute to the success of project implementation and the practice of project implementation. This covers both theoretical knowledge and hands-on experience with project implementation.

According to (PMI, 2013), there are constraints that will affect the project implementation practice. These are the scope, quality, budget, schedule, human resource, and risk of the project, all of which have a direct impact on the project's implementation and success. However, the researcher contends that this is not the only element affecting the project's implementation. Kerzner (1998) explains that success factors for project implementation extend beyond the three constraints, commonly referred to as the iron triangle. They include project team competency, management commitment to the project's implementation, a project management system, and human resource management within the organization, beneficiary participation, governmental involvement, and stakeholder communication.

Even though the degree to which success factors influence project implementation varies by project (Fortune & White, 2006), we identified twenty-seven success factors for various projects by reviewing 63 publications that focus on critical success factors (CSF) and ranking them based on the number of citations that explain each success factor. These include senior management support, a clear and realistic objective, an updated detailed plan, and effective communication. Along with the three constraints (schedule, cost, and scope), this factor may be internal or external, but project implementation practices can be evaluated based on the degree to which CSF influenced project implementation and the overall project impact (Kerzner, 1998).

Castro & Carvalho (2007) discuss the factors affecting project implementation practices in telecommunications projects, including project management trends, organizational structure, project management methodology, and the project manager's, team's, and sponsor's expertise. Additionally, the author discusses their specific relationship to and level of influence on the project's effective execution.

While local and international NGOs build their own practical systems for project implementation, there are several common focal areas that contribute to the success of

social work programs. Werker and Ahmed (2007) identify three elements that influence project implementation: stakeholder, which includes the donor, beneficiaries, and the project implementer or team.

As a result of their influence on project implementation practice, these studies examine the definition and implementation of certain essential success factors:-A project management system is a vital success component because it integrates the organizational structure, the relationship of upper management to project management, stakeholder impact, communication level, and change management (Fortune & white, 2006).

According to the relationship between the project and organizational goals, as well as the various characters depicted in Table 3, there are two types of project management systems that are utilized to ensure the project's success: strategic and conventional (traditional) project management systems (Grundy&Brown, 2002).

The manner in which a project is implemented is significantly influenced by the project manager's and team's competency (Fortune & white, 2006). Competence is quantified in terms of three dimensions: knowledge, skill, and personality (KSB); Knowledge focuses on in-depth knowledge of project tasks and specialization on specific aspects of the project, while skill or performance measures the ability to complete the project successfully. There are numerous skills that assist the project team in completing the project successfully, including communication, teamwork, adhering to deadlines or schedules, and personality or behavior, which includes but is not limited to discipline or core personal character (PMI, 2013).

The primary factor affecting project completion is resource availability; resources constraints assist define the scope of the project. The implementation of a project necessitates the use of resources, such as money, time, and human labor. This limitation has a significant impact on the project's performance, which is why appropriate planning and estimating must occur before to and throughout the project's implementation phase. Because projects invest a significant amount of money in employees who work as part of the project team and administration, human resource management assists with project implementation by including staff acquisition and release, training session scheduling, team

building strategies, recognition and awarding, which motivates employees, reduces turnover, and enhances skill and competency (PMI, 2013).

Rehema and Batti (2014) discuss how human resource management affects project implementation practices as a success factor in local non-governmental organizations, including experience, competency, and compensation. The majority of child care and development projects are implemented by volunteer groups and social groups that have received brief training on child development. However, it requires professional direction, technical assistance and monitoring, as well as operational management. The paper underlines the importance of organizational structures, funding distribution from the central office, and human resource capacity in project implementation (UNICEF, 1984).

The other aspect affecting project implementation is stakeholder involvement and influence. Stakeholders have a positive or negative impact on the project's implementation; some stakeholders include the sponsor or donor, the customer or end user, the seller, the business partner, the organizational group, and the functional manager. There must be communication matrixes that serve all stakeholders based on their amount of influence (Project Management Institute, 2013). NGOs, in particular, are conducting projects through collaborations with multiple stakeholders, which promote stakeholder participation, diligence, and accountability, as well as the organization's structure and internal communication. This is accomplished through the provision of partner frameworks for determining their level of influence (UNHCR, 2012).

The majority of projects intend to implement them without involving the government or the external environment, and as a result, they face difficulties during implementation. One country develops a strategy for implementing various projects aimed at advancing the country's development and sustaining the lives of its citizens. It is Depending on the project, government funding policy. Depending on the type of project, for example, those that advocate for human rights or those that promote political empowerment face significant obstacles or are not permitted to be implemented by international and local NGOs. This has a significant impact on the involvement of NGOs with human rights objectives, and it remains a contentious issue (Dupuy, Ron & Prakash, 2014).

2.5. Social work project values

Community development has certain inherent values.

These can be termed as:

Social Justice- enabling people to claim their human rights meet their needs and have greater control over the decision-making processes, which affect their lives.

Participation- facilitating democratic involvement by people in the issues, which affect their lives, based on full citizenship, autonomy, and shared power, skills, knowledge and experience.

Equality - challenging the attitudes of individuals, and the practices of institutions and society, which discriminate against and marginalize people.

Learning - recognizing the skills, knowledge and expertise that people contribute and develop by taking action to tackle social, economic, political and environmental problems.

Co-operation - working together to identify and implement action, based on mutual respect of diverse cultures and contributions.

2.6. Assumptions in social work project

There are certain implicit assumptions in community development. These are:

- Individuals, groups and local institutions within community areas share common interests that bind them together.
- This commonness also propels them to work together.
- The interests of the various groups are not conflicting.
- The state is a supra body that is impartial in the allocation of resources and that through its policies it does not further inequalities.
- People's initiatives are possible in the communities because of their common interests.

