YARDISTICK INTERNATIONAL COLLEGE OF SCHOOL OFGRAGUATE STUDIES DEPARTMENT OF PROJECT MANAGEMENT

ASSESSMENT OF PROJECT IDENTIFICATION & DESIGN PRACTICE: THE CASE OF HEALTH CARE PROJECTS FINANCED BY MINISTRY OF HEALTH ETHIOPIA,

This Thesis Proposal will submit to Yardstick International College school ofGraduates in Partial fulfillment of the Requirements for the Degree of Master of Art in Project Management.

By

Birara Hunyalew Yazie

July /2022

Addis Ababa, Ethiopia

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Advisor

TEMESGEN BELAYNEH (PhD)

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DECLERATION

I, the undersigned, declare that this thesis is my original work and has not been presented as a whole a degree in any university and all sources of material used for the thesis have been duly acknowledged.

Birara Hunyalew Yazie, Jun /2022

MAPM (1) / 166/13

ATATMENT OF CERTIFICATION

This is to certify that **Birara Hunyalew Yazie** has carried out his research work on the topic entitled “Assessment of project identification and design practice: the case of Federal Ministry of Health Ethiopia. The study is Original work and is suitable for the submission for the reward of MA Degree in project management.

Advisor:

Name: Temesgen Belayneh (PhD)

Signature: _____

YARDISTICK INTERNATIONAL COLLEGE OF SCHOOL OFGRAGUATE STUDIES DEPARTMENT OF PROJECT MANAGEMENT

A research project for MA in Project Management

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By:- Birara Hunyalew Yazie

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Examiner	**Signature**	**Date**

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First and for most I would like to thank almighty god for all the blessings I am given-completion of this chapter would have not been realized without his intervention. Secondly, I would like to thank my advisor, Temesgen Belayneh (PhD) for his support, guidance and constructive comments. Yardstick International Colleges of Graduate School of teachers, and my lovely Wife Genet Worku (PhD) has been very kind to me would like to say thank you.

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List of Abbreviations

YIC Yardstick International College

HSTP-II Health system transformation Programme round two

DPA Development Programed approaches

DPA Development Programs Approach

KII Key Informant interview

LEAP Learning through Evaluation, accountability and Learning

NGO Non-Government Organization

FMoH Federal Ministry of Health

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Abstract

The main purpose of the study was to assess how projects are identified, rated and designed in Non-governmental organizations with specific instance of Ministry of Health Ethiopia. As a key assessment parameter, the study investigates the primary sources of project ideas, the role of key stakeholders, how project Problems are analyzed and Objective developed and the practice of setting project framework (design). The study were a descriptive research design and a qualitative research approach, with semi-structured interviews serving as the primary data source and analysis of existing organization documents as the secondary source of data. The data was gathered using a semi-structured interview technique and Purposive sampling of 77 personnel's and from15 personnel's from three departments dedicated for project design were interviewed.. To analyses the data, tabulation and checklist of practice against industry standard is made. The finding of the study showed that 66.30% of Grant funded project ideas are originally emanates from Donors but the feasibility study was practice and also 59.74% of problem analysis was existed and 82.42% of Objectives analysis is practiced. Moreover, 74.03% the organization showed that, have a good practice of engaging Stakeholders in project identification & design for both funding sources. Even more stakeholders do have a significant role to the extent of co leading project design for -funded projects. In other finding, the organization do make a comprehensive problem analysis that comply with the industry standard, in contrast to the highly compromised objective analysis reflected Interms of Organizational/managerial interference. On the other hand, internal challenge like Interdepartmental competition for resource and reactive grant acquisition strategy compromise the process. Absence of exhaustive Government policy & Plan, absence of data for coherent analysis & decision-making and low capacity of local government to be the major one Finally, the study forwards recommendations like the need to have well-crafted fund acquisition strategy, tools and resources and more importantly the need to have a project ideas appraisal framework that is contextualized for Health system strengthening Programme improvement. Hence, these funding aimed at supporting projects and programme through Government organizations like Ministry of Health Ethiopia.

Key words; Project identification, Design, Grant, Stakeholders, Project Development, Project planning;

CHAPTER-ONE
INTRODUCTION

1.1. Background of the study

Every Project start as an idea, a need or opportunity evaluated, studied, and eventually developed into a project, which is managed through the project life cycle. Every project has a source, a beginning. Its inception could be to answer overarching problem, advance a new way of doing things, pursuit of knowledge etc. The key point is that the identification & design of it has long way to impact it's financing, implementation and ultimately its success. Nevertheless, not all projects are similar in nature, scope, purpose, implementation modality, and Stakeholders involvement & financing. Development projects whose interest are not profit making, has a peculiar process of undergoing through identification & Design process that differentiate it with other type of conventional for profit project.

Contemporary Project management body of Knowledge defines project & project Identification as "A project is a temporary endeavor undertaken to create a unique product, service, or result" where as a Project identification means a process of finding out the most appropriate project from among the several investment opportunities. It concerned with the collection, compilation and analysis of economic data for the eventual purpose of locating possible opportunities for investment."

However in case of Development Projects identification and Design phase involves Defining Needs, exploring Opportunities, analyzing the project environment, Cultivating connections & network, building trust, Developing collaborations and designing alternative project ideas are all part of the design process. As per the definition, especially with regard to project identification, much of project management bodies of knowledge focus on identifying a project idea with highest economic return. How about projects with long-term humanitarian/social outcomes? Development goal and social indicators? According to PMI, "public sector projects can have unique characteristics and notable complexities".

In many sectors that rely on a culture of project management, the project officially begins with the official approval of the project. This is usually not the case in the development sector, where the project life more commonly begins with a Project Identification and Design

Phase. (Project Management for development professionals; 2010). Time, money, and effort are committed in the Project Identification and Design Phase to define needs, investigate opportunities, analyze the project environment, cultivate connections, create trust, form collaborations, and design project options. The decisions taken during the Project Identification and Design Phase are linked to current initiatives and form the framework for the overall project.

This phase is very important because it holds the key to the success or failure of project deliverables. According to Thomas, Devise, Jugdev, and Buckle (2001), 30% of all projects are canceled in the middle of the process, while over 50% of finished projects wind up being 190 percent over budget and 220 percent late due to inadequate project identification management. In Ethiopia Both Government and international NGO's are challenges to identify and select feasible development projects. These challenges are political involvement, lack of clear government policy, technical analysis incompetency, incompatible to the real need of global situation with government priorities, omission of key stakeholders in the identification process and lack of clear feasibility study (Firesenbet 2020).

This study will seek to look into the practice of project identification and design practice in light of key industry parameters- with specific instance of Ministry of Health Ethiopia. Furthermore it investigates how project ideas are sourced, what roles stakeholders play, how problems are analyzed and objectives developed, what challenges are paused in the process and what lesson can be learnt from to improve for other projects and Organizations.

For this reason, the study will attempt to assess the project identification and design practice in Federal Ministry of Health Ethiopia. Additionally the study will contribute for project planning, implementation and monitoring department and employees for future reference and as guidance for best result deliverables.

1.2. Statement of the Problem

The performance problems of project cost overrun, time delay, and quality deficiency either are caused by in selection, Design, execution or control phase of the project and other factors. However, according to Richard (2012) one of the main reasons of project failure in developing countries is lack of effective project identification & Design process. Hence according to the project initiation and Design processes are highly important; and project execution without proper/poor/ development of a project plan often causes delays, high costs and general execution problems in the project. For development projects context, project identification and design process could be unpacked in to four interrelated and yet important separate processes undertaken with the involvement of web of stakeholders. Project ideas sourcing and screened, Collection of assessment data, analysis of assessment data (problem analysis, stakeholder analysis, Objective analysis) & crafting project logic Model. Each process is very important for the ultimate success of any project.

According to Henry (2016) stakeholder‘s involvement during project initiation stage and stakeholder mapping as well as stakeholder analysis tool influence the success of project management. This was due to stakeholder involvement along project life led to sustainability of the project and identification of relevant gaps. On the other hand, there is a saying “A problem well stated is a problem half solved” signifying the importance of understanding and analyzing the problem before prompting for any solution. Hence Discenza, R. & Forman, J. B. (2007) formulate that one way to almost guarantee project failure is to begin work without clear Project objectives and goals that arises from weak formulation of problem and subsequent recommendation of objectives.

As observed by Firesenbet (2020), in Ethiopia Both Government and international NGO’s are challenges to identify and select feasible development projects. These challenges are political involvement and lack of clear government policy, technical analysis incompetency, incompatible to the real need of global situation with government priorities, omission of key stakeholders in the identification process and lack of clear feasibility study. Perhaps the application of limited sets of project management knowledge & tools in to their project management might have contributed for the failure (Addisu; 2018).

There has been a great challenge on the part of managers in Federal Ministry of Health on determining how exactly they can attain maximum project performance efficiently and

effectively which they believe would go a long way to improve on the organizational project deliverables overall performance. Many have tried to attain project identification and design by trying to use methods that were successful in other organizations and have met with failure, but the reason is simply because this research was not directly relevant to their own project. This therefore is the knowledge gap that is trying to be filled in this research.

In preliminary study and the survey report also shows some projects are not effective and efficient and performance is very low.

Even though the above studies showed project identification and design performance in various organization and it is a good start, the researcher believed that there are still many issues that are not yet been discovered by previous researches. This motivated me to conduct a research on this issue at FMOH. This study is different from previous research because it comes to the point with screech to show the solution of project identification and design problems by identifying the current practice of project identification and design practice.

Therefore, the researcher will try to fill project identification, selection and design gap by assess the Project identification and design practice in Federal Ministry of health in Addis Ababa. The study will contribute for project planning, implementation and monitoring department for the purpose of selecting identifying best project using proper tools, can satisfy community, and improve project management performance in great achievement and employees for future reference and as guidance for best result deliverables.

1.3. Research Questions

This research is conducted to assess the Project identification & Design practice at Federal Ministry of Health Ethiopia. The researchers try to answer

1. What are the best projects Identification & Design in Federal ministry of Health care funding project management?
2. How and to what extent stakeholders are involved in identification & design process? Does the process capture the actual need of Project participants?
3. What is the practice of project objective setting? To what extent does it maintain objectivity?
4. What are the major challenges in relation to the project identification & design process?

1.4. Research Objectives

1.4.1. General objectives

The general objectives of the research are to assess the project Identification and design practices of Federal Ministry of Health Ethiopia project grants.

1.4.2. Specific objectives

1. To assess the existing practice project identification and design project log in healthcare projects financed by ministry of health Ethiopia.
2. To Assess the Organizations practice of stakeholders engagement & Management.
3. To assess the practice of project Objective setting & establishment of Project framework.
4. To identify key challenges exhibited in the project identification & design practice.

1.5. Significance of the study

There is a famous connotation among project managers, which goes “an assurance of acquiring new project is executing the existing one well”. The practice of project identification & design is very crucial in determining project success. Moreover, any development organization’s performance in project identification & design is directly correlated to sustainable funding- which is the bloodline of their survival. The research finding aimed at helping the organization by providing tangible and concrete evidence about what the current project identification and design practice looks like, what effect the identification and design practice has on the project's success and to an extent tries to shed light on the dynamics of twenty first century development project design requirements.

This would help the organization & other peer organizations to identify the area of weakness and strength related to project identification and design. Besides this research can be a foundation for further study in the organization or as a reference for other studies and other organizations in the same context with Federal Ministry of Health Ethiopia may use the finding of this research to improve their identification and design process practice.

On the other hand, the research would contribute to the academic world in showing some of the dynamics of project management for non-profit organization, which has not been properly studied.

1.6. Scope of the Study

Different Development projects have different identification and design processes. Its variability depends on Donors requirement, Origin of project idea (donor driven Vs Org. driven), origin of funding country, nature of the project (Development Vs Emergency), funding source etc. Keeping in mind that the organization currently manages several projects, the study only focus on the organizational processes rather than seeing it in the scope of individual projects.

1.7. Limitation of the Study

The research only addresses Project identification & design processes by sampling few successful and declined project ideas. Perhaps this might limit the extent of the conclusion to represent the whole organization as well as project initiation/design process of nonprofit Development projects.

Moreover, Limitation in accessing documentation of informal project initiation process especially negotiation among and between organizations through virtual meetings like skype, teams, zoom etc. was not analyzed. On the other, hand Difficult to accesses all project documentation (secondary data) due to confidentiality of records paused another limitation.

The last but not the least Lack of Organizational learning documents especially for Project ideas that have failed was another limitation of the study.

1.8. Organization of the Paper

This research report is divided into five chapters, Chapter one includes an introduction to the study and project, a statement of the problem, the relevance of the investigation, research objectives, questions, and the study's scope and constraints. The review of relevant literature is presented in Chapter 2. Various literatures have been cited to provide the study's foundation as well as theoretical and practical information.

The study technique and methods needed to collect and analyze data from which findings will obtain in detail in Chapter 3. The purpose of Chapter 4 will provide an analysis of the data collected using the data collection procedures and tools described in the methodology section.

The fifth chapter will devote to the discussion of the summary, conclusion, and recommendation. The study's references and interview tools are appended.

1.9. Definition of Terms

A project: refers a sequence of tasks that must be completed to attain a certain outcome. According to the Project Management Institute (PMI), the term Project refers to" to any temporary endeavor with a definite beginning and end". Depending on its complexity, it can be managed by a single person or hundreds (John Wiley, New York (1995).

Project management: refers to undertaking a group of activities meant to accomplish specific goals. It needs an effective manager, human resources, communication/collaboration, and also the skills to balance the forces that affect a project: scope, time, cost, and quality.
Project identification: refers a process in the initiating phase of project life cycle for identifying a need, problem, or opportunity (Baratta, Angelo, Retrieved 22 December 2020).

Project design: refers a strategic organization of ideas, materials and processes for the purpose of achieving a goal. In an early phase of the project lifecycle where ideas, processes, resources, and deliverables are planned out in seven steps. With detailed resources and visual elements, find out how project design can streamline your team's efficiency. (Stephanie Ray, Aug 29, 2018)

Project success: refers to a multilevel frame work, "on time, within budget, to specification" completion; success of the product produced; or success in achieving the business objectives of the project (Bannerman, P. L. (2008)

Project failure: refers a planning paradox, a "project that fails to perform a duty or. An expected action, non-occurrence or non-performance" Whereas Project success can be defined as the achievement of something desired, planned or attempted. It is also said that success is an event that accomplishes its intended purpose. Most of this work has been within

Aerospace and Defense organizations where the track record for new product introduction has been particularly poor (Scanlan, J. (2007) & (UK House of Commons, 2003).

