



AN ASSESSMENT ON PRACTICES, CHALLENGES AND OPPORTUNITIES OF IMPLEMENTING URBAN SAFETY NET PROGRAMME IN CASE OF NIFAS SILK LAFTO SUB-CITY, ADDIS ABABA, ETHIOPIA

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Abstract : The aim of the study was to assess the practices, challenges, and opportunities of implementing urban safety net program in Nefas Silk Lafto Sub-city Addis Ababa, Ethiopia. To this end, descriptive survey design, and both qualitative and quantitative research methods were applied. The four sampled woredas such as 12, 10, 11, and 7 were selected through purposive sampling techniques considered the woreda experiences on implementing the program, time and resources. A total of 250 participants' respond to the questions. The sampled participants includes 6 program council committee, 11 technical council committee, 178 employees, 11 management council committee, 4 woreda level program office heads, 10 project coordinators at a woreda level, and 30 ketena facilitator (cabo). In the study both primary data (288 questioners were distributed and 250 returned and 6 key informants were asked key questions). The secondary data such as document reviews of project plans and activity accomplishments reports also part of data sources. The analysis of the data was made thematically after data has processed in SPSS version-22 software. The quantitative data from the questionnaires were analyzed by using descriptive statistics mean and standard deviations. The data gathered through key informant interviews were qualitatively interpreted through narrations. The major findings of the study indicated that practices of implementing urban safety net program on aspects of beneficiary inclusion and quota distributions, of supplies of inputs and outsourcing of activities, of activity accomplishments, operational period (schedule) and, human resources management, of monitoring and evaluations has achieved good level of performances. But, it couldn't possible to achieve the level to the status of "very good", and excellent" performances. In addition, the practices of procurement management, of communication and coordination, of risk identification, and analysis was preformed "moderately" which were implied satisfactory but, it wouldn't be "good, very good and excellent" practices typically to the study area. It has also identified challenges such supplies, and transfer selections, human resources management, coordination and communication, accountability and transparency, change in price

and exchange rate and political and social instabilities. The study have identified opportunities such as local resources mobilization and assets building, local community participation s, public works and employments creation, legal and policy frameworks supports, donor diversification and continuity of external supports for sustainability, opportunities for health education, hygiene, sanitation and environmental protection, engagement on income generating activities. As recommendations the program management practices needs proper tasks management to achieve very good and excellent results so, project managers, government and the donor needs to have close follow-ups and technical supports. The challenges needs to be clearly identified, quantified and then the means to solve these challenges needs to be in place in the course of the program implementation. In addition, urban safety net program has given opportunities on both public works and direct support schemes and it is better to work on its sustainability by local resources, assets and capacity fulfillment's.

Key Words: Practices, challenges, Opportunités, Urban Safety Net Programme.

CHAPTER I: INTRODUCTION

Background Of The Study

According to WFP, (2017) public report the complex set of factors cause Ethiopians food insecurity. These are in a country first for most environments is challenging; annual rainfall is highly unstable with a causal threat of drought. In addition there are long-term factors such as increasing population, lessening landholdings, and absences of technological innovation have led to a substantial failure in productivity per household. More over a country is well known by repeated effects of drought that causes gross famine and starvation's. The persistent drought in a country significantly erodes the productive resources of communities and households. In backbiting, the loss of community assets has led to environmental degradation and increased the pressure on existing agricultural land. The second major factor that causes food in security in Ethiopia has looked outside the natural factors. These are related with socio-political and economic factors which includes but not limited by these lists such as poor working habits, limited penetration of agricultural innovations, lack of agricultural product diversification and market integration, lack of access to credit, limited rural infrastructure, and few opportunities for off-farm employment(PSNP Report, 2005-2009).

As a result Social protection is the measure taken by the government to brought food security and fulfills unmet needs. Safety net is part of social protection with an aim to eradicating poverty and vulnerability. According to Subbarao et al(1996) and Devereux (2002) cited in Khan et al. (2013), safety nets defied as a programs intended to assist and supports to those that are in danger of poverty, and living in poverty. The program directed towards helping food insecurity and different kinds of deprivation. The program has designed considering its predictable and reliable support natures. It has various kinds of supports such as food, cash, or vouchers and, are often provided conditionally or unconditionally in-kind, or through cash or vouchers by the general public sector and private actors (WFP, 2017).

Ethiopian government had more than three decades through supporting and cares for food insecure and vulnerable segments of the communities in productive safety net support programs. In a country the program has been applied in both rural and urban areas. The program in rural area has launched at 1970s. In the period there was national drought and nationwide famine. During the period it has estimated that on average 5 to 6 million people were registered for humanitarian relief assistance services (PSNP Report, 2005-2009).

However, the ways of safety net supports and the change it was expected to bring was highly criticized by its nature