2.7. Social workers are committed to:

- Challenge the discrimination and oppressive practices within organizations, institutions and communities.
- Develop practice and policy that protects the environment.
- Encourage networking and connections between communities and organizations.
- Ensure access and choice for all groups and individuals within society.

- Influence policy and programmes from the perspective of communities.
- Prioritize the issues of concern to people experiencing poverty and social exclusion
- Promote social change that is long-term and sustainable.
- Reverse inequality and the imbalance of power relationships in society.
- Support community led collective action.

2.8.Social Work Methods

Social work **is** best used to refer to a process, or a way of doing something, which entails the mobilization, participation and involvement of local people on common issues important to them. While social case work is oriented towards helping individuals on one to one basis, social group work aims at facilitating the growth and development of individuals through the medium of a group. The third basic method of working with people is community organization. This method aims at developing the capacity of the community to function as integrated unit. This empowers the community to take planned and collective action to handle its own needs, problems and objectives. Community organization is a well-established method in social work. It has value orientation and its practice is guided by a set of general principles (Agnimitra, 2010).

2.9.Challenge of NGOs Project Implantation

The magnitude and severity of challenges vary by developing nation, and governments in the majority of countries aim to control all NGO activity. As a result, it's unsurprising that certain emerging countries have a plethora of quasi-governmental non-governmental organizations, depending on the ruling regime. Among the most critical concerns confronting NGOs is "decision-making procedures." Tensions frequently arose between workers and senior management as a result of staff expectations of being equal partners in decision-making.

Another frequent issue is organizational governance and the internal relationships between board members and personnel (Mukasa, 2002). NGOs have been deemed to be lacking in terms of career development. Thus, the other issue is one of staffing, which encompasses recruitment, assignment, and layoff, as well as human resource development and administration, and lastly, day-to-day staff management (Vilain, 2002). Not everyone who works for an NGO is a volunteer, and paid staff members typically earn less than those in

the commercial private sector, have limited organizational and professional skills, and lack of adequate training or a lack of emphasis on training NGO workers are among the most serious concerns of NGOs (Mukasa, 2002). Finally, the most frequently identified challenges for NGOs include fundraising, a lack of financial and management expertise, limited institutional capacity, low levels of self-sustainability, isolation/lack of inter-organizational communication and/or coordination, and a lack of understanding of the broader social or economic context. Difficulties associated with managing NGOs with operations in multiple countries were also mentioned. Additionally, the literature discusses the following issues: the structural growth challenge, accountability, evaluation, and economies of scale; volunteer connections; mission, effectiveness, and sustainability; and major future needs (Lewis, 2009; Rahthere man, 2003; Mukasa, 2002). There are NGOs those formulating their project with our conducting assessment at real implementation areas of the project, such close door project formulation is considered as planning failure.

CHAPTER THREE

3.RESEARCH DESIGN AND METHDOLOGY

This chapter of the study focuses on description of the study institutions, the research design, research approach, the population of the study, sampling, sampling size, data collection tools that were used for this study. Methodology is the process of gathering, analyzing, and interpreting data in order to solve a problem or answer a question. Prior to tackling the problem, the first step will be to define the problem question and then determine how it will be addressed using various methodologies.

3.1.Description of the study area /Institutions

The selected LNGOs have been operating in different parts of Addis Ababa. The NGOs have registration from civil societies and associations' agency and project agreement with line government organizations. Their service users are mainly disadvantaged children, destitute mothers, marginalised youth, and homeless elders. The study participants are middle level staffs who are the core project staff that involved from project concept development, planning, implantation, evaluation through phase-out or termination. As to Spoander and Martin (2011), social work projects implementing organizations are in making efforts to:

- Provide a controlled and useful structure and process to respond to the environment they operate on.
- Use resources as effectively and efficiently as possible to manage change.
- Engage with stakeholders to gain acceptance of change.
- Provide a clear structure and information to support management decision-making.
- Utilize the creativity and innovation available in the organization by focusing efforts and communication on a specific issue for a limited period of time.
- Help the organization to be more 'efficient' by ending poorly performing projects earlier rather than waiting for them to come on their natural end.

The NGOs, those were selected for this study are operational in Addis Abba and legally operating minimum for more than a decay.

3.2. Research Design of the study

Research design is the plan, structure, and strategy of investigating conceived so as to obtain answers to research questions and control variance (Kerlinger, 1978). It is the blueprint for conducting the study that maximizes control over factors that could interfere with the validity of the findings. Designing a study helps the researcher to plan and implement the study in a way that will help the researcher to obtain intended results, thus increasing the chances of obtaining information that could be associated with the real situation (Burns & Grove 2001). The research design refers to the overall strategy that the researcher chooses to integrate the different components of the study in a coherent and logical way, thereby, ensuring the researcher will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data descriptive and exploratory designs were used for the study. Exploratory research is usually conducted when a researcher has just begun an investigation and wishes to understand the topic known little (Reddy, 2021). Descriptive research aims to describe or define the topic at hand. Sometimes the goal of research is to describe or define a particular phenomenon. In this case, descriptive research would be an appropriate strategy. A descriptive design if the description of a person, situation, institutions, or event as it exists (Reddy, 2021).

3.3. Research approach

A mixed quantitative and qualitative research approach was used to assess and describe assess the practice and challenges of social work projects undertaken by local Non-Governmental Organizations (NGOs). Mixed research approach was used to collect both quantitative and qualitative data, to diversify the data collection. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone (Creswell, 2011). Thus, the selected this mixed research approach to undertake this study.