Project appraisal: refers a cost and benefits analysis of different aspects of proposed project with an objective to adjudge its viability. A project involves employment of scarce resources. An entrepreneur needs to appraise various alternative projects before allocating the scarce resources for the best project (Hanley, N and Spash, C (1993) and Kohli, K. N (1993).

CHAPTER – TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

This section will present the review of relevant literature in the area of Project identification and design with especial emphasis given to non- profit-making projects. Key areas to be covered include conceptual clarification, the fundamentals of project identification and design, its process group, main features, challenge & prospect and existing practices.

2.2. Theoretical literature Review

Before discussing the details of identification of projects, it will be appropriate first to briefly see the fundamental elements necessary for understanding project and Project management.

2.2.1. What is Project?

According to Nicholas, John M. (2001) some of the characteristics that warrant classifying an activity as a project centers on the purpose, complexity, uniqueness, unfamiliarity, stake, impermanence, and life cycle of the activity. Based on these features then project is defined as follows:

A project involves a single, definable purpose, end-item, or results, usually specified in terms of costs, schedule, and performance requirements and every project is unique, in that it requires doing something different than was done previously. Projects cuts across organizational lines because they need the skills and talents from multiple professionals and organizations. The organization has something at stake when doing a project.

Finally, a project is the process of working to achieve a goal; during the process, projects pass through several distinct phases, called the project life cycle.

Project as a temporary endeavor undertaken to create a unique product, service or result. The transient nature of projects denotes that they have a defined start and end date. When the project's deliverables have been completed, or when the project is terminated because its objectives will not or cannot be realized, or when the project's necessity no longer exists, the

project has ended. However, if it is not unique and somehow routine, it will not be a project rather than production (Robert; 2014).

Furthermore, it is time limited in the sense that it is only transient and not infinite. It will not render the attributes of a project if the start and end dates are unknown. As a result, it will not be a project. One thing that needs to be noted is that it has scope, time, cost and quality parameter.

Like organic entities, projects have a life cycle. From a slow beginning, they progress to a buildup of size, then peak, begin to decline and finally must be terminated by some due date. Also like Organic entities, they often resist termination. Some projects end by being phased out into the normal ongoing operations of mother organization (Meredith & Manthel (2009).

In General differentiating project with regular operation could be viewed in scope of projects key characteristics of (Meredith & Manthel (2009).

Uniqueness: though the desired results may have been attained somewhere, they are at least unique to this organization. In addition to the presence of risk, this characteristics means that projects, by their nature, cannot completely reduced to routine operation. Deliverables of this unique project is meant to address problem or need analyzed before project start.

Interdependence: Typically, these interactions take the form of competition for scarce resources between projects. While such inter project interactions are common, projects always interact with the parent organization's standard, ongoing operations. Although the functional departments of an organization (marketing, finance, manufacturing, and the like) interact with one another in regular, patterned ways, the patterns of interaction between projects and these departments tend to be changeable.

Resource: Projects have limited budgets, both for personnel as well as for other resources. Often the budget is implied rather than detailed, particularly concerning personnel, but it is strictly limited.

Conflict: Often the budget is implied rather than detailed, particularly concerning personnel, but it is strictly limited. More serious, with the growing proliferation of projects, is the project- versus-project conflict for resources within multi project organizations.

2.2.2. Project Management (PM)

United Nation Manual for Project management (2018) defines Project management as "the process of combining systems, techniques, and people to complete a project within established goals of time, budget, and quality. Similarly PMBOK® Guide (2013, p. 10), puts PM "as application of knowledge, skills, tools, and techniques to project activities to meet the project requirements".

As we can understand from the definition, Project management requires people, resource and system for the attainment of specific goal/deliverable. Furthermore, project management utilizes the systems approach to management by having functional personnel, the vertical hierarchy assigned to a specific project and the horizontal hierarchy (Kezner 2009) that is one key area that project management departs from program management.

Although project management principles, best practices, and standards are applicable to a wide range of projects, different industries need to adapt best practices to their particular projects. In fact, tailoring is one of the cornerstones in all respected project management methodologies. (Mario 2016).

Project Management for non-profit has a peculiar characteristic that differentiate it from for profit regular projects. First, Key project staffs, project deliverable, and delivery mechanism/methodology/ is highly influenced by donor. There are various instances where by donor intervene in selection of project staffs and structure and management style. I.e. from Gender lens, staff Nationality etc. Secondly, Stakeholders' engagement/involvement is comparatively high as compared to other projects. Third, Project management modalities especially costs are seriously monitored by Governments. Forth, the majority of NGOs depend on volunteers, posing new challenges to project human resource management. Moreover, hierarchies tend to be less structured, forcing project managers to rely much more on influence and leadership.

Fifth, Budget life cycles and finance management are usually less predictable because NGOs depend on donations and grants. Restricted funds, constraints, and legal regulations pose another layer of complexity in non-profit project management.

Sixth, Strategic planning, governance processes, and key performance indicators are adopted by high maturity NGOs. However, reality is different for a large number of NGOs, negatively

impacting portfolio and project management with shifting priorities. Last but not least, Stakeholder management is crucial because nonprofit organizations frequently interface with government, private companies, regulatory agencies, communities, and more.

In general, even though the development sector approach to project life cycle management is a bit different from others, the holistic definition and categorization by Jason (2006) would serve our purpose. Accordingly, the project life cycle consists of four phases:

Project initiation: a business problem or opportunity is recognized at this phase, and a business case with multiple solution options is established. After that, a feasibility study is undertaken to see if each alternative addresses the business problem, and then a final proposed solution is presented.

Project planning; Outlining the activities, tasks, dependencies, and timeframe, as well as the resource plan, budgetary plan, quality plan, acceptance strategy, and procurement strategy are all part of this phase.

Project execution: This phase entails putting the strategy in place that was produced during the project-planning phase.

Project closure: Project closure entails giving the customer the final deliverables, handing over project documentation to the business, terminating supplier contracts, releasing project resources, and informing all stakeholders of the project's completion.

2.2.3. What is Project Identification & Design?

According to PMI (2020) Definition, within an organization, project identification is a repeatable process for recording, validating, prioritizing, and approving candidate initiatives/ideas. Moreover, Project design is an early phase of the project where a project's key features, structure, criteria for success, and major deliverables are all planned out. The aim is to develop one or more designs that can be used to achieve the desired project goals. It is a customary practice in many non-governments Organization to merge these two processes and undertake as one aiming at delivering Project proposal for funding.

According to(PMD:2010) Most Development Organization and projects follow the five step project life cycle management approach of which Identification is the primary one followed by *preparation, appraisal, implementation and evaluation.*

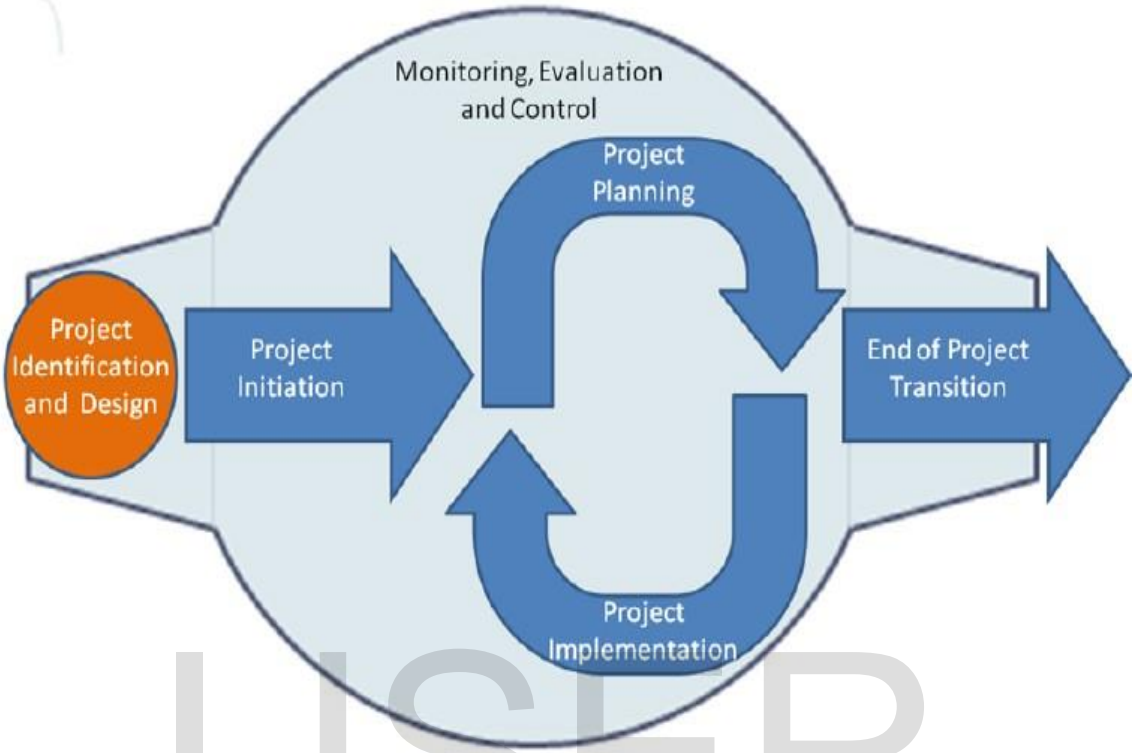

Figure 2.1. Project lifecycle

As depicted in the diagram above project identification & design phase is the initial and very crucial step of any project. In the development sector, this phase is indispensable in helping Organizations answer critical question" are we doing the right project? Where will the project be implemented? Who are the people who benefit? What are the expected outcomes? What is the logic for the intervention? What are the project's most significant risks? What is the method for approaching a project without delaying it? (GIZ Manual for Project management, 2016). Similarly, for profit making projects it is a scoping stage where an entrepreneur/organization undergoes through identification exercise to craft a project with a limited means and unlimited ends(AAU, project identification, analysis & appraisal module:2015).

One of the reasons for the importance of the project identification and design phase is that it provides the most cost-effective opportunity to answer fundamental questions regarding the project specifications. Moreover, this phase is very important for any organization because it is the stage where the project foundation is laid interns of scope, budget and time. Hence it is cost effective should accommodating change is needed that the later stage of project life cycle.

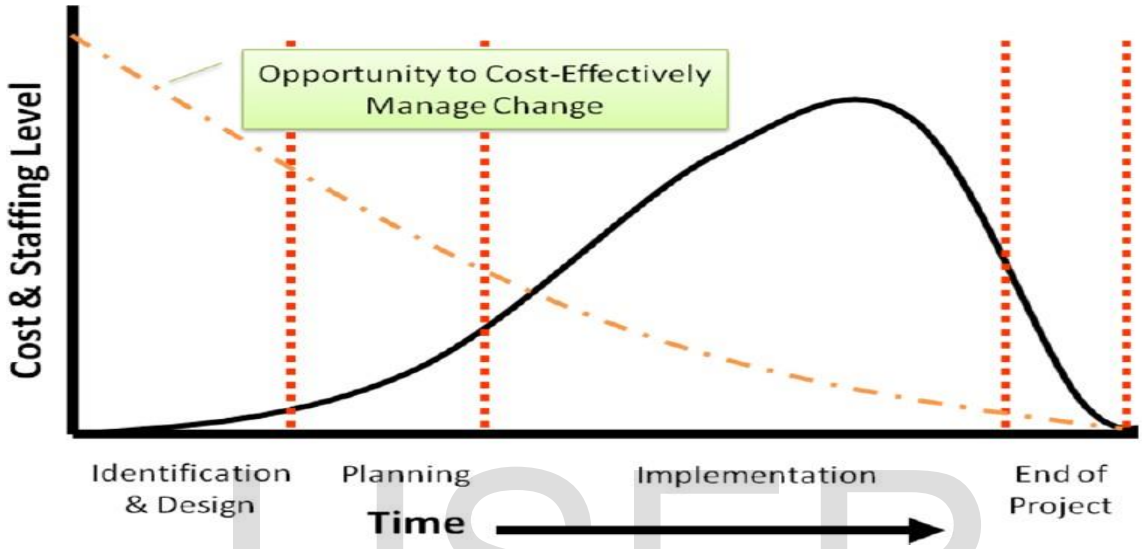

Figure 2.2. Opportunity to cost effectively managing change

However, once project implementation begins (personnel is hired, activities commence, budgets are set, and deliverables begin to take shape), the cost of modifying project parameters rises, making these adjustments considerably more difficult to manage. As a result, during the project identification and design phase, it is critical that the project manager collect and process data to inform these decisions, and that the general approach to this phase is one that is open to creative exploration, brainstorming, visioning, and strategy discussion. These procedures are frequently carried out prior to a project's official clearance and, in some companies, are viewed as a separate project with its own set of phases. The project identification and design phase, on the other hand, frequently forms its own process group and project phase area (PMD; 2010)

According to IUCN (2014), early in the project life cycle, the project team can start developing the norm of broad stakeholders' participation in its approach and interactions throughout the project identification and design phase. The project team can use participative ways to define challenges, identify alternatives, decide strategy, and sketch the project logic. While more time and resources may be required for participatory project design and

development, the end outcomes will benefit from multiple advantages. To begin, Stakeholders have the ability to direct the development of their own projects. Moreover, the final project design will be stronger than it would have been if everyone had contributed. At last, there is a sense of ownership among communities.

2.2.4. Steps in Project Identification & Design

Despite the variability of approaches among various development organization in the process followed while undergoing project identification and design phase (PMD (2010), FAO (2014) GIZ (2016), IUCN (2014) we can broadly categorize the process under four pillars. Using these four pillars organizations in collaboration with key stakeholders, partners, donors and Community groups collaborate to achieve their goals.

1. Select a project concept/idea.
2. Gather information for the assessment.
3. Examine the results of the assessment.
4. Create a project's logic

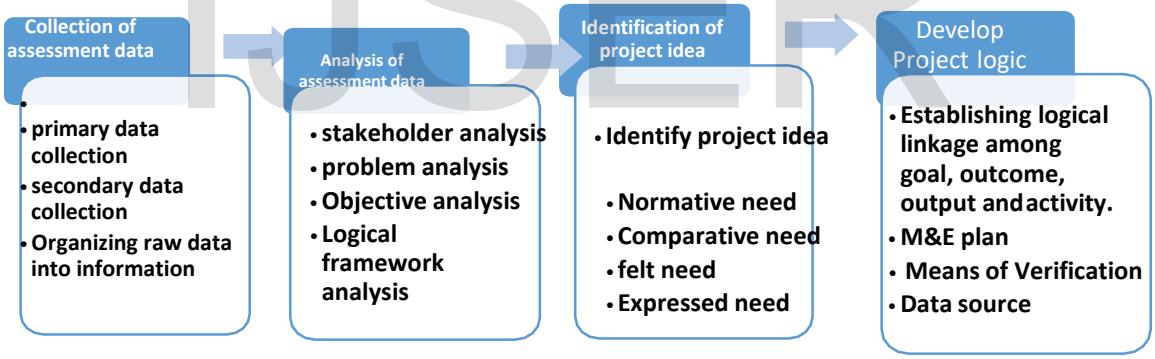

Figure -2.3. Steps in Project identification and Design.

2.1.4.1 Identifying Project Ideas

Development projects begin as an idea a need or opportunity is identified, examined, analyzed, and eventually evolved into a project plan that is managed throughout the project life cycle. Where do ideas, on the other hand, come from? Who is responsible for identifying needs and opportunities? What kind of evidence do you need to back up your claims? Analyzing the present actual situation can be 'problem based' or 'opportunity based' (Tsige: 2013).

According to project Management for development Professionals guide (2010), whether explicit or tacit, definitions of need are rationing systems that determine who gets what?

Individuals, members of social, and interest groups, on the other hand, have dramatically diverse opinions about what constitutes a "need" and what does not. People's assessments of need are frequently highly subjective and defy objective consensus. If, on the other hand, the requirements are ambiguous the project will be compromised.

Contemporary discussion with regard to identification of needs mainly emanates from 1972's Johnathan Bradshaw's Work. Bradshaw indicated four methods of defining and measuring needs.

1. **Normative Needs:** are articulated/defined by the observations of experts, professionals, and consultants who compare the current situation to a set of professional or expert norms, either implicitly or explicitly. A nutritionist, for example, may use globally recognized WHO indicators to determine the prevalence of malnutrition in a certain location.
2. **Comparative Needs:** The disparity in people's access to resources is used to determine comparative needs. This approach recognizes that need is a relative notion, and that any discussion of need must be conducted in the context of a comparison of persons.

3. **Felt needs:-** are defined by an individual's or a community's perception of need, as well as any disparity between what they perceive their position should be and what they believe it should be. A perceived need is likely to be subjective, and it is best stated as a "Want". Individual knowledge and aspirations, which may be inaccurate and/or unaffordable, are inevitably influenced by felt need. Mothers, for example, may verbally abuse their children.
4. **Expressed needs;-** are described as a perceived need that has been expressed as a demand by an individual or a group. The term "expressed needs" refers to what can be deduced about community needs by seeing how people use services. Families, for example, may be dissatisfied not just with the mess and unhealthy circumstances that arise from a lack of sanitary sanitation, but they are also beginning to embrace sanitation systems.

2.1.4.2 Collect Assessment Data

According to PMD (2010) once a project concept has been identified, the following stage is to elucidate the problem further, gathering further data to either validate that there is a need to support the initial project concept, recommend changes before moving forward, or incline to a more feasible project concept. Depending on the scope, anticipated budget, and nature of the concept, assessment data collection could be deep & comprehensive or micro.

While a single point of reference (a donor, an expert, a community-based organization, or village members) may have identified the initial project idea, the assessment process will serve to explore the initial problem definition from multiple perspectives and confirm whether others share the perception of need. However, assessment can also be carried out when a project's scope is expanded or changed.

Different form of assessment might be conducted at different milestone of the project life cycle including (but not limited to) the following.

Policy analysis;- desk level assessment of existing national, regional policies, regulation and procedures that might affect potential project intervention, Collecting socio-economic information on the target community (and other stakeholders), Community resource mapping, Qualitative data aiming at understanding the communities' knowledge, behaviors and attitudes and Mapping the geography and bio-physical assets of an intervention area (Resource mapping)

Collecting and Evaluating assessment data aids businesses in determining whether a project is required and if so, what type of project is most appropriate, as well as the project deliverables and resources required to meet them. While assessment is done as part of project design process, it is necessary that communities be empowered to understand their reality and explore the potential for collaboration with other Groups. When conducting assessment three types of data may be required Primary (qualitative, quantitative) and secondary.

2.1.4.3 Analyze Assessment Data

This is very important step in designing and shaping the project idea. Once assessment data is collected, it is of no use unless proper interpretation is given. The analysis process entails reflection and study of the manner in which specific problems or issues are linked to one

another, as well as investigating the underlying causes and repercussions of those problems or difficulties. A thorough examination of assessment data ensures that an organization does not design and plan a project solely to address the symptoms, but also to address the core causes of the symptoms.

A. Stakeholder analysis: Who are we?

FAO (2014) defines Stakeholders as individuals, groups or organizations who have an interest or stake in a project. They may be direct or indirect interests and positive or negative. Their stake in the project may be in terms of their rights or duties or they may be affected by the outcome. For process projects, which encourage learning from experience, and listening to participants, engaging with stakeholders from the outset is particularly important. Moreover, understanding of stakeholders, including identification, their positive or negative impact on the project requires deployment of techniques and tools- stakeholder analysis.

Stakeholder analysis is a technique of systematically gathering and analyzing quantitative and Qualitative information to determine whose interest should be taken into account throughout the project. It Identifies interests, expectations, influences of stakeholders & relate them to the purpose of the project PMBOK (2013). However, it has to be noted that Stakeholder analysis needs to be done with a variety of stakeholders to explore and verify perceptions by cross- reference (EIF-Handbook for Project identification and design, 2011).

According to PMD (2010), the major stakeholder is determined before the project's objectives are determined as a result of the stakeholder analysis at this stage. This guarantees that the problem analysis is focused on the most important stakeholders.

Effective engagement is likely to improve effectiveness, efficiency, ownership, responsiveness, transparency and accountability and improve equity. Participation is likely to have many benefits. Nevertheless, it is not a guarantee of success. Achieving participation is not easy. Participation can be time consuming and it can be painful if it involves a change in practice; Working out who needs to be involved and what their input/interest is likely to be needs to be done as early as possible, but should also be repeated in the later stages of the project to assess whether the original situation has changed and whether the involvement of groups is being adequately addressed.

In general, stakeholder analysis helps to Identifying stakeholders involved in the project, explore the interest of stakeholders and Mapping the influence of stakeholders.

Stakeholders can be categorized and analyzed into (EIF-Handbook for Project identification and design, 2011).

I. **Primary stakeholders (Often the WHY or target population of a project.)**
They are generally the vulnerable. They are the reason why the project is being planned. They are those who benefit from or are adversely affected by the project. They may be highly dependent on a resource, service, or area (e.g. a neighborhood, a health clinic) for their well- being. Usually they live in or very near the area in question. They often have few options when faced with change.

II. **Secondary stakeholders (Often the HOW of reaching the Primary Stakeholders),**
These include all other people and institutions with a stake or interest or intermediary role in the resources or area being considered. Being secondary does not mean they are not important; some secondaries may be vital as means to meeting the interests of the primaries. To conduct stakeholder analysis we can deploy various tools- especially the enlisted two are often used**.**

III. **Venn diagrams:** it is a tool that we use to analyze & depict relationship between and among vital influential stakeholders.

IV. **The Stakeholder Analysis Matrix.** In order to further elaborate, explain and communicate the interest, capability and prospective action of project stakeholders the matrix use the result from Venn diagram. A comprehensive tool aids managerial decision and action.

B. Problem analysis:- Where are we now?

Projects aim to address a problem or constraint. It is very important to understand the root causes of the problem or constraint, how it affect stakeholders, how it contributes to the bigger problem, how it is related to each other, and how to focus on tackling them. Moreover, the purpose of this exercise is to develop a relationship of mutual respect and agreement between key stakeholders and to reach a position of collective understanding of the underlying issues and problem so that they can move onto the next stage. There is no single right way to do this and there are a number of options for working through the process.

A very essential tool for systematically analyzing the root cause of a given problem is Problem tree method. It is the process of identifying the central problem, given collected data and information available. Problem tree analysis is a simplified but reliable representation of reality that identifies not only the main problem to be addressed, but also its effects, as well as the underlying issues and root causes that contribute to the current situation. However, it is of crucial importance to reach on consensus among stakeholders, on the list of key problems.

Problem trees start with a 'starter problem,' which can be identified through an open brainstorming session with stakeholders or pre-identified by preliminary/micro analysis of existing data. The process of elaborating the succeeding problem tree is accomplished once the initial problem has been recognized. The guiding question behind the logic of the problem tree is ‘What causes that?’ If there are two or more causes combining to produce an effect, they are placed at the same level in the diagram.

Cause-effect arrows are used to connect the levels of the problem tree (PMD 2010) it should be highlighted that the appreciative inquiry methodology is a feasible alternative to a problem-based approach. Appreciative inquiry is a positive, asset-based approach that aims to identify/analyze past and present strengths, successes, and potentials as a foundation for going forward. As a facilitation tool appreciative inquiry is often used by development Organizations to ignite and showcase the possibilities and resources that is available within the community rather than emphasizing on what is lacking (EIF 2011)

C. Objectives Analysis; - Where do we want to be?

Once we clearly understand the central problems and its root causes, the next step would be to produce an Objective of the project by reversing the analyzed problem. Hence, Organizations deploy various tools to properly analyze the objective. Just like the problem tree - objective tree is the simplest and most often used one where by identified problems are transformed into positive objective statement. While the problem tree depicts cause and effect interactions, the objective tree depicts relationships from means to an end. When crafted into standardized logical framework (LFA) Objectives can be named as purpose, Goal or Outcome. (ELF; 2011)

While the objectives tree might outline a clear and comprehensive intervention strategy for a project, it is seldom the case that an organization can implement all the activities outlined in the tree. At this point, consideration of three critical strategic questions is important. Which of

the objectives tree's elements will be addressed by the project intervention? Which aspects will be excluded from the project's scope? And What are the inclusion/exclusion criteria to be utilized in making these decisions?

Hence Trade-offs must be assessed that arise between multiple and conflicting objectives (Jason 2006). The objective tree maps a comprehensive intervention strategy that should be performed for the attainment of the project goal. However, not all aspect of the objective tree would be translated into project deliverables, for the mere reason of resource, time and capacity limitation. Hence, organizations choose by considering important question.

On the other hand, FAO (2011) Project life cycle management technical guide underlines the fact that although setting project objectives appears to be straight forward, the method may reveal information that necessitates reviewing the root issue. Overall, an iterative strategy may be required. Initial assessment of objectives may lead to additional research and data collecting, as well as stakeholder consultation.

D. Conceiving alternative solutions

As per FAO (2011) guidance, Examination and refining of alternative strategies must not be neglected, though there will always be pressures to move rapidly on to detailed project design and appraisal. If the project identification team is pressed into adopting a proposal that looks to be viable at first glance without further investigation, following preparation is reduced to merely making the best case for that proposal. Decisions made at this stage can have far-reaching consequences: some are likely to be irreversible, regardless of how thorough the subsequent preparation and appraisal, whereas others may have a significant impact on the project's quality and development impact. There is no substitute for doing things correctly the first time. When it comes to project identification, it is critical to get to the root of the problem rather than creating a project that only addresses the symptoms.

Alternative solution conception requires the most creative and imaginative thinking from project planners, as well as an inter-disciplinary approach and interaction with the broadest possible constituency. ‘All project formulators should remember to 'open up the alternatives.' Only a few problems have a single solution. Choosing between alternative forms of intervention or project strategy will be a part of the project identification and planning phase at first.

It has to be noted that these options are not always mutually exclusive. It is possible that a combination of measures will be the most effective. In general, sticking to what works and build on successes in opening up the alternatives, it is useful to consider as many different routes as possible, some will be discarded almost immediately, but others may introduce new ideas and insights, which may contribute positively to the final project design.

The design team should considering conducting the enlisted processes to better choose among alternatives. First Creating a list of as many possible alternatives as possible- The range of alternatives is likely to expand if ideas are gathered from a variety of sources. Second, examining each option with the goal of eliminating some and integrating others. Lastly, Selection of promising alternatives for preliminary formulation. As a rule of thumb, a multidisciplinary team should ideally carry out the process of seeking alternative solutions.

2.1.4.4 Develop the Project Logic

The next phase in the logical framework analysis technique is to further construct the project logic once the assessment and analysis processes are complete. The logical framework (log frame) matrix is one of the most important tools for determining the logic of development initiatives.

The logical framework is a planning, monitoring, and evaluation tool for projects. The Log frame approach is a simple structure for expressing project components and logical links between a set of means and a set of ends. It is a method for systematically establishing and presenting a project's goals, demonstrating how those goals will be met, and identifying the major external elements that could jeopardize the project's success.

It involves definition of the project inputs, activities, and outputs that lead to the achievement of objectives (FAO: 2011). The development sector uses various version of the logic model. Hence, their variability is shown by the terms used to identify main deliverables.

Logical frameworks are intended to serve as Organizing project thinking and discovering linkages between resources, activities, and project outcomes using systematic procedures, way to explain and share the project intervention logic in a visual way, tool for identifying and evaluating risk in the proposed project design and tool for tracking progress using indicators and verification sources.

It is a strong case to be made that this is the most crucial stage of the cycle. If the most viable concepts' potential is neglected during identification, there is little chance that they will be rediscovered later, when the focus turns from assessing choices to filling in the details of a specific proposal. Aborting or drastically revising a project's planning once it is started can be costly and challenging.

Clarity of purpose is critical in project development; project objectives must be presented in such a way that specific targets may be set if possible. The progress toward these goals should be quantifiable. Monitoring throughout deployment, as well as ongoing and post review, will be made easier using log frame analysis.

It is also worth noting that the notion of project identification being transparent, totally technocratic, and objective is not always accurate. Project identification can be a highly political process, including powerful parties that compete and bargain in an attempt to influence public policy.