3.4. Population of the study Sampling Techniques

Population refers to the set or group of all the units on which the findings of the research are to be applied. We can say that it consists of all the units on which the findings of research can be applied. In other words, population is a set of all the units which possess variable characteristic under study and for which findings of research can be generalized

(Shukla, 2020). Polit and Hungler (1999:37) refer to the population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications.

The target population comprised of 85 total project coordinators, project officers, and social workers in selected 37 local NGOs implementing social work projects on children, youth, women and elderly related integrated community development projects, operating in Addis Ababa. According to collected staff information at the time data collection for the month of November 2021 the total number of the target population in selected 37 LNGOs were eighty five.

3.5.Sampling techniques and sampling size

The study sampling techniques and sampling size have been explained as follows.

3.5.1 Sampling techniques

The study was used both probability and non-probability sampling methods. Simple random sampling is a method of probability sampling of selecting a sample from a population in such a way that every unit of population is given an equal chance of being selected. Purposive sampling is a form of non-probability sampling in which decisions concerning the individuals to be included in the sample are taken by the researcher, based upon a variety of criteria which may base on their knowledge of the intended study issue, or skills and willingness to take part in the study Thomas (2010). The project coordinators and project officers selection was used simple random sampling method. On the other hand, purposive sampling was used for participant of social workers to involve more knowledgeable and skills in social work methods and techniques

3.5.2. Sampling size of the study

The project staff members are considered to be homogenous in their nature and also influenced by the operation of the system. For this study the researcher believed that the target population of the study was project staff of selected local NGOs implementing child related development projects, operating in Addis Ababa Ethiopia. Total number project staff with in the 37 selected local NGOs implementing child related development projects, are 85 in integrated community development project operation area. Therefore, the sample size is 70 participants (project coordinators, project officers and social workers)

implementing youth and youth related projects in Addis Ababa, Ethiopia. The selection was taken place using Krejcie and Morgan (1970) has given a table in which no calculations are needed to determine the size of the sample.

For this study inclusion or selection criteria were developed for the purpose of guiding the selection of the participants the following criteria were used:

- The selected participants must be staff of LNGO working on integrated community development projects
- Has more than at least two years of experience in the agency.
- Willing to participate in the study.

3.6. Source of Data

Data for this study were collected both from primary and secondary sources. The primary data were collected using a questionnaire administered by project managers from project coordinators and officers. In depth interview were conducted for social workers in qualitative part of the study. In addition project documents reviewed as secondary source was used. Thus, managers were contacted to administer the questionnaire and in-depth interview was conducted with social workers of the NGO. Finally documents were reviewed in order to build the inquiry with more evidence base.

3.7.Data Collection tools

As part of methodology, the quantitative and qualitative data were collected. Quantitative data includes closed-ended responses such as found on questionnaires while qualitative data is open-ended without predetermined responses (Creswell, 2011). Questioner and interview were the instruments used for this study.

3.7.1. Questionnaire

Questionnaires are two types, these are structured and unstructured. Of these two, unstructured questionnaires, which are open-ended, frequently referred to as interview guides. They also aim at precision and contain definite issues that are covered while conducting an interview. Flexibility is the chief advantage of the unstructured

questionnaire. It is designed to obtain viewpoints, opinions, and attitudes and to show relationships between various types of information which might escape notice under more mechanical types of interrogation. No predetermined responses are provided instead, free responses are solicited (Thomas, 2010). Questionnaire method is the popular and common method for collecting primary data in a research.

A series of questions that are easy and convenient to answer but can describe the intended practices were used as questionnaire. The questionnaire is structured in three parts and with questions, which aims at gathering evidence on the projects. The first part covers basic information on the respondents, the second part assesses the implementation practice of social work projects, and the third part asks challenges in implementation practice of social work projects.

5.7.2. Interview guide

The researcher used interview guide with social workers to dives the data sources of the study. Social workers key staff members of the LGNOs in social problems centered projects implementation. As multi-disciplinary profession, social workers contribution towards the implantation was assessed using interview guide.

3.7.3 Observation

The researcher used observation data coaction tools to diversify the source of data collection which import to see and hear the situation at natural settings. Observation is a systematic viewing of a specific phenomenon in its proper setting for the purpose of gathering information for the specific study. This method of data collection provided the researcher not only seeing and viewing but also hearing and perceiving. It a physical and mental activity, it is selective the range of things to be observed depending upon the nature, scope and objectives of the study (Reddy, 2021).

3.7.4. Document analysis

Other data collection method included document review after in-depth interview. This is supportive and supplementary rather than structured observations process. As to Thomas (2010) documents, on the other hand, bring together data of remote periods and places for scientific analysis. The content of the documents are normally reviewed in terms of the

research problem before they are actually used by the researcher. Since the data comes ready-made as the contents of the document, they do not depend on specific researcher accessibility to the field. The researcher used secondary data available at the LGOs that are related to the study.

3.8.Procedures of data collection

The researcher collected a cooperation letter from the university to obtain permission from the intended LNGOs. Following the secured permission, the researcher contacted the agencies to undertake the data collection. Before the actual data collection the pilot testing was done with selected one person from each agency. Accordingly, 15 participants were selected from the target population and the questionnaire of the study instrument was tested, part that was created ambiguity and irrelevant questions were illuminated. Based on the participants comments relevant questions were incorporated and tools of data collection finalised.

As this study uses a mixed research approach, it allows using both quantitative and qualitative data, which are numerical and textual respectively. Thus, both forms of data were carefully collected and integrated the information in the interpretation of the overall results. The key idea with this approach is it allows collecting both forms of data using the same or parallel variables, constructs, or concepts (Creswell, 2003). In addition, the researcher arranged a preliminary observation of the agencies and used document review to identify the LNGOs and involve in the study. Based on the agencies observation visits , document review and permission of the their managements, the LNGOs operating in Addis Ababa selection was processed .The selection was completed based on m their accessibility, willingness to participate and their project type that is social work related projects that centered children, youth, women and elderly related integrated community based projects.

A total of 15 LNGOs, those based in Addis Ababa were selected for the study based on the specified selection criteria. Then, the management of each agency was facilitated to contact the selected project coordinators, project officers and social workers to administer the questionnaire. The completed questionnaires were collected with appointment ensuring each questionnaire was complete. Thus, the required information for quantitative and

qualitative data was collected. The researcher also collected document for review through management of the LNGOs. Then the collected data analysed and kept confidentially.

3.9.Validity and Reliability

Validity using the diverse approaches should be based on establishing both quantitative validity construct and qualitative validity triangulation for each database. Validity is concerned with the integrity of conclusions that are generated by a research (Silverman, 1999).

The research reliability is concerned with the question of whether the results of a study are repeatable. Reliability evaluates the degree in which same findings might be obtained if a research is developed once again (Silverman, 1997). Therefore, in this research more care was taken to have results that are more reliable. As result, the data collection process had been planned and structured in advance. Moreover; a more tested questionnaire in the field is adopted to minimize any doubt and possible blurred aspects.

3.10.Method of Data Analysis

This study is designed to collect and analyze both quantitative and qualitative data. This helps to provide a comprehensive analysis of the research problem. Average composite measures (PM success; project profile; and project impact) and tools were applied to measure and describe the responses. Thus the analysis method for both quantitative and qualitative data is presented discussed below in detail.

3.10.1.Quantitative Data Analysis

A descriptive statistics analysis was undertaken for the quantitative data on tools and techniques and project success measures using SPSS Version 21 for analyzing the data. Descriptive Statistical analyses of the obtained data were performed characterizing the role of NGOs that implement education project success measures using frequency and percentage. The interpretations of percentage have been applied to determine the extent to which they contributed to quality education by middle level project staff.

3.10.2.Qualitative Data Analysis

In this study the qualitative data that was extracted through transcription methods and mainly relies on meanings and words. Thus, it involves interpreting and translating the

meaning and categorizing expressions into sub themes unified to the research objectives. Qualitative research is concerned with describing phenomena in words to gain an understanding of the issues being researched. This type of research is concerned with subjective assessment of attitudes, opinions and behaviors and the data generated are not subjected to rigorous quantitative analysis (Kothari, 2003). The researcher used to corroborate the result with quantitative and other tools of data analysis.

3.11.Ethical Considerations

The willingness of individuals to disclose the necessary information plays significant role for the successful completion of this research. For this reason, while conducting this research the researcher agreed to make sure that treating both the respondents and the information they provide with honesty and respect. These are some vital ethical principles that the researcher strictly complies with Do No Harm - safeguarding an individual participating in the study against doing anything that harm. Privacy and Anonymity - any respondents participating in this study are guaranteed. Confidentiality - any information provided by an individual participating in this study have been treated in a confidential manner.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1. Introduction

In this study, a mixed quantitative and qualitative research design was used to assess and describe the assessment of execution practice of social work projects in selected local NGOs in Addis Ababa, Ethiopia. Accordingly, quantitative and qualitative data were collected from 70 project staff of 37 NGOs implementing social work projects in Addis Ababa.

This section is divided into three sections: first, basic information about the respondents, which includes their educational level, years of previous experience, work position, and specialty within the organization. The second section of the analysis comprises project implementation practices of social work projects, such as strategic or traditional project management systems, project team competency, human resource management, and external factors such as governmental support and influence, as well as community participation in project implementation. Finally, the difficulties encountered during project implementation are examined in order to reach a firm conclusion within the scope of this study. Finally, the quantitative data was triangulated with the qualitative findings of this study.

4.2. Basic information about the respondents

This part covers basic information about the respondent. In this study, the position of the respondent in the organization, year of experience, specialization of the respondent, educational level, and past experience in the implementation of projects are analyzed. This gives common ground for analysis of project implementation practices and their challenges. This study focuses on the responding NGOs because the target population consists of 37 NGOs in Addis Ababa. This part covers basic information about the respondent. In this study, the position of the respondent in the organization, year of experience, specialization of the respondent, educational level, and past experience in the

implementation of projects are analyzed. This gives common ground for analysis of project implementation practices and their challenges.

This study focuses on the responding LNGOs because the target population consists of 37 local NGOs in Addis Ababa.

Table 4:1 Respondent position in the NGOs

Position in the organization	Frequency	Percentage
Project coordinator	27	38.57
Social Worker	21	30.0
Project Officer	22	31.43
Total	70	100

Source: Own survey, 2021

Table 4.1 above shows that project coordinators constitutes 38.57 %, the agencies' largest staff members of the project. The project officers consist of 31.43 % and the social workers establish the least. This implies that the NGOs required to enhance their workforce of social workers as their projects are mainly focused on social problems interventions. The positive aspect of the workforce is made up of different professionals to contribute towards the implementation of the projects from their perspectives.