2.3. Empirical literature Review

2.3.1. Governmental Organizations in Ethiopia

In 1994 Ethiopian constitution, Strongly committed, in full and free exercise of our right to self-determination, to building a political community founded on the rule of law and capable of ensuring a lasting peace, guaranteeing a democratic order, and advancing our economic and social development; Firmly convinced that the fulfillment of this objective requires full respect of individual and people's fundamental freedoms and rights, to live together on the basis of equality and without any sexual, religious or cultural discrimination; Further convinced that by continuing to live with our rich and proud cultural legacies in territories we have long inhabited, have, through continuous interaction on various levels and forms of life, built up common interests and have also contributed to the emergence of a common outlook; Fully cognizant that our common destiny can best be served by rectifying historically unjust relationships and by further promoting our shared interests; Convinced that to live as one economic community is necessary in order to create sustainable and mutually supportive conditions for ensuring respect for our rights and freedoms and for the collective promotion of our interests;

Determined to consolidate, as a lasting legacy, the peace and the prospect of a democratic order which our struggles and sacrifices have brought about; Have therefore adopted, on 8 December 1994 this Constitution through representatives we have duly elected for this purpose as an instrument that binds us in a mutual commitment to fulfill the objectives and the principles set forth above.

2.3.2. Non-Governmental Organizations in Ethiopia

In 2009, the FDRE issued proclamation No. 621/2009 to manage the registration and regulation of charities and societies in the country (Federal Democratic Republic of Ethiopia, 2009). This law has been blamed for being too restrictive Interims of fundraising activities, CSO registration, strict government surveillance, etc. Consequently, the number of registered CSOs in Ethiopia dropped from 3,822 prior to 2009, to 1500 in 2013.(https://project-e.eu/history-of- ngo-ethiopia/). Hence, These "development organizations" undertake a broad spectrum of projects pertaining to, among other things, water supply, environmental protection, health care services, and livelihood interventions.(Aga;2016).

2.3.3. The Practice of Project identification and Design at NGO's in Ethiopia

Development projects are pivotal in the field of international aid to developing countries. These projects are the main instrument through which international aid is directed to developing countries. Different from emergency projects whose objective is providing immediate assistance to populations hit by wars or natural disaster, development projects usually take place in more stable contexts with the aim of improving living conditions in terms of economic conditions, education, or health (Ruggero, Paulo & Dario;2012).

As has been discussed in detail, Project identification is very crucial step in project life cycle management when comes to assuring project success.

Development projects major source of project ideas are government policy and strategy, community felt, expressed, normative and comparative need, donor interest, CSO & FBO interest etc. As per the study conducted by Firesenbet (2020), assessing project identification and design practice of government and non-government organization in Ethiopia, found out that 82.1% of the respondents' source of the project idea is from government policies and

plan. Furthermore, Firesenbet (2020) research investigates criteria used by NGO's to screen project concepts and the result is similar with the source of project idea. 39.3% of respondents use the "consistency with government priorities" as the soul screening criteria. This criterion also used by the rest of respondents 60.7% in combination with other screening criteria such as the reasonableness of cost, acceptability of risk level, availability of inputs, compatibility with the interest, personality, and resources of the entrepreneur, and fitting to the plan for community development and capacity building.

2.3.4. **Analysis: Project Identification & Selection**

According to Westland, Jason (2006) the project identification and selection of the project cycle is slotted in the Project Initiation Phase. Within the initiation phase, the business problem or opportunity is identified, a solution is defined, a project is formed and a project team is appointed to build and deliver the solution to the customer. Figure 3: shows the activities undertaken during the initiation phase:

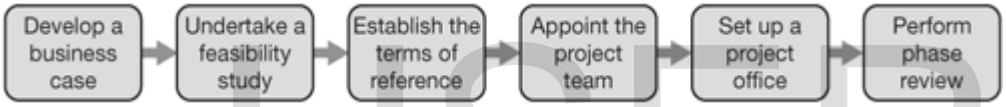

Figure 2.4: *Project initiation activities*

Develop a business case: The trigger to initiating a project is identifying a business problem or opportunity to be addressed. A business case is created to define the problem or opportunity in detail and identify a preferred solution for implementation. The business case includes: A detailed description of the problem or opportunity, list of the alternative solutions available, analysis of the business benefits, costs, risks and issues, description of the preferred solution and summarized plan for implementation

The business case is then approved by an identified project sponsor, and the required funding is allocated to proceed with a feasibility study.

Undertake a feasibility study: At any stage during or after the creation of a business case, a formal feasibility study may be commissioned. The purpose of a feasibility study is to assess the likelihood of each alternative solution option achieving the benefits outlined in the business case. The feasibility study will also investigate whether the forecast costs are reasonable, the solution is achievable, the risks are acceptable and the identified issues are avoidable.

Establish the terms of reference: After the business case and feasibility study have been approved, a new project is formed. At this point, terms of reference are created. The terms of reference define the vision, objectives, scope and deliverables for the new project. They also describe the organization structure, activities, resources and funding required to undertake the project. Any risks, issues, planning assumptions and constraints are also identified.

Appoint the project team: The project team is now ready to be appointed. Although a project manager may be appointed at any stage during the life of the project, the manager will ideally be appointed prior to recruiting the project team. The project manager creates a detailed job description for each role in the project team, and recruits people into each role based on their relevant skills and experience.

Set up a project office: The project office is the physical environment within which the team is based. Although it is usual to have one central project office, it is possible to have a virtual project office with project team members located around the world. A project office environment should include: Equipment, such as office furniture, computer equipment, stationery and materials, Communications infrastructure, such as telephones, computer network, e-mail, Internet access, files storage, database storage and backup facilities, Documentation, such as a project methodology, standards, processes, forms and registers and tools, such as accounting, project planning and risk modeling software.

Perform a phase review: At the end of the initiation phase, a phase review is performed. This is basically a checkpoint to ensure that the project has achieved its objectives as planned.

RPRLGSP (May 2009): Policy Setting precedes the project identification stage. Policy Setting is the establishment of the development vision guiding the Local Authority and it includes the strategic planning process whereby the long term direction of the Local Authority is established.

Accordingly Project Identification is the stage 2 of the project cycle is Project identification or initiation, where Local Authorities identify projects from an assessment of existing demand for goods or services based on 3 main sources, The Council's Strategic Plan/PA, The

annual LASDAP consultations where citizens articulate their needs and baseline surveys and diagnostic studies to meet special needs.

The main practice in Local Authorities however, is to follow their primary mandates in the choice of projects, with additional 'demand' projects from LASDAP priorities. This planning is often called 'demand led planning' and is often disjointed from the more proactive policy and strategic planning process that has been described in stage 1. The problem with this demand approach is that project feasibility and sustainability is affected because the demands led planning comes with vested interests not matched with an objective appraisal of projects.

As a result, LAs invest in a fragmented portfolio of projects that are neither linked to the national plans nor to their own strategic plans. It is important therefore, that at the project identification/initiation stage, ***LAs choose projects from many alternative ideas or schemes that balance between local demands, strategic priorities, ongoing diagnostics, and research or baseline studies.*** To determine 'demand' projects from communities or stakeholders, 2 key elements are involved; (i) needs analysis and (ii) situation analysis.

Needs Analysis: Analyzing the present actual situation can be 'problem based' or 'opportunity based'. It concerns identifying the priority problems/ opportunities and their main causes, and identifying the causes that can be addressed by the project intervention. It is essential to understand the resources within the community or from others that are relevant to tackling the problems. It is important therefore that all many citizens and stakeholder groups get the chance to express the problems they experience and recommend solutions. Discussions, opinions and clarifications by the problem 'owners' should be respected. The Manual on Community Participation has elaborate guidelines on how to conduct participatory needs assessment & situation analysis. This ensures that 'ownership' which is part of the project pre-feasibility is established from people's needs and requirements.

Situation Analysis: Situation analysis concerns identifying the priority problems/ opportunities and their main causes. This is an important factor because people's desires and assessment of their needs, may be based on 'symptoms' of an underlying or situational factor; addressing the symptoms will not solve the problems because the cause and effect have not been properly analyzed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter reports a summary of research methodology and research design that is used to assess the project identification and design practice of Ministry of Health Ethiopia. It mainly provide answer to issues such as how the needed data will be collected? What is the target population? What are the sample and sampling techniques? What are the data collection and analysis tool? Method of Presentation and ethical consideration.

3.2. Description of the study area

The study is conducted in Addis Ababa at Federal Ministry of Health Ethiopia Ministry office. The study area is chosen because more than 90% of project initiation and design activities are done at Ministry level. The Organizational structure responsible for the task, Grant acquisition and management (GAM) & MEAL unit perform the task mainly at Head office level.

3.3. Research Design

A research design is a master plan that specifies the methods and procedures for collecting and analyzing needed information (Zikmund et al, 2009 pp.66). To investigate the objectives of the study, the research has designed and employed the primary and secondary data and descriptive data analysis techniques to analyze the data.

The appropriate research design is selected based on the purpose of the study. Hence, Descriptive type is chosen among the three type of research; Explanatory, Exploratory and Descriptive. Descriptive research aimed simply at describing phenomena and is not particularly concerned with understanding why behavior is the way it is. John et al (2007). It focus on answering the how, what, when and where Questions rather than the why. It is also

useful where it is not possible to test and measure the large number of samples needed for more quantitative type of experimentation (Glass & Hopkins; 1984).

The qualitative approach and quantitative approach are the two major approaches when determining the nature of a research project. Kumar (2005) has differentiated qualitative and quantitative research methods depending on the intention of the research, data gathering procedure and analysis of data. According to this classification, the purpose of a quantitative study is to count the degree of difference in a phenomenon or condition through the use of a structured or planned and prearranged methodology and investigates them with some statistical procedures. In contrast, a qualitative research search for collected data so as to illustrate distinction in a situation, phenomenon or dilemma by the use of an unstructured and flexible methodology and analyzes them in a rather descriptive and non-quantifiable way.

3.4. Research Approach

In the study Qualitative and Quantitative, research approach is used, because the goal of the study, which is to assess the project identification & design practice of Federal Ministry of Health Ethiopia, can be measured objectively. According to Croswell (2009), qualitative research methods rely on text and image data, have unique step in data analysis and draw on diverse design.

3.5. Data type and source

3.5.1. Data type

When dealing with Qualitative data the researcher deals with meaning and not with plain numbers. Qualitative research can be conducted by using different sort of sources like observation, unstructured interview, group interview, collection of documentary material & so on (Dey; 1993). Hence the study employ both primary and secondary source of data.

Primary data is obtained through an in depth KII (key informant interview) by using purposive sampling technique through identifying staffs who are involved in the project identification and design of sampled project. Hence, Technical program leads, MEAL and Grant acquisition management staffs are source of information. Another data is collected from Organizations document repository that document the grant acquisition process, mainly

the problem identification through Concept notes, Go/no Go decision, design workshop minute, EOI(expression of interest) and open/restricted call for proposal, proposals and communication with donors.

3.5.2. Data Source

The proposed data collection method is semi structured KII tool. In order to achieve the objective of the study, the researcher use both primary and secondary data source. Primary data are those data which are collected a fresh data by the researcher for the first time that are original in character (Kothari: 2004) Primary data is collected from key technical program and Grant acquisition management (GAM) staffs, which have the highest stake. Secondary data is collected by exploring key organizational and external resources. Mainly the researcher will explore Ministry of health Project identification and design approach for project/program design, go-no go decisions, design workshop minutes, articles and journals.

3.5.3. Data gathering Instruments

To get the required information for the study, the researcher used semi- structured interview techniques and closed form of questioners, due to the nature and scope of the qualitative research being descriptive study. According to Creswell, (2009) data collection with interview is useful when the respondents cannot be directly accessed; with interview, methods of data collection participants can provide historical data about the subject in detail; and with this method the researcher can control the question and the line of response to find the required data for the study.

During the interview, the respondents will be informed as the data collected will be used for academic purpose and they will be encouraged for being objective in their responses since they are assured of confidentiality.

Additionally, the questionnaire is distributed for employees that will randomly select in Federal ministry of health. The questionnaires will distribute to the respondents physically.

In this closed form of questionnaire, the respondents choose one of the alternatives as possible answers.

Thus, the respondents answered the questions and the filled questionnaires were collected from each respondent according to the time line and provided for data collection. The researcher personally gave out the questionnaires and interview with GAM and MEAL team and senior management team to collect measures to be taken to improve Project identification

and design to increase level of Project identification and design quality.

3.6. Population of the study

The targeted population the study is 100 Ministry of Health staffs who have a stake in Project identification and design. The target population primarily constitutes three departments tasked with project initiation- GAM (Grant Acquisition & management) MEAL and Programmed. The researcher administer semi- structured interview with 30 concerned staffs. Five Program staffs that are responsible in leading the technical aspect of the initiation, 40 MEAL and 30 GAM staffs. The researcher arranged the order of the interviewees by the assumption of their knowledge about the process. The researcher will manage a total of 100 respondents from three directorates and agencies.

3.7. Methods of Sampling Sample size

The researcher uses the formula by Yamane, 1967 to determine the total sample size of the study. So, based on this mathematical formula the total numbers of samples of the study were calculated the size of the sample, this study used Taro Yamane's (1967) simplified formula as follows:

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

Where

- n is the sample size,
- N is population size and
- **e** is the percentage of allowance in accuracy for making sampling errors. The level of precision or sampling error to this study assumed to be **+5%.**

Table 3.1: Sampling frame

Population	Number	Sample	Percentage
MoH management teams (MoHMTs)	30	24	80
Project implementers	40	32	80
Representatives from government agencies and non-Governmental organizations.	30	24	80
Total	100	80	80

Source: Author (2022)

3.8. Methods of Sampling Techniques

Sampling technique is ways of choosing a technique of sample for the element of the sample so as to make it representative of our target population. From probability sampling technique the researcher used simple random sampling. In this regarding simple random technique is one in which item in universe has an equal or known opportunity of being selected with 24 concerned staffs. Five Program staffs that are responsible in leading the technical aspect of the initiation 24 respondent from Management staff, 32 MEAL and 24 GAM staffs. The researcher arranged the order of the interviewees by the assumption of their knowledge about the process. The researcher will manage a total of 80 respondents from three directorates and agencies.