Table 4.2 Participants in term of sex

Sex	Frequency	Percent
Male	38	54.28
Female	32	45.72
Total	70	100

Source: Own survey, 2021

The table 4.2 above reflects that in terms of gender, male respondents constituted 54.28 % while female respondents' were 45.72%. The finding of the analysis shows there is gender balance, which important not only for employment creation, but also to generate alternative solution to similar problems of social work projects implementation.

Table 4:3 Participants experiences in year

Years of experience	Frequency	Percentage
4-7 years	14	20.0
8-11 years	31	44.29
12-15 years	15	21.42
16-20	5	7.14
More than 20 years	5	7.14
Total	70	100

Source: Own survey, 2021

Table 4.3 above displays that the experience of the middle level staff categorised into five based on the number years' of services in the NGO sector. The range of service covers from 4 to 23 years. The respondents fulfilled the minimum experience 4 year included in the study considering their practical experience. The maximum experience registered during data collection was 23 years. The majority of project staff experience covers from 8-11 years, which constitutes 44.29% of the entire respondents. Those who have 12-15 years' experience cover 21.42 % of the respondents. The data collected analysis shows that there is decreasing trend of experienced project staff; this might be happened due to less attraction of the environment of the organizations for more knowledgeable and skilled professionals. Thus, finding shows that the middle level project staff is good to run the project implementation.

Table 4:4 field of training area

Field of specialization	Frequency	Percentage
Project management	27	38.57
Social work	21	30.0
Management	22	31.43
Total	70	100

Source: Own survey, 2021

The above table shows that there are three types of specialization of respondents such as project management; management and social work within the organization, there are 38.57% project management, 31.43% management 30% social workers involved in the implementation. According to the interview data analysis social work which important is perceived dimly and understood vaguely by some organization as it is rudimentary activity. The organizations those have espouse with the profession and foreign they are using social work as a tool, they have capacity to bring a verity of methods such as social case work at individuals; social group work at family and group; and community organization at community and organization that have significant contribution to smooth implementation of the project. As to the document review and observation of the researcher, some LNGOs did have social workers and they were using untrained and unqualified staff as social workers, which has negative implication on the implantation of the project.

Table 4:5 Educational background of respondent.

Education qualification	Frequency	Percentage
Diploma	19	27.14
BA/BSC degree	34	48.57
MA/MSC degree	17	24.29
Total	70	100

Source: Researcher own survey, 2021

Educational qualification as indicated in the table above , form the respondents that work in organizations 24.29% have a master's degree, 48.57% have bachelor's degree, 27.17% of respondents holder of diploma educational level. As to the social workers interviews result implementation capacity of any organization is determined by the theoretical and practical knowledge of its project staff. Most of the social workers indicated as there is limitation of the implementation of social work project practice due to organization low level of understanding the relevance appropriate team with required qualification for successful implementation of the project.

4.3.Practice of project implementation for a social work project

This section of the analysis discusses internal and external factors , the internal factors include the organization's execution level, the type of project management system used to implement the project, the project team's competency, project staff management; and the external factors include government support and community participation.

Table 4:6 Level of project implementation of LNGOs

Level of implementation	Frequency	Percent
Very good	19	27.14
Good	38	54.29
Fair	13	18.57
Total	70	100

Source: Own survey, 2021

From the sample respondents, 54.29 % respondents agree that the level of project implementation of the organization is on average is good, a moderate level 27.14% of respondents respond that there is very good project implementation, and 18.57% respondents agree on a fair level of project implementation within child development projects implemented by NGOs. As per the responses of the respondents , in general, project implementation practice is on average is good or moderate since the result 54.29 % not as such higher than moderate level of implementation.

Table 4:7 project management practices.

Research Question on System of project management			Strongly disagree	Disagree	Agree	Strongly agree
1	The project middle level management links the organization's objectives to the project's objectives.	Frequency	3	9	23	35
		Frequency %	4.28	12.86	32.86	50.0
2	Project middle level management is easily implemented the projects as the organizational structure and stakeholder communication are more flexible.	Frequency		4	28	38
		Frequency %		5.71	40.0	54.29
3	The organization's project management system evolves to meet changing needs.	Frequency		1	60	9
		Frequency %		1.42	85.72	12.86

Source: Own survey, 2021

Table 4:7 deals with systems for project management. As depicted in the table, item one, NGOs place a priority on integration of the organization goal to the project goal. Almost half of respondents agreed with the idea that project management links the organizational goal with the project goal. The data analysis result shows that 50% of respondents strongly agreeing on the application of integration of project and organizational objectives in their project implementation. Regarding the organizational structure and stakeholder communication flexibility, 54.29 % of the respondents strongly agree. However, in terms of the organization's project management systems evolve to meet changing needs, 85.72% of the respondents strongly disagree. This implies that the LNGOs selected for the study do not evolve to meet changing needs of institutional dynamics. Such kind of static situation might be emanated from problem of leadership capacity of the agencies. As to the observation of the researcher this is a common problem of LNGOs since management position assignment is most of the time done based on relative or close friends rather than merit.

Table 4:8 project team competencies in project implementation

The project team's competence	Frequency	percentage
The organization's project teams have considerable knowledge to accomplish the project	39	55.71
The organization's project teams excel at finishing projects on schedule	37	52.85
The project teams inside the organization have the behavioral capacity to collaborate	32	45.71

Source: Researcher own survey, 2021

Three basic constraints can be used to assess project team competency: a team's knowledge, skills, and behavioral capacity (KSB). According to the team competency constraint, which is 55.71 %, and skills is 52.85 project team competency within LNGOs has a good competency on team level of knowledge and performance skills but is facing difficulty, particularly in the project team's behavioral competency 45.71 %, and this has hampered project implementation. This area is required more improvement of interactive, communicative and social aspects.