3.9. Method of Data Analysis

Data analysis consists of examining, categorizing, tabulating or otherwise recombining the evidence to address the initial proposition of the study (Yin: 1989). The analysis summarizes both the interviewee's response and the secondary source of data in a meaningful manner and easily understandable style in a way that attempt to address initial research question. Hence, the researcher uses Checklist to cross-refer response with key agreeable standards of the industry.

With respect to document analysis, it will be used to strengthen the analysis by referring different document of Federal Ministry of Health in Ethiopia. Key documents covered are MoH Project identification and design guide for project/program design, selected project call for expression of interest, call for proposal, support office communicate, go/no go decision, design workshop minute, concept notes, Log frame analysis and final Project Document.

The researcher used Descriptive statistical methods such as frequency, percentage, mean, standard deviation, tables, and charts used for data generated through questionnaires using SPSS with available versions 20.

3.10. Ethical Consideration

Ethics refers to the appropriateness of the researcher's behavior in relation to the rights of those who become the subject of the research work or affected by it. (Saunders et al: 2009) While conducting the study, ethical consideration were given due attention. The respondent

are told the purpose of the study and asked to express their formal consent for the interview. Any social harm or embarrassment is avoided.

One other ethical measure includes treating the respondents with respect and courtesy. This make the respondents are at ease and more likely to give honest responses to the questionnaire. They are told about their right to refuse and withdraw from participating in the research. For the concern of confidentiality, the name of the study participants will not include in the questionnaire and data was kept safe and only used for the intended purpose.

The data collected is only used for the study purpose and not accessible for any other purpose. However, the study result will be presented and accessible both for Graduating school and the organization under study.

CHAPTER-FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS

4.1. INTRODUCTION

This chapter presents analysis and discussions of findings of both the quantitative and qualitative approaches of the study. As indicated in the preceding chapters, this research study attempted to examine the current practice of project identification and Design at Federal Ministry of Health Ethiopia. A semi-structured interview tool were used to collect data from primary sources and supplemented by organizational documents and findings from similar researchers. I developed a checklist and asked interviews' whether elements of it exist or not in the Organizational process. This helped me to cross check the interviewers answer and clearly observe the gap within the practice.

4.2. Descriptive statistics

4.2.1. Response Rate

A total of 80 questionnaires were distributed to the randomly selected employees of Federal Ministry of Health, Project implementers and Agencies. Out of these 80 questionnaires distributed to the respondents and 77 questionnaires were collected. Thus, the analysis is based on the valid 77 questionnaires responded by employees. The rest (3) questionnaires are not returned.

The study targeted a sample size of 80 respondents from which77 are filed in and returned the questionnaires making a response rate of 96.25 %. This rate implies that the response rate was acceptable and to make deduction for the study. The following table shows the distributed and returned questionaries' analysis.

Table-4.1.Valid data

Items	Federal Ministry of Health Ethiopia	
	Correctly filled and returned	Not returned
Number	77	3
Percentage %	96.25%	3.75%

Source: own survey, Jun, 2022.

As clearly presented on the above table 4.1, the response rate of respondents is 77(96.25%).This implies the response rate is large enough to analyze the data and discussion of the study and the rest uncollected questioner which accounts 3(3.75%) were not returned.

4.2.2. Reliability analysis.

The Cronbach's Alpha method of internal consistency was used to compute the reliability of the measures of the variables of the study using the various questionnaire items administered to respondents.

According to Zikmund, Babin and Griffin (2010) scales with coefficient alpha between 0.8 and 0.95 are considered to have very good quality, scales with coefficient alpha between 0.7 and 0.8 are considered to have good reliability, and coefficient alpha between 0.6 and 0.7 indicates fair reliability.The result is reported as follows.

Table 4.2. Reliability Statistics result

S/N	Variables	N. of Items (Elements)	Cronbach's Alpha
1	Organizational Practice of assessing feasibility of alternative Project idea	**8**	**.702**
2	Organizational practice of undertaking Problem analysis	**5**	**.699**
3	Organizational Practice of undertaking Objective analysis	**7**	**.911**
4	Organizational practice of Engaging Stakeholders in project identification & design	**8**	**.805**
	Total variables	**28**	**.806**

Source: *Variables and SPSS 22 results.*

Table 4.2 shows that instrument used in this study was reliable with Cronbach's alpha value of independent variable were 0.804. Consequently, as all the coefficients are above 0.8 and above to 0.9. According to the scientific definition. The reliability of coefficients in this study was acceptable and signified to be very good quality.

Table: 4.3. Descriptive Statistics results;

S/N	Variables	N	Mean	Std. Deviation
1	Organizational Practice of assessing feasibility of alternative Project idea	**77**	**1.3377**	**.18031**
2	Organizational practice of undertaking Problem analysis	**77**	**1.4078**	**.18192**
3	Organizational Practice of undertaking Objective analysis	**77**	**1.1911**	**.25765**
4	Organizational practice of Engaging Stakeholders in project identification & design	**77**	**1.2630**	**.20134**

Source: *Variables and SPSS 22 results.*

4.2.3. Demographic Characteristics of Respondents;

This section presents the results of the analysis of the sample based on the demographic variables examined in the study, namely, gender, educational status and work experience. The summary of descriptive statistics that was intended to give general descriptions about the data is presented below.

The researcher were targeted population is 100 from respective department and employees and the total number of observation for each variable was 77 out of 80. Accordingly, frequency, percent and Cumulative percent of each variable were used so as to show the overall trend of the data.

Table: 4.4. Respondent Gender, education and experience distribution assessments;

Statement		Frequency	Percent	Cumulative Percent	Remark
Gender	Male	41	53.2	53.2	
	Female	36	46.8	100	
	Total	77	100	100	
Education	Certificate	3	3.9	3.9	
	Diploma	5	6.5	10.4	
	BA- Degree	27	35.1	45.5	
	Master	29	37.7	83.1	
	Doctorate (PhD)	13	16.9	100	
	Total	77	100		
Work Experience	< 5 years	3	3.9	3.9	
	5-9 years	16	20.8	24.7	
	10- 14 years	18	23.4	48.1	
	15-19 years	18	23.4	71.4	
	Above 20 years	22	28.6	100	
	Total	77	100		

Source: Questionnaires and SPSS 22 results.

The above table 4.2 presents the gender composition of the respondents out of the total 77 respondents 41(53.2%) of them were male and 36(46.8%) of them were female. This indicated, the MoH have a good experience on gender equality and believed on the perceptions that, women have a potential to take responsibility and equally performed as men in public organization to deliver service for the stakeholders. In addition table 4.2. Shows educational level of sample respondent's result. Out of the total 77 respondents 3(3.9%) were Diploma, 5(6.5%) were Bachelor degree holders, 27(35.1%) were Master's degree holders and 13(16.9%) were had Doctorate degree (PhD).

Also table 4.2. Shows experience level of sample respondent's result. Out of the total 77 respondents 3(3.9%) were had 1 to5 years' work experience, 16(20.8%) were had 6 to 10 years' work experience, 18(23.4%) were had 11 to15 years' work experience, 18(23.4%) were had 16 to 20 years' work experience and 22(28.6%) were had above 20 years' work experiences.

4.3. Summary report on respondent response;

Table: 4.5. Organizational Practice of assessing feasibility of alternative Project idea

Elements			Frequency	Percent	Cumulative Percent
1	The Design team collects primary data to assess the feasibility of identified project idea.	Yes	77	100.0	100.0
		No	00	00	100.0
		Total	77	100.0	
2	The design team collects & Organize secondary data to assess the feasibility of identified project idea	Yes	66	85.7	85.7
		No	11	14.3	100.0
		Total	77	100.0	
3	The design team does have standardized tool and resources to collect and organize primary/secondary data. (PRA, FGD, KII etc.)	Yes	67	87.0	87.0
		No	10	13.0	100.0
		Total	77	100.0	
4	Feasibility assessment is conducted to rate the project idea (cost- benefit analysis, cost per beneficiary analysis, admin/program ratio, etc.)	Yes	24	31.2	31.2
		No	53	68.8	100.0
		Total	77	100.0	
5	The design team engage Pertinent stakeholders in the assessment process	Yes	39	50.6	50.6
		No	38	49.4	100.0
		Total	77	100.0	
6	There is defined Organizational process/procedure/metrics to collect assessment data	Yes	28	36.4	36.4
		No	49	63.6	100.0
		Total	77	100.0	
7	The organizations engage competent staffs capable of collecting data with objectivity.	Yes	68	88.3	88.3
		No	9	11.7	100.0
		Total	77	100.0	
8	Summary of assessment data is presented, validated and agreed up on by the design team	Yes	40	51.9	51.9
		No	37	48.1	100.0
		Total	77	100.0	
Total for the of Practice of conducting Assessment score.		**Yes**	**51**	**66.30**	**66.30**
		No	**26**	**33.70**	**100.0**
		Total	**77**	**100.0**	

Source: Authors and SPSS 22 results.

Based on the above table 4.5 the organizational practice of assessing project ideas is very good for grant-funded projects. Out of 77 respondents in the checklist 51(66.30%) respondents said that the organizational practice of assessing feasibility study on the alternative project idea found to be practiced and 26(33.70%) said that Assessment on the alternative project idea is not practiced.

As explained by the interviewees assessing the feasibility of project ideas is organized both

primary and secondary data collected. Mainly associated cost and time for collecting primary data is mentioned as bottleneck. However, the depth of this assessment heavily relies on the time given for the design team to make their business case. According to one interviewee ‘ Collecting primary data to properly capture project participants need and validate project concept is indispensable, however it all depends on the time table provided to deliver the job. In many instances we validate project idea only through Secondary data unless specifically called by the donor to collect primary data or required ones cannot be captured through secondary data.” As observed through document review, Government policy and plans, Demographic surveys, preceding projects/programmes baseline& end line database and subject area researches are frequently used as a secondary source of data.

On the contrary when the interviewee were asked if they analyze the raw data to assess the feasibility of the project idea interns of cost and benefit, said it is rarely practiced. According to their response, only few donors set as a requirement to undertake cost benefit analysis before financing a project. On the other hand, regardless of the various practices exhibited in the organization, as observed through document review, there is a guidance, organizational process and procedures to guide the collection of assessment of data for Grant Projects identification and design. As outline in the previous discussion, Grant projects do have a complete guide from inception through evaluation. Hence, lack of Organizational process in this regard opened up a door for variability in the assessment of feasibility of project idea. Moreover, according to the interviewee the organization lacks the practice of presenting assessment data and validating through wide stakeholders participation. No record was found to evidence the collected assessment data and preliminary analyses have wide stakeholders consent.

This gives a room to manipulate the data intentionally or due to personal biasness. Hence reviewed project document reveal that the practice of involving stakeholders in the process of gathering assessment data is only limited to field level data collection.

To summarize, the study indicate that the practice of assessing feasible project idea is incomplete only limited to cementing a preferential project idea Pri-meditated in the thought of project designers. No appraisal tool is found to be fully deployed ultimately limiting key project stakeholders (donor, government or peer organizations) compare and contrast the benefit of any project against the cost. Moreover, the process does not give any guarantee that the selected project idea is among the best from the existing alternatives. Such practices

might undermine the probability of the project idea being successfully implemented.

Table: 4.6. Organizational practice of undertaking Problem analysis

S/N	Elements		Frequency	Percent	Cumulative Percent
1	Projects keep exhausting list of community problems form which a priority is chosen.	Yes	**29**	37.7	37.7
		No	**48**	62.3	100.0
		Total	**77**	100.0	
2	Community problems are systematically analyzed with deployment of recommended tools and resources	Yes	**65**	84.4	84.4
		No	**12**	15.6	100.0
		Total	**77**	100.0	
3	The effect of the problem to the community are analyzed	Yes	**67**	87.0	87.0
		No	**10**	13.0	100.0
		Total	**77**	100.0	
4	Problem analysis is undertaken by competent staff/professional	Yes	**27**	35.1	35.1
		No	**50**	64.9	100.0
		Total	**77**	100.0	
5	Key Stakeholders are involved in the Objective analysis	Yes	**40**	51.9	51.9
		No	**37**	48.1	100.0
		Total	**77**	100.0	
Total for Organizational practice of undertaking Problem analysis score		Yes	**46**	59.74	59.74
		No	**31**	40.26	100.0
		Total	**77**	100.0	

***Source**: Authors and SPSS 22 results.*

The Above table thoughts that, out of the five elements in the checklist that aims to assess the existing practice of problem analysis, out of 77 respondents 46(59.74%) respondents said that five of the elements were operational and also 31(40.26%) were not operation. Indicating that this is one of the strengthen areas of the organization but it needs some improvement specially on assigning competitive staff or professional during the problem analysis.

As per the interviewee opinion, projects undertake a deep root cause analysis soliciting it with existing context. Hence exhaustive list of problems are developed in alignment with its effect on project participants well bigness. As per one interviewee, “Even though now there are sporadic practice of “Appreciative inquiry”, community level problem tree development with Focal Group Discussion setting has been instrumental approach of understanding community need.” Hence, there exist a systematic approach to identify problem, provide analysis and intended effect is projected.

Additionally the analysis showed that, Problem analysis is undertaken by competent staff/professional were very poor and it needs improvement.

With regard to the tools and resources, the interviewee unanimously responded/confirmed the availability of various resources that facilitate the process of systematically capturing problem, prioritizing them and analyzing their root cause and logical link. In fact the process is observed to have a proper stakeholder participation and say.

Table: 4.7. Organizational practice of undertaking Objective analysis

S/N	Elements		Frequency	Percent	Cumulative Percent
1	Main Objective is usually drawn from problem analysis	Yes	66	85.7	85.7
		No	11	14.3	100.0
		Total	77	100.0	
2	The means to the desired situation is properly identified and analyzed	Yes	67	87.0	87.0
		No	10	13.0	100.0
		Total	77	100.0	
3	Projects use appropriate tools and resources to convert problems in to Objectives	Yes	67	87.0	87.0
		No	10	13.0	100.0
		Total	77	100.0	
4	Objective analysis is undertaken by subject matter specialist	Yes	67	87.0	87.0
		No	10	13.0	100.0
		Total	77	100.0	
5	The project strategy is always drawn from the analysis	Yes	35	45.5	45.5
		No	42	54.5	100.0
		Total	77	100.0	
6	The design team develops comprehensive theory of change (ToC)	Yes	67	87.0	87.0
		No	10	13.0	100.0
		Total	77	100.0	
7	Key Stakeholders are involved in the Objective analysis	Yes	67	87.0	87.0
		No	10	13.0	100.0
		Total	77	100.0	
Total for Organizational practice of undertaking Objective analysis score.		Yes	62	82.42	82.42
		No	15	19.48	100.0
		Total	77	100.0	

Source: *Authors and SPSS 22 results.*

The above table shows that, out of the seven elements in the checklist to assess the organizational practice of making Objective analysis for project identification and design, out of 77 respondents 62(82.42%) said that all elements was existed and practiced and 15(19.48%) respondents said that the above seven elements are not practiced in ministry of health Ethiopia. It indicates that objective analysis is the main strength in ministry project identification and design objective analysis,

According to one interviewee “department’s fight to twist the objective towards their end. There are a lot of instances where wrong objective was set for the right problem,” another interviewee added ‘hence it is at this stage the interest of key stakeholders mainly the donor and strategy development department take part in with different interest.” Hence, often time’s objectives are drawn in concordance with the problem analyzed.

As per the response from the interviewee, the means to the desired situation is merely analyzed. In their response, the key problem is the organizations Project model based approach where by sets of recommended and tested project models are there as a panacea for defined sets of problems.

Whatever the Objective analysis might indicate, the desired situation is seen only in light of the Organizations experience and interest compromising the Objectivity of the analysis itself. Again when comes to the project strategy, the interviewee unanimously agree that projects strategy is drawn from the analysis.

As per one interviewee explanation, “The organization has already defined key area of intervention and the how part is project model based. On the contrary different situation demands different mix of intervention as indicated by the objective analysis. We usually are forced to compromise the objective analysis in order to align ourselves with the organizations strategic Pillars’’

When come to the availability of tools and resources to undertake proper objective analysis almost all interviewee agreed on its availability with variety of options.

Table: 4.8. Organizational practice of Engaging Stakeholders in project identification & design

S/N	Element		Frequency	Percent	Cumulative Percent
1	The Organization always conducts Stakeholder mapping during project initiation	Yes	**29**	**37.7**	**37.7**
		No	**48**	**62.3**	**100.0**
		Total	**77**	**100.0**	
2	Stakeholder participation is always encouraged at the project initiation Stage	Yes	**67**	**87.0**	**87.0**
		No	**10**	**13.0**	**100.0**
		Total	**77**	**100.0**	
3	The organization uses proper tools and resources to capture the need of Stakeholders (problem prioritization, force field analysis, mind mapping, vulnerability matrix etc.)	Yes	**25**	**32.5**	**32.5**
		No	**52**	**67.5**	**100.0**
		Total	**77**	**100.0**	
4	The needs of each stakeholder is analyzed and identified clearly before the project	Yes	**67**	**87.0**	**87.0**
		No	**10**	**13.0**	**100.0**
		Total	**77**	**100.0**	
5	The Organization develop Strategies to address the needs of each stakeholders	Yes	**67**	**87.0**	**87.0**
		No	**10**	**13.0**	**100.0**
		Total	**77**	**100.0**	
6	There is communication with different stakeholders like local government, community members and etc.	Yes	**66**	**85.7**	**85.7**
		No	**11**	**14.3**	**100.0**
		Total	**77**	**100.0**	
7	Initial understanding and agreements on The projects was made by the stakeholders	Yes	**67**	**87.0**	**87.0**
		No	**10**	**13.0**	**100.0**
		Total	**77**	**100.0**	
8	There is equal emphasis for all stakeholders	Yes	**66**	**85.7**	**85.7**
		No	**11**	**14.3**	**100.0**
		Total	**77**	**100.0**	
Total for Organizational practice of Engaging Stakeholders in project identification & design score.		Yes	57	74.03	74.03
		No	**20**	25.97	100.0
		Total	**77**	100.0	

Source: *Authors and SPSS 22 results.*

Based on the above table 4.8 referees the practice of engaging stakeholders for project identification and design is very good. As per the above analysis out of 77 respondents 57(74.03) said that, stakeholders engagement are practiced and 20(25.97%) were said not practiced. It indicates that the fact that there is a lot to improve in that regard.

The respondent said that they rarely practice stakeholders mapping and uses proper tools and

resources to capture the need of Stakeholders as Project initiation standard, often times if it is the requirement of the donor. However counterbalancing the argument the issue of time was raised for this element not to be practiced. According to one interviewee *"often time we skip some critical aspect of the project design that needs stakeholder's engagement. This is because most grant calls and Request for Expression of interest have a very short life span that need prompt response. You either try to develop a concept from your experience, that you think will address the need of project stakeholders or fail to submit and declined the opportunity. Given the competitiveness of the sector we usually choose the first one."* However as captured in the checklist, stakeholders participation is always encourages at project initiation, given limited cost and time allotted for the purpose. As one interviewee recalls it *" we know the importance of engaging stakeholders in every aspect of project initiation, however there is no earmarked budget reserved for the task, and there is a tendency of being reserved not to spend for a project concept you are not sure of winning.''*

Additional the analysis showed that, the Organization not always conducts Stakeholder mapping during project initiation and The organization not used proper tools and resources to capture the need of Stakeholders (problem prioritization, force field analysis, mind mapping, vulnerability matrix etc.) . It indicates there were some gap in stockholders engagement in the project identification and design.

The only stakeholder group whose need is properly analyzed in the project beneficiary. Hence, the need of each stakeholder is not properly analyzed before the project. Hence similar to a funded project does not prepare a strategy to manage potential stakeholders. On the other hand, as confirmed by interviewees, Projects do communicate stakeholders the Project concept and initial Memorandum of understanding serves as a communication document. Moreover in the study conducted by Henry (2016) that asses the influence of project identification process on Performance of TVET project in Kenya, found out that Stakeholder's participation leads to identification of relevant gaps in the community implying the fact that the stakeholders involvement in TVET project identification influences success of the project to a great extent.

The finding is similar with Firesenbet (2020) and Parson (2004) who found out that stakeholder is vital to the successful completion of Project because their unwillingness to continuously support the Objective of project leads many projects to fail.

4.4. Discussion of the Result

The findings of this paper were analyzed and the results are supported by the similar studies and compare and contrasting the strengthen and weakness of the results. All variables are properly analyzed and interpreted to present and numbers in the following discussion compiled from respondents.

4.4.1. Organizational Practice of assessing feasibility of alternative Project idea

Based on the above table 4.5 the organizational practice of assessing project ideas is very good for grant-funded projects. Out of 77 respondents in the checklist 51(66.30%) respondents said that the organizational practice of assessing feasibility study on the alternative project idea found to be practiced and 26(33.70%) said that Assessment on the alternative project idea is not practiced.

As explained by the interviewees assessing the feasibility of project ideas is organized both primary and secondary data collected. Mainly associated cost and time for collecting primary data is mentioned as bottleneck. However, the depth of this assessment heavily relies on the time given for the design team to make their business case.

According to one interviewee ‘ Collecting primary data to properly capture project participants need and validate project concept is indispensable, however it all depends on the time table provided to deliver the job. In many instances we validate project idea only through Secondary data unless specifically called by the donor to collect primary data or required ones cannot be captured through secondary data.” As observed through document review, Government policy and plans, Demographic surveys, preceding projects/programmes baseline& end line database and subject area researches are frequently used as a secondary source of data.

On the other hand, regardless of the various practices exhibited in the organization, as observed through document review, there is a guidance, organizational process and procedures to guide the collection of assessment of data for Grant Projects identification and design. Moreover, according to the interviewee the organization lacks the practice of presenting assessment data and validating through wide stakeholders participation. No record was found to evidence the collected assessment data and preliminary analyses have

wide stakeholders consent. This gives a room to manipulate the data intentionally or due to personal biasness. Hence reviewed project document reveal that the practice of involving stakeholders in the process of gathering assessment data is only limited to field level data collection.

To summarize the above result, the study indicate that the practice of assessing feasible project idea is incomplete only limited to cementing a preferential project idea Pri-meditated in the thought of project designers. No appraisal tool is found to be fully deployed ultimately limiting key project stakeholders (donor, government or peer organizations) compare and contrast the benefit of any project against the cost.

According to (Gumpert, 199, (Wolfe, 2015) and (Robu, 2011) studies shows that, A feasibility study is designed to provide an overview of the primary issues related to a project idea (Gumpert, 1998). A feasibility study looks at the viability of an idea with an emphasis on identifying potential problems and attempts to answer one main question: will the idea work and should you proceed with it?

Moreover, the process does not give any guarantee that the selected project idea is among the best from the existing alternatives. Such practices might undermine the probability of the project idea being successfully implemented.

In the similar studies, (Sewagegnehu Dagne, 2018, Addis Ababa University Ethiopia) the feasibility study of the projects **was for formality only, which evolved vicious circle of problems.** Therefore, for Sugar Corporation and other companies this should be the best course for their future project responsibilities, they should note that skipping the project identification, selection processes to save time is not really saving time rather it is creating a gap for potential project implementation delays, and cost overran.

Project identification is a process of evaluating individual project or group of projects, and then choosing them so that the objectives of the organization will be achieved (Meredith & Mantel, 2003). Because considerable uncertainty may surround one's initial notions of precisely how most projects will be carried out, what resources will be required, and how long it will take to complete the project, the project selection process should introduce risk analysis into the selection process.

Following this, the process of selecting the set of projects that best meets the strategic goals

of the organization, the Project Portfolio Process Projects should be linked to the right goals and impact at least one of the major stakeholder's issues e.g. growth acceleration, cost reduction, social impact, or cash flow improvement.(Kumar, Saranga, Nowicki & Rami´rezMa´rquez, 2007).

A good project identification is a process itself, if properly carried out, potential benefits to beneficiaries can improve substantially (Pande, Neuman, & Cavanagh, 2000). Project identification is also related to the project implementation; by contributing to project success and not only to efficiency of the project processes, and supports development of the project culture in the organization but also in the post project operation of companies. Studies have proposed project selection process models, tools, and key elements in six-sigma project selection producing a variety of models (Pyzdek, 2003). Because of dynamics of business environment directing us to manage business activities as projects, it often occurs that many of projects are managed parallel at the same time. Project identification and selection uses different models and use of any project selection model assumes that the decision-making procedure takes place in a reasonably rational organizational environment. Such is not always the case. In some organizations, project selection seems to be the result of a political process, and sometimes involves questionable ethics, complete with winners and losers (Baker et al., 1995).

In the others ways, the organization is so rigid in its approach to decision making that it attempts to reduce all decisions to an algorithmic proceeding in which predetermined programs make choices so that humans have minimal involvement and 9 responsibility. Here too, Saaty's (1990) Analytic Hierarchy Process can lend rationality to a sometimes irrational process.

Successful organizations do not focus only on results but also on processes (Gošnik, 2008). The lack of market aspects of products can lead to defining wrong project objectives which are not focused on beneficiaries and consequently to unsuccessful end products (Gošnik, 2005). Partial views on the project are related with many risks, as well. Organization's management has a crucial role in development focused project management. It enables us to manage projects empowered by high degree of information exchange and to connect different key elements aiming at project implementation. According to Thomas, Devise, Jugdev, and Buckle (2001), 30% of all projects are canceled midstream, while over 50% of completed projects end in up to 190% over budget and 220% late because of the poor

handling of the project identification process.

This research was about these issues of identification and selection in the case of sugar projects in Ethiopia. In the second transformation plan too sugar factories are the one which is under construction with big hope of solving the long lasting sugar problem in the country and become a sugar exporter.

To work towards these government's aspirations of developing a globally competitive sugar industry, the Ethiopian sugar corporation adopted a dual-track approach of modernizing and expanding existing estates. (i.e. Wonji Shoa, Metehara, Fincha) while also developing new estates and sugarcane processing facilities in Afar (i.e. Kessem Sugar Development Project, Tendaho Sugar Development Project), Tigray (i.e. Wolkaiyt Sugar Development Project), Amhara (i.e. Beles Sugar Development Project), and Southern Nations, Nationalities, and People's Regional State (SNNPR), (i.e. Omo Kuraz). (Oakland institute, 2016)

Even if many organizations like ESC, have been trying to implement their corporate strategies through projects, those projects under implementation commonly have little or no apparent link to the corporate strategies and goals (Englund & Graham, 1999). Hence, identifying right projects and right mix of projects for the organization is considered as one of the most important tasks for the organization to ensure the achievement of the results within limited resources and capabilities of the organization (Englund & Graham, 1999). Many discussions in the literature 10 reveal that the right sets of projects for implementation of corporate strategies are importantly resulted from successful identification of project portfolio (PMI, 2006).

4.4.2. Organizational practice of undertaking Problem analysis

The thought from table:4.6, out of the five elements in the checklist that aims to assess the existing practice of problem analysis, out of 77 respondents 46(59.74%) respondents said that five of the elements were operational and also 31(40.26%) were not operation. Indicating that this is one of the strengthen areas of the organization but it needs some improvement specially on assigning competitive staff or professional during the problem analysis.

As per the interviewee opinion, projects undertake a deep root cause analysis soliciting it with existing context. Hence exhaustive list of problems are developed in alignment with its effect on project participants well bigness. As per one interviewee, "Even though now there

are sporadic practice of "Appreciative inquiry", community level problem tree development with Focal Group Discussion setting has been instrumental approach of understanding community need." Hence, there exist a systematic approach to identify problem, provide analysis and intended effect is projected. Additionally the analysis showed that, Problem analysis is undertaken by competent staff/professional were very poor and it needs improvement.

Similar to this study the Contemporary Project management body of Knowledge defines project & project Identification as "A project is a temporary endeavor undertaken to create a unique product, service, or result" PMBoK (5 th.ed.) where as a Project identification means a process of finding out the most appropriate project from among the several investment opportunities. It concerned with the collection, compilation and analysis of economic data for the eventual purpose of locating possible opportunities for investment."

4.4.3. Organizational practice of undertaking Objective analysis

The above table shows that, out of the seven elements in the checklist to assess the organizational practice of making Objective analysis for project identification and design, out of 77 respondents 62(82.42%) said that all elements was existed and practiced and 15(19.48%) respondents said that the above seven elements are not practiced in ministry of health Ethiopia. It indicates that objective analysis is the main strength in ministry project identification and design objective analysis,

As per the response from the interviewee, the means to the desired situation is merely analyzed. In their response, the key problem is the organizations Project model based approach where by sets of recommended and tested project models are there as a panacea for defined sets of problems. Whatever the Objective analysis might indicate, the desired situation is seen only in light of the Organizations experience and interest compromising the Objectivity of the analysis itself. Again when comes to the project strategy, the interviewee unanimously agree that projects strategy is drawn from the analysis.