Table 4:9. Project staff management

SN	Organizational project staff management		Strongly disagree	Disagree	Agree	Strongly agree
1	The organization has a well-organized project staff management plan in place, as well as for personnel acquisition and release.	Frequency	15		17	38
		Percentage %	21.43		24.29	54.28
2	The organization assists the project team by providing training to improve the team's knowledge and skills.	Frequency		10	15	45
		Percentage %		14.28	21.43	64.29
3	The organization made significant efforts to acquire and retain project staff.	Frequency			57	13
		Frequency %			81.42	18.58

Source: Own survey, 2021

Table 4.9 above shows that 54.28% the majority of respondents strongly agreed that the organization has a well-organized project staff management plan in place, as well as for personnel acquisition and release. Similarly, 64.29 of respondents strongly agree with the idea that the organization assists the project team by providing training to improve the team's knowledge and skills, which translate as sample NGOs, are working on the management of project staff management in an appropriate way and this facilitates project implementation practice as an internal factor. However, regarding the organization made significant efforts to acquire and retain project staff with alarming rate of 81.42% the respondents disagree.

The qualitative data analysis shows as project staff management is one of the critical success factors if it only managed properly. The LNGOs are required to make adjustment the way they are managing in tier human capital. The organization project staff management is found in challenging conditions due to most of the case a year based contract and is not attracting the staff to focus and stable in a given organization.

Table 4:10Relation between Salary and Turnover

Turnover rate	Frequency	Percent
High	48	68.57
Medium	15	21.43
Low	7	10.0
Total	70	100

Source: Own survey, 2021

Table 410 above shows that the responses, 68.57% of respondents believe, there is a high rate of employee turnover, 21.43% believe there is a medium level of turnover, and the remaining 10% believe there is a low rate of turnover in NGOs. As a result, this can be interpreted as a there is high level of turnover in NGOs. The qualitative data collected from social workers analysis result also supports the qualitative data analysis outcome, as dissatisfaction of salary leads to instability of the project staff. This situation also leads to

recruitment of low competent and new staff, which exposes the project process to complication.

Table 4:11 shows salary and turnover relation

Salary and turn over relation	Frequency	Percent
Strongly agree	52	74.28
Agree	13	18.57
Disagree	5	7.15
Total	70	100

Source: Own survey, 2021

As to the above table, the respondent's responses, 74.28 % strongly agree and 18.57 % agree that employee turnover is due to dissatisfaction with the amount of salary paid to them, but 7.15% of respondents answered that there is no relationship between employee turnover and an employee's salary situation. According to this data, there is a strong relationship between employee turnover and the salary situation of non-governmental organizations. This result also verified by the qualitative data analysis outcome, the project staff lacks satisfaction with the salary and benefit package of the organizations.

4.4 External factors of project implementation

Under this section the government support and community engagement are presented as follows:

Table 4:12 level of governmental support to project implementation

Level of governmental support	Frequency	Percent
High	3	4.28
Medium	35	50.0
Low	23	32.85
Very low	9	12.87
Total	70	100

Source: Researcher own survey, 2021

Table 4.12 above focuses on governmental support as an external factor, with 50% of respondents reporting medium level of governmental support, 32.85 % of reporting as low level of support encountered in project implementation, and the remaining 4.28% and 12.87% reporting high and very low government support respectively. The social workers also reflected their views of government support in terms favorable formulation of policy, code of conduct, resource mobilization, transparent and accountable monitoring and evaluation system not as to expectation of the sector. However, there is a little improvement after 2019 revision of resource mobilization and utilization enforced.

Table 4:13 community participation in project implementation

Community participation	Frequency	Percent
High	6	8.57
Medium	17	24.28
Low	47	67.15
Total	70	100

Source: Own survey, 2021

The above Table 4.13 attempts to demonstrate, the extent of community participation, almost the majority of respondents responding constituted 67.15% were leveled as low level of community participation. While 24.28 % responding as medium community participation in project implementation and the remaining 8.57% was indicated as high level of community involvement. The qualitative data collected from the social workers show that community participation is less focused by the LNGOs to involve them from idea generation of the project through implementation and phase-out strategy. Most of the NGOs lack strategy of sustainable community mobilization to participate in idea, finance, and labour as well as knowledge and skills. As result of this situation the community participation is found at low level of engagement.

4.5. Challenges of social work project implementation practice

The researcher asked the respondent to describe the difficulty they were facing and rank the challenges listed on the interview questionnaires in order to extract common challenges encountered during project implementation. According to the analysis:

4.5.1 Rapid change of project cost

The majority of respondents agree that they having difficulty implementing projects based on the given budget, schedule, and quality due to rapid changing market price of material, salary and rental of project centers. On the other hand, limited number of respondents responses show that organizations did not have difficulty of implementing projects in terms of cost, schedule, quality, and scope. The observation of the researcher and the quantitative data analysis indicate as the implementation of the projects of the organization was found at medium level, this situation argued with ideas of the above specified majority of the respondents.

4.5.2 Inadequate supportive

The major challenges those were pinpointed by respondents also included reliable funding source; financial mobilization capacity of the organizations; frequent change of government policies, regulations and procedures; inadequate rules and regulations for target community participation in project implementation; and quality of NGOs leadership were the main challenges for smooth implementation of the project.

4.5.3. Insufficient project staff competence

The project professional competence and diversity are the other challenges that are as the results of insufficient managerial support, organizational structure fascinating the project professionals that fit to frequent changing demands of human capital for project implementation.