As per one interviewee explanation, "The organization has already defined key area of intervention and the how part is project model based. On the contrary different situation demands different mix of intervention as indicated by the objective analysis. We usually are forced to compromise the objective analysis in order to align ourselves with the organizations strategic Pillars''. When come to the availability of tools and resources to

undertake proper objective analysis almost all interviewee agreed on its availability with variety of options.

4.4.4. Organizational practice of Engaging Stakeholders in project identification & design;

Based on table 4.8 referees the practice of engaging stakeholders for project identification and design is very good. As per the above analysis out of 77 respondents 57(74.03) said that, stakeholders engagement are practiced and 20(25.97%) were said not practiced. It indicates that the fact that there is a lot to improve in that regard.

The respondent said that they rarely practice stakeholders mapping and uses proper tools and resources to capture the need of Stakeholders as Project initiation standard, often times if it is the requirement of the donor. However counterbalancing the argument the issue of time was raised for this element not to be practiced. According to one interviewee *"often time we skip some critical aspect of the project design that needs stakeholder's engagement. This is because most grant calls and Request for Expression of interest have a very short life span that need prompt response. You either try to develop a concept from your experience, that you think will address the need of project stakeholders or fail to submit and declined the opportunity. Given the compekkj]mjmj]imitativeness of the sector we usually choose the first one."* However as captured in the checklist, stakeholders participation is always encourages at project initiation, given limited cost and time allotted for the purpose.

Based on the above result it is possible to conclude stakeholder engagement is vital to project identification and design ensuring the development projects are appropriate, effective and sustainable. According to (Cooke and Kothari, 2021) stakeholder's engagement refers to substantive, two-way dialogue between an organizational and its stakeholders.

Moreover in the study conducted by Henry (2016) that asses the influence of project identification process on Performance of TVET project in Kenya, found out that Stakeholder's participation leads to identification of relevant gaps in the community implying the fact that the stakeholders involvement in TVET project identification influences success of the project to a great extent.

This finding also similar with Firesenbet (2020). Parson (2004) and Kappor (2002) who

found out those stakeholders are vital to the successful completion of Project because their unwillingness to continuously support the Objective of project leads many projects to fail.

In similar studies , (Firesenbet Adela,2020) The finding of the study showed that government projects have less engagements to stakeholder identification, communication, community need assessment, and participation. Moreover non-government organization gives higher team focus or team selection in the identification phase of the project. Government organizations are also having better feasibility assessment practice than non-governmental organizations. I also agree with finding government organization should work on the stakeholders engagement during assessment /selection of alternative project idea

4.5. Current Organizational Practice of project identification

Before proceeding to the detailed discussion of answering key Questions of the research, I found it to be crucial to understand how projects are financed at ministry of Health Ethiopia. As would be discussed later, different mean of financing a project come up with different method of identifying and design a project. Hence, the two main source of project finance are Grant. This kind of project finance source is like a regular program budget whereby the project initiation requirement is just to align project ideas with the mission of the Organization, mainly Child well-being outcomes.

In such kind of funding Donor provides no specific project scope definition. On the other hand Grants are funds given by an Entity, public body, charitable foundation or a specialized grant making institution to an individual or another entity (usually a non-profit organization, sometimes a business or local government body) for a specific purpose linked to public benefit.

When comes to Ministry of Health Ethiopia main source of grant financing are Government grants, UN agencies, trust funds, private companies, multilateral and bi lateral donors. Usually such kind of Grants is framed towards achieving specific objective of the donor and in some instances with recommended activities and outputs. Hence, I tried to examine the process separately.

4.5.1. The Practice of Project Idea Sourcing

While examining the primary source of project idea in the organization, For Grant driven projects, almost all interviewee agree that the top 5 source of project ideas within Ministry of Health Ethiopia are as per the below diagram.

Figure 4.1. Source of project idea at Mo

For project driven and externally funded organization like Ministry of Health Ethiopia, chasing after the project ideas that are donor initiated is found to be the key source of project idea. According to one interviewee, "The existing modality is not new for the development sector, however, now days the interest of donors goes deep into defining the project scope, methodology and approach". Another grant Acquisition interviewee added, For instance the idea of carbo financing, directly financing by developed countries targeting community who engage in Environment rehabilitation projects in scheme called carbon sell" would never been incepted with local capacity and community expressed need." On the contrary, for sponsorship-funded projects, the primary source of project ideas to large extent is the interest of project participant as guided by the four stage of the critical path in Project development.

To sum up, the study findings indicate that the primary source of project ideas for grant-funded projects in the organization is interest of donors followed by Government policy and Organizational aspiration. Implying that, the influence of those who gives the money goes deep in to defining the problem of the targeted beneficiaries contrary to the recommended principle of capturing project ideas as told/observed from target beneficiaries. This practice is in sharp contrast to that of funded projects.

The primary source of project idea for sponsorship-funded projects is interest of Program participant (Beneficiaries). Contrary to my findings, Firesenbet (2020) found out that 82% of NGOs project idea is primarily from Government policies and plans. Followed by

multiple sources, a combination of either of these such as from Government policies and plan from technical specifications, from local leaders, from entrepreneurs, analysis of the performance of existing industries and investigation of local materials and resources.

4.6. Key Challenges in project identification and design

I evidence with the ministry of health HSTP performance evaluation document, annual review meeting, and quarter reports; the challenges of project identification and design are listed in all documents.

Once project idea is generated by different sources both Government and International NGOs organizations use different sources to identify projects. Government policy and plan is a vital source of the project idea for both organizations. The next step is screening projects from the identified ideas and design. For Government and International NGOs consistency with government, priorities are used as a major screening criterion for the project. Following the project screening step the next step is project selection. Government and International NGOs use Organizational the goal is used as a major selection criterion for the project.

(Firesenbet Adela, 2020) The finding of the study showed that government projects have fewer engagements to stakeholder identification, communication, community need assessment, and participation. Moreover non-government organization gives higher team focus or team selection in the identification phase of the project. Government organizations are also having better feasibility assessment practice than non-governmental organizations.

From the qualitative data collected and document reviewed, the issues discussed below are key challenges while undertaking project identification and design. For clarity purpose I summarized the response under two major category;- Internal and External.

1. **External challenges**:- these are challenges that the process of project identification frequently encountered with because of factors that come from outside of the organization. Under this category Requirement of Donors, absence of clear Policy and strategy, absence of key information and capacity of local government are outlined (HSTP-II).

A. Requirement of Donors: - theoretically speaking project ideas for development sector need to have a proper participation of the beneficiary group. However as noted by the interviewees, now a days every aspect of the project design is a replica of donor understanding of the situation. They not only give the framework and the budget which the

project need to address, but to the extent of defining project methodology, outcome, output and activities irrespective of the variability of context the project needs to be adopted. Such kind of increasing trend compromises the professional and objective process of identifying and analysis of problem and subsequently development of objective solution. As one interviewee observed, *"Given the competitiveness of the sector, we are now focusing on identifying a project idea that donors like instead of solving grass root level problem* (HSTP-II)

B. Absence of exhaustive National policy and plan;- According to the observation of the interviewee, there need to be a broad national level plan and strategy in every thematic area where the project design team formulate and source its project idea from. The government has the capacity to conduct broad assessment by engaging appropriate stakeholders and indicate areas that need project intervention. However, project ideas are not triangulated in light of broader national policy and standard if they pause adversarial effect. According to one interviewee observation *"it's perplexing to know that even for policies and strategies that exist regional and zonal level understanding is diverse opening doors to design a project that only fit the interest of small group, detached from the big picture"*

C. Absence of key Data & Information for Decision Making:- another key challenge in project identification and design is the absence of key data that helps to conduct succinct analysis of the problem.

Though different interviewee mentioned different block of data in their working areas but key data communal for problem analysis like Socio economic & political, Geospatial, vulnerability, fragility, gender, disability, environmental, Livelihood, infrastructure and demographic data are hard to grasp form credible sources.

Hence, due to this problem, in most cases the design team fails to make proper analysis of the problem and provide appropriate solution.

D. Capacity of Local Government;- most of the interviewee raise the challenge paused by the limited capacity of local government. Majority of the organizations project are designed for district level intervention and local government is a key player in the design phase. Hence often times, there lack a proper capacity, "*willingness and to some extent biasness when engaged project design. One Interviewee recall his experience of working with local authorities by saying...while we were designing a project in health facility leader were very influential and aggressive when we were analyzing project intervention*

area…unfortunately through pairwise ranking his proposed area were not chosen. He trashed the whole analysis and escalates the situation further by saying…we do not want this project. We later learn that his proposed area of intervention is his birthplace."

2. Internal Challenge:- these are the summary of challenges raised by the interviewee that are I categorized it to be internal. These are the challenges that come out of structural, individualas well as defective process that exist with the organization.

A. Reactive Project identification strategy:- The organization does not undergoes through preparation of project ideas and concepts prior to any funding opportunity- this approach gave a room for scope creep in tailoring projects ideas towards the funders need. The existing organizational apparatus does not encourage field practitioners to observe, analyses trends and develop a project ideas from existing reality. Instead, project ideas are sought after once the organization decides to go for a funding opportunity. There is no culture of proactively preparing a concept that is free from funder's bias.

B. "Interdepartmental competition":- as outlined in the objective analysis section key grant acquisition personals agree on the fact that project design phase, mainly objective setting , is conducted under the heavy burden of departmental interest. The objective analysis section of the design would have a direct resource implication towards competing departments. Hence you may find project recommended objective that by far align with the problem analysis.

4.6.1.The Contemporary between Quantitative & Qualitative results

Quantitative data refers to any information that can be quantified, counted or measured, and given a numerical value. Qualitative data is descriptive in nature, expressed in terms of language rather than numerical values. To acquire qualitative data, consider identifiers it needs some improvement and to determining the opinions, attitudes and practices of a large population, whereas qualitative research lends itself very well to developing hypotheses and theories and to describing processes. Some of the interviewer response opposite to the questioners collected data results. This argument needs other assessment and it should be verified in the future research.

CHAPTER-FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1. INTRODCUTION

This chapter presents the Discussion of key findings, conclusion drawn from the findings and recommendation made there to. The conclusions and recommendations drawn are in quest of addressing the purpose of this study.

5.1.1.SUMMARY OF BASIC FINDINGS

In this study, I tried to assess the practice of project identification and Design at Ministry of Health Ethiopia in light of some key parameter used in the development practitioner's world. Mainly I used key parameter of;-process of project idea identification, how the feasibility of identified idea is assessed, how and to what extent stakeholders are engaged, practice of problem and Objective analysis, objectivity of the process and finally the challenge with regard to identification and design. Hence, data collected through semi-structured interview and document review was analyzed deploying descriptive approach. Finally, the researcher comes up with the following key summary findings.

The first step in the process that I examined is how and from where a project idea comes from. Based on the findings obtained from the interviewee, for grant-funded projects the primary source of project idea is the interest of Donors, followed by Government policy and plan. On the contrary, the analysis of funded projects points to the fact that much of project idea is articulated as expressed by the interest of project/program participants.

In support of the aforementioned reality, Document review findings suggest that funded projects do have exhaustive, well-actuated, tested tools and resources that dictate project identification and design process. Whereas for grant funded projects no defined process steps, tools & resources and a documented Grant acquisition strategy is found, leaving an open space to be reactive that proactive. However, it is noted that when saying interest of donor or

government policy or project participant interest it is meant for the weight given for each factor. No single factor was mentioned as the only source of project idea.

Based on the result 51(66.30%) respondents said that the organizational practice of assessing feasibility study on the alternative project idea found to be practiced towards the Organizational practice of assessing the feasibility of project idea, it is found that the organization do have a good practice of collecting primary as well as secondary data by involving pertinent stakeholders. However, the interviewee does acknowledge and did not mention any tool to undertake feasibility assessment to compare the effectiveness and efficiency of one project idea from the other. The only assessment undertaken as per the finding is cost per beneficiary assessment- often times the requirement of donors. Primary and secondary data are collected only to engage stakeholders and understand the problem further. Beside projects identification and design does not practice presenting assessment data, validating and developing a consent form with the wider stakeholder.

Based on the finding, 46(59.74%) of the elements were operation in the organization performs well in the problem analysis it undertakes to understand the problem. It develops exhaustive list of problems by Engaging community members, conduct analysis through recommended tools like root cause analysis through involving pertinent stakeholders. The organization also performs well in analyzing the projected impact of the problem. As confirmed by the interviewee, the holistic impact of a problem is properly analyzed.

Contrary to the succinct analysis and objectivity towards conducting problem analysis, the organizations practice of Objective analysis is highly compromised and is akin to subjectivity. As observed through interviewee response against the checklist, ranges of options provided analogues to any give problem through objective analysis, does not properly address the problem. However proper tools and resources are usually deployed to conduct the analysis. Even more design teams often develop Theory of change while depicting its case. As noted by the interviewee, given the resource implication the objective analysis would have the final framework usually reflect the competing interest of departments, donors and senor leadership. The other problem in Objective analysis is absence of competent staff properly equipped with the knowledge, skill, tools and experience. It is observed that staffs academic background and area of expertise creates a personal biasness if not supplemented by tools that ensure objectivity.

With regard to the involvement of stakeholders in project identification and design, it is observed that the organization practice towards engaging stakeholders in project initiation and design is promising but not enough. The organization does have a good practice of mapping out key stakeholders relevant for the project and keep them in registry. Moreover, HSTP-II document review reveals that stakeholders are encouraged to contribute their thought in initiation stage.

Beside, 62(82.42%) of Stakeholder's engagement is managed by utilizing recommended tools like power- interest grid. However, the major bottleneck of this practice is that not all stakeholders are given equal weight and no strategy is developed how to manage them. Review of operational projects document indicate that there are some attempts to devise a strategy to manage stakeholders despite being there just to fulfill a requirement.

Additional 57(74.03) said that, stakeholders engagement are practiced in the Organization not always conducts Stakeholder mapping during project initiation and The organization not used proper tools and resources to capture the need of Stakeholders (problem prioritization, force field analysis, mind mapping, vulnerability matrix etc.) . It indicates there were some gap in stockholders engagement in the project identification and design.