4.5.4. Low community participation

LNGOS' less focused in community participation is area that is required improvement. The involvement of community is vital for resource mobilization such as ideas , labor, finance ,material which are inputs to the project implementation.

4.6. Suggestions towards improving project implementation

This section focuses on the respondent's responses towards improving project implementation:

- Quality of the leadership of the organization, strong resources mobilization knowledge and skills; appropriate organizational structure, continuous internal and external situations assessment are required to improve the projects implementation practice.
- Focus on project staff in type and competency is required to improve as competent human capital is highly important for the implantation of the project as per the schedule, quality and scope of the project. Staff that is committed to regularly review the progress of the project implantation is important for any required adjustment based on the real environment of the project.
 - The policy and guidelines framed by the government for LNGO operation are important. As a result, following and adhering to those policy and guidelines on a regular basis is valuable, making project implementation more effective for the implementing organization.
 - The government policy of income generating is important schemes to be focused by the LNGOs to generate own income rather than waiting for entire project cost from external funding. The external fund generation can also cover the variation cost encored due to unpredictable project cost variation. It can also serve as matching fund, which can also build the competency of the organization and means wining the interest of the donors.
 - A thorough knowledge and skilled professional's assessment of the felt needs of project community, followed by a well-planned project, will result in a successful project implementation. A project that is not well assessed, analysed, planned will end up during implementation.
 - The project implemented has a challenge with low involvement of community as part of the stakeholders. The community engagement in his vicinity project implementation requires policy change. Community participation in knowledge, skills, materials, finance and labour is critically important to make the project sustainable.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5. Introduction

This section covers the conclusions of the findings after analyzing the project implementation practices of LNGOs and their challenges based on 70 respondent responses obtained through questionnaire, interview, document analysis and observation of the researcher. The study findings show that the level of project implementation is moderate level; Following that, the questioner used interview and secondary data collection techniques to derive critical success factors (CSF) and challenges that affect project implementation practices in order to achieve the goal of assessing the practice and challenges of social work projects undertaken by local non-governmental organizations. Finally, based on the data, this study made recommendations about current practice and the challenges of implementing social work projects.

5.1 Conclusions

Organizations that assist and sustain social issues are known as non-governmental organizations (NGOs). Women's empowerment, environmental protection, support for disabled groups in society, poverty alleviation and child development are just some of the social improvement projects being implemented in Ethiopia. For this study, the primary focus is on child development in order to examine the implementation of social work projects and their challenges.

However, the project management system used by NGOs still needs to be improved. Organizational behavior and performance are lacking, regardless of whether or not the team has a high level of knowledge. As a result, the project team's competence was moderately implemented. Project implementation is greatly affected by the organization's project staff management. This includes the project staff management plan, organizational involvement in project team recruitment and retention, organizational support for project team training

for improvement, and the level of turnover in LNGOs. The lack of practice in implementing social work projects is a result of this less focus to composition of staff.

During the implementation of LNGO projects, a medium level of governmental support and community participation was found to be necessary for the success of the projects.

The previous pro 2019, civil societies and associations of Ethiopian regulations and policies contributed for limitation of financial resources, which are major challenges to the work of LNGOs. LNGOs face significant challenges in dealing with resource mobilization from foreign funding and the budgeted allocated for program and administration. There is a moderate impact on project implementation due to the influence of the government, low project community participation, and project staff management. The very encouraging of LNGOs' project work in child development, they have positively contributed in improving the target benefices in meaningful ways. The social work project also open the window of opportunity regarding team work , solving social problems at individual, family, group , community and organization. The LNGOs commitment to their mission is their strength.

5.2 Recommendations

The recommendations of the study are based on the findings of data analysis. Accordingly, the study recommends to social work project implementation practice LNGOs:

Capacity training

There is a need to organize capacity of project staff on areas of interactive, communicative, educative to increase project implementation practice. The community mobilization is another area of focus to increase the engagement using social work methods application at individual, group and community levels.

Teamwork building

Social work project is a teamwork that requires diversified professionals' involvement to smoothly operate and maintain its implementation quality. Thus, the existing project practice and team competency within local NGOs need level of improvement to increase quality of project implementation and to reduce the internal challenges. NGOs have to adopt changing environment to increase the level of their capacity to be competent to

improve social challenges and to gain their trust from donors for their sustainable endurance by making impact.

Governmental Support

Government contribution has significant effect on the social work project implementation; therefore, government has to work by integrating with LNGOs to improve their effects to the community. Favorable government policies, procedures, and rules and regulations are expected from the government supportive system.

Further Research

This study focused on LNGOs based in Addis Ababa, implementing social work project on child development, which involved middle level of project management. Therefore, further study needed for more investigation of project implementation practice of LNGOs and on project implementation and challenges that work in different projects for instance; women development, healthcare, environmental protection.

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Appendix

QUESTIONNAIRE FOR PROJECT COORDINATORS AND PROJECT OFFICERS

St. Marry University

Dear Respondents

I am a student of Master in Project management at St. Mary's University. Currently, I have engaged in my thesis work entitled "*Social work project implementation practice in NGO Setting: The Case of Selected LNGOs in Addis Ababa.*" The main objective of this questionnaire is to collect the necessary data concerning the practice and challenges of social work project implementation under taken by local non- governmental organizations (LNGOs). Social work project is a project focused on social problems interventions to improve the living situations of individuals or groups or communities. This research is mainly focused on child development projects' operating LNGOs.

This questionnaire will take approximately **15 minutes** of your time. And I am grateful for your kind participation in the enrichment of this research.

Please tick; rank at the provided space below, any comment or suggestions are greatly appreciated. If you have any questions or suggestions feel free to contact me with the address given below.

Best regards.

Name	Mobile phone no.	Email address
Robel Zinab	0912674393	Robel_ziab@yahoo.com

Thank you for your corporation.

Instruction: please read each of the following questions carefully and respond your opinion based on your past experience. There are written answer request on the given blank space for detail information needed, thick on the box which approximately fit for you and the last one is grading the question by encircle the number given in the table.

Section 1-Basic Information,

This section collects basic information of the professional and his/her organization

1.1 Name of your Organization (optional):-----

1.2 Your Position in organization: -----

1.3 Your Years of experience: -----

1.4 Classification of position

Project coordinator Project officer

Social worker others (please specify) -----

1.5 educational qualifications

Bachelor's degree

Master's degree others (please specify) -----

Section 2- Implementation practice of social work projects

2.1. The level of implementation of the project

Very good Good Fair poor
V.poor

2.2 Middle level project management:

2.2.1 Middle level project management has capacity to carry out project activities to achieve organizational objective

Strongly agree agree disagree strongly disagree

2.2.2 The organizational structure and communication among partners are flexible and easy for project professionals to implement the project successfully

Strongly agree agree disagree strongly disagree

2.2.3 The middle level management of the organization is sensitive to change adopted by organization and readiness for innovative way of project implementation practice.

Strongly agree agree disagree strongly disagree

2.3. Project team competency (Project coordinator, Project Officer & social worker) in project implementation

2.3.1 The organization project team has high knowledge of teamwork to complete the project by achieving project objective.

Strongly agree agree disagree strongly disagree

2.3.2 The organization project team has high skills of individual, group and community engagement to successfully accomplish project as planned.

Strongly agree agree disagree strongly disagree

2.3.3 The organization project professionals have behavioral capacity to work together for successful project implementation.

Strongly agree agree disagree strongly disagree

2.4. Project staff of organization to timely implement social work project

2.4.1 The organization has organized project staff management to plan and perform based on knowledge and skills

Strongly agree agree disagree strongly disagree

2.4.2 The organization support project professional by giving capacity building training to increase the knowledge and skill of project team.

Strongly agree agree disagree strongly disagree

2.4.3 The organization put adequate effort for recruitment and retention of project staff

Strongly agree agree disagree strongly disagree

2.4.4 The organization turnover rate of staff who involved in project implementation

High medium low

2.4.5 If it is high, this is because of the financial situation of the organization

Strongly agree agree disagree strongly disagree

2.5 Please rate the following of project implementation practice by encircling the number within the table.

Where; 5= high level of practice, 4= fair level practice, 3= normal level practice, 2= weak level practice and 1= very weak level of practice in project implementation.

social work project implementation practice factors					
Description of constraints	Rating				
Project implemented maintaining its scope and quality	5	4	3	2	1
Project implemented as per the planned cost	5	4	3	2	1
Project implemented following planned schedule	5	4	3	2	1
level of competency of teamwork in project implementation	5	4	3	2	1
Organizational management commitment	5	4	3	2	1
Level of community participation	5	4	3	2	1
Level of application of micro social work skills in project implementation	5	4	3	2	1
Level of application of mezzo social work skills in project implementation	5	4	3	2	1
Level of application of macro social work skills in project implementation	5	4	3	2	1
Governmental involvement in project implementation	5	4	3	2	1
Human resource and its management	5	4	3	2	1

2.6. Governmental support in project implementation

High fair weak v. weak

2.7. Project community participation in project implementation

High fair weak v. weak

2.8. If project community participation is weak, what is the reason for not participating in project implementation?

Lack of knowledge Projects are not based on community felt needs

The project didn't engage the community from inception to implementation

Higher management do not believe in community participation

Other (please specify) -----

Section 3- challenges in implementation practice of social work projects

3.1 Do you think, it difficult to implement the project based on given scope, budget, and schedule and quality? Yes No

3.2 please rate the following challenges of project implementation practice by encircle the number

Where; 5 = very highly challenging, 4= highly challenging, 3= challenging, 2= low challenging and 1= very low challenging.

Challenges of social work project implementation practice					
Description of challenges	Rating				
Fund and Financial challenges	5	4	3	2	1
Lack of project professional especially social workers	5	4	3	2	1
Human resource management deficiency	5	4	3	2	1
Frequently change of the project scope	5	4	3	2	1
Regulation and policy as challenge	5	4	3	2	1
Low community and donor involvement	5	4	3	2	1
Low managerial support and organizational structure	5	4	3	2	1
Governmental influence as a challenges on the project objective	5	4	3	2	1
Close door project formulation without community involvement at all levels	5	4	3	2	1
Inadequate attention to social work methods and skills	5	4	3	2	1

3.3 Additional comments and suggestion about project implementation practice and

challenges you have faced -----

THANK YOU FOR YOUR KIND PARTICIPATION!

SOCIAL WORK PROFESSIONAL INTERVIEW GUIDE

1. Please your position in the agency_____
2. Your profession _____
3. Your experience _____
4. What is the contribution of social worker in implementation of social work projects

5. From you educational and experience what is the contribution of social work in project execution? _____
6. Your opinion about the theoretical and practical knowledge used for social work projects implementation? _____
7. How do you judge the team work of your agency in social work project implementation? _____
8. What are the challenges of social work project implementation?

9. What is your opinion about the implantation capacity of your agency

10. Any other information you want mention about social work project of you agency

THANK YOU