Looking at the overall challenge of the organization while project identification and design, the analysis reveal that are mainly external. As elaborated by the interviewee: - narrow requirement by donors, Absence of exhaustive Government policy & Plan, absence of data for coherent analysis & decision-making and low capacity of local government to be the major one. On the other hand, internal challenge like Interdepartmental competition for resource and reactive grant acquisition strategy compromise the process.

5.1.2. CONCLUSION

"Failing to plan is planning to fail". Project identification and design is the most crucial step in project life cycle management. Hence, one of the main reasons for project failure in developing countries is lack of effective project identification & Design process (Richard 2012).

Ministry of Health Ethiopia is among the leading Non-Government Organization (NGO) in Ethiopia running more than 300 projects across the country. In fact, the variability of funding sources & Interest of donors, frequently changing nature of Development projects and the socio economic and political dynamic of the country called upon a project identification strategy capable of aligning itself to the change.

As a general Observation, the Organization does give proper attention for project identification and design. This can be evidenced by the existence of two dedicated departments (grant acquisition and MEAL) in addition to unreserved support of Technical team in every aspect. Hence, Project identification, design passes through a collaborative exercise of various subject matter specialist, and grant acquisition personnel. In the Organization Project identification and design is considered to be of high significance. It is not undertaken for the mere purpose fulfilling formality; in fact, it is a matter of developing a winning idea among dozens of competitors.

The massive documented resources and amount of projects it manage to get funding for can confirm this. With regard to source of project idea, it was noted that the influence of donors and their extent of involvement is deepening from time to time. The organization neither develops a project acquisition strategy nor use existing mission statement documents to mitigate such king of intervention. The mere need to getting project financed, at times found to be at the cost of mission drift.

Even though there is area of improvement, the organization showed a remarkable performance in its engagement of stakeholders while developing project idea. Hence, at time, stakeholders took the facilitation role by themselves. With various degree of plausibility, the organization does undertake a problem and objective analysis.

The problem of subjectivity is observed for sponsorship-funded projects where as in grant-funded project it is minimal. Finally, the organizations neither have the tool nor exercise feasibility study for development projects. Merly setting of intended target, cost per beneficiary analysis is used to appraise the feasibility of any project.

The PCM needs to be dynamic in the sense of capturing the changes that happen and will happen in the world as a whole. This time the world is discussing about the effects of climate change. Therefore failure to address such aspects in all phases of the PCM is and will be a futile exercise.

Donors are becoming critical in the appraisal of projects from the very inception from the point of view of the impact the proposed project can bring to the environment including climate change. At project identification stage, as far as possible it is advisable to come up with project solutions that can have positive contribution to the environment. If not positive the projects should be at least neutral in the pace of their impact on the environment. If the project is critical and has a negative impact on the environment then the proper mitigation measures needs to be considered even at the identification stage.

I have seen capacity building programme opportunities in HSTP-II plan, Staffing the emergency unit at the FMOH Maintaining and strengthening an emergency taskforce at federal level aiming at large participation from Government, UN and NGOs. Developing and maintaining a similar mechanism at regional level. Training of health professionals on emergency preparedness and response.

Preparation and distribution of emergency health preparedness and response strategies and guidelines. Conducting risk mapping and vulnerability assessment in 80% of the woredas in the country. Establishment a comprehensive Database that covers all areas related to Emergency Provision of communication equipment's, office materials and other essential items.

Also Ministry of Health establishing an emergency unit at FMOH and focal points in regions and Woredas strategies respectively. Strengthening sectorial coordination mechanism at federal and regional level Having emergency preparedness and response strategies and guidelines in place. Regular risk mapping and vulnerability assessment Strengthening Intersect oral collaboration strengthening the information system related to emergency.

5.1.3. RECOMMENDATION

As the major objective of the study is to assess the practice of Project identification and design of Ministry of Health Ethiopia, the following recommendations are presented in concordance with the key findings mentioned above

1. The organization should keep its good practice of engaging stakeholders in project identification and design with certain degree of improvement for grant-funded projects. However, the practice of developing stakeholder management plan is yet to improve for both funding sources. The study further recommend that the good practice of stakeholders co leading project identification process for funding projects should be promoted across the organization in light of creating community ownership and ensuring sustainability.

2. As the organization project financing structure is changing from grants, the necessary processed, structure, tools& resources, standards need to be developed to the new paradigm. Just like the well-developed project identification and improve guideline that are in place for donor funded projects, a general directives and process should also need to be in place for grant-funded projects.

3. For development organization like Ministry of Health Ethiopia accommodating the interest of donors is not optional, however their extent of involvement in defining and framing the interest of beneficiaries, devising project strategy and setting project targets needs organizational & systematic check.

4. The Organization does have a different project identification and design processes and methodology that align with project funding source. It is found that project identification and design of projects from funding is well structured, bottom-up, properly engage stakeholders, have a well-established tools and resources and the necessary organizational structure to support the process. On the contrary Project identification & design for Grant funded projects are mostly donor driven, dynamic in nature, semi-structured tools and resources and loose stakeholder engagement.

5. Even though tools and resources Interims of measuring the feasibility of projects in the development arena are not an extensive as that of profit making, the organization need to have a strategy to appraise the feasibility of projects before going to design and subsequently implementation.

6. Project identification should be both demand and supply driven. It should not only be focused on the needs of the local entities but should also look at the overall strategy of the government in particular and donor agencies in general.

7. The country strategy document should be designed in such a way that to reflect the priority areas based on established criteria. Focus can be in areas where the projects can have back and forth effects on the overall growth of the economy.

8. The pre-feasibility studies at project identification stages should seriously look at the criteria of selection in order to filter those projects that have versatile effects on the overall economy of the country. Ministry of Health needs to have well-crafted fund acquisition strategy, tools and resources and more importantly the need to have a

9. Project ideas appraisal framework that is contextualized for Health system strengthen programme.

10. Ministry of Health should revised project identification and design guidelines for future use of project idea's acquisition and analysis.

11. The need to consult country's strategy emanates from the allocation of scare resources, both skilled manpower and finance. The local needs are enormous particularly in the developing or least developed nations. It is difficult to meet all these local needs with the meager resources available. Therefore, there is a need to prioritize through formulation of the country strategy.

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II. APPENDICES

YARDISTICK INTERNATIONAL COLLEGE SCHOOL OF GRADUATE STUDIES DEPARTMENT OF PROJECT MANAGEMENT

Written Questionnaires

Dear Respondent,

I am conducting a research for the partial fulfillment of master's degree of Business Administration at College of business Administration. The aim of this questionnaire is to study "Assessment of Project Identification & Design Practice: The Case of Federal Ministry of Health Ethiopia". Your genuine and prompt reply is critical for the success of this research.

Therefore, your support in this regard is highly appreciated. All data included in this questionnaire will be used only for academic research and will be strictly confidential. There is no need of writing your names. After all questionnaires are collected and analyzed, interested participants of this study will be given feedback on the overall research result. Would like to express your cooperation in advance.

Thank You for your kind support.

Birara Hunyalew

+251(0)911942339

Part I: Demographic Information

1. Please indicate your choice by putting a thick mark (✓) among the given alternatives

1	What is your gender	Male ☐ Female ☐
2	What is your educational status	Certificates ☐ diploma ☐ degree ☐ Masters and above ☐ Doctorate Degree ☐
3	How many years have you been in MOH?	1-5 ☐ 6-10 ☐ 11-15 ☐ 16-20 ☐ 20 ☐

Part II: Checklist

The Objective of the checklist is to cross check respondents answer against organizational standard recommended activities, processes and practices. This checklist is developed with reference to recommended standard of project identification and design practice.

1. Organizational Practice of assessing feasibility of alternative Project idea

S/N	Checklist for Key element	Put a tick((√)) if element present and (X) if not)
1	The Design team collects primary data to assess the feasibility of identified project idea.	
2	The design team collects & Organize secondary data to assess the feasibility of identified project idea.	
3	The design team does have standardized tool and resources to collect and organize primary/secondary data. (PRA, FGD, KII etc.)	
4	Feasibility assessment is conducted to rate the project idea (cost-benefit analysis, cost per beneficiary analysis, admin/program ratio, etc.)	
5	The design team engage Pertinent stakeholders in the assessment process	
6	There is defined Organizational process/procedure/metrics to collect assessment data	
7	The organizations engage competent staffs capable of collecting data with objectivity.	
8	Summary of assessment data is presented, validated and agreed up on by thedesign team	
	Total for the practice of conducting assessment- raw score	

2. **Or**

ganizational practice of undertaking Problem analysis

S/N	Checklist for Key element	Put a tick((√)) if element present and (X)if not)
1	Projects keep exhausting list of community problems form which a priority is chosen.	
2	Community problems are systematically analyzed with deployment of recommended tools and resources	
3	The effect of the problem to the community are analyzed	
4	Problem analysis is undertaken by competent staff/professional	
5	Key stakeholders are involved in problem analysis	
	Total for the practice of problem analysis- Raw score	

3. **Or**

ganizational Practice of undertaking Objective analysis

S/N	Checklist for Key element	Put a tick((√)) if element present and (X)if not)
1	Main Objective is usually drawn from problem analysis	
2	The means to the desired situation is properly identified and analyzed	
3	Projects use appropriate tools and resources to convert problems in to Objectives	
4	Objective analysis is undertaken by subject matter specialist	
5	The project strategy is always drawn from the analysis	
6	The design team develops comprehensive theory of change(ToC)	
7	Key Stakeholders are involved in the Objective analysis	
	Total for the practice of Objective analysis- raw score	

4. **Or**

ganizational practice of Engaging Stakeholders in project identification & design

	Checklist for Key element	Put a tick((√)) if element present and(X) if not)
1	The Organization always conducts Stakeholder mapping during project initiation	
2	Stakeholder participation is always encouraged at the project initiation Stage	
3	The organization uses proper tools and resources to capture the need of Stakeholders (problem prioritization, force field analysis, mind mapping, vulnerability matrix etc.)	
4	The needs of each stakeholder is analyzed and identified clearly before the project	
5	The Organization develop Strategies to address the needs of each stakeholders	
6	There is communication with different stakeholders like local government, community members and etc.	
7	Initial understanding and agreements on The projects was made by the stakeholders	
8	There is equal emphasis for all stakeholders	
	Total for Stakeholders engagement in initiation & design- rowscore	

Part III: In-depth Interview

1. Assessments of current Project Identification and design Practice

1.1 Assessments on how project Ideas are Identified

1.1.1. Please state your role in the Organization and in what way you are related to Project Identification and Design?_____

1.1.2. Could you tell us your academic Background_____

1.1.3. What are the primary sources of project ideas in your organization? (i.e. Govt policy, program participant need, strategic aspiration, interest of donor etc.)_____

1.1.4. Does the Organization have a defined process in the identification and development of project idea? _____

_____

_____

1.1.5. Does the organization have specific tools and resources that guide project idea identification process?_____

_____

_____

1.1.6. Do you think required organizational structure and process are installed to capture workable project ideas? _____

_____

2.2. Assessment of how competing project ideas are assessed?

2.2.1. Does the organization collect primary data to validate the feasibility of the project idea? If yes with what tool? (Checklist: Brainstorming, Affinity diagrams, FGD, Participatory rural appraisal, Mind mapping Venn diagrams Locality mapping, Semi-structured interviews, KII, Ranking exercises Knowledge, practice and coverage surveys, Standardized tests, Standardized observation instruments, Anthropometric measurements),_____

_____

_____

_____

_____

_____

2.2.2. Does the organization collect secondary data to assess the feasibility of the project idea?_____

_____

_____

_____

_____

2.2.3. Does the organization have specific tools and resources to conduct feasibility assessment (checklist i.e PRA, Livelihood analysis, gender analysis, CVCA etc.)? _____

_____

_____

_____

_____

2.2.4.Do you think organization involve relevant stakeholders in data collection? _____

_____

_____

_____

2.3.Assessment of how Project Ideas are analyzed

A. Stakeholder analysis

2.3.1.Is stakeholder identification part of project identification Process? _____

_____

_____

_____

2.3.2.Does the Organization have a clear stakeholder register? _____

_____

_____

2.3.3.Does the Organization involve sufficient stakeholders in the project identification process? If yes how? (Stakeholder consultation meeting, KII, FGD, community engagement, resource mapping, problem analysis).____

_____

_____

2.3.4.Does the organization have proper tools and resources to retrieve the need of the stakeholders? (While identifying problems, problem prioritization, force field analysis, mind mapping, vulnerability matrix etc.)_____

_____

_____

2.3.5.Does the organization deploy PM tools to analyze the need of stakeholders? If yes, could you mention some? (Venn diagram, stakeholder's matrix etc.) _____

_____

_____

2.3.6.Does the Organization develop strategies to address the need of each stakeholder? Could you mention some of the strategies? (Checklist i.e. power interest grid)?_____

_____

2.3.7.Do stakeholders participate in the problem validation process?

2.3.8.Does the organization document stakeholders consent?

Problem analysis?

2.3.9.Do you think problems at community level are exhaustively explored?

2.3.10. Do you think problems coming from the community are properly analyzed?

2.3.11. What problem analysis tool did you deploy to analyze assessment data?

2.3.12. Do you think technically competent staffs undertake problem analysis?_____

_____

_____

_____

Objective analysis

2.3.13. When you do objective analysis (select project objectives among alternatives) what consideration did you make in decision making? (checklist: need prioritization, external program consideration, appropriateness, institutional capacity, resource availability, economic feasibility, sustainability, internal program consideration, portfolio consideration). ?

3.Objectivity of Identification and design Process

3.1. Do you think project ideas are defined objectively? Is the process transparent enough? While designing a project did donors, government stakeholders, and senior leaders negatively influenced you? If yes, which stakeholder group is most influential? Why? _____

_____

_____

_____

3.2. Does the Organization have appropriate tools and resources to manage personal biasness in project design?_____

_____

_____

_____

_____

3.3. Were you given enough time and resource to develop a comprehensive project design?_____

_____

_____

_____

_____

3.3.1. In your opinion what are the main challenges and grey area in project identification and design process?_____

_____

_____

_____

3.3.2. In your opinion what are the critical success factors in successful project identification and design? _____

_____

_____

Thank you very much for your cooperation……..!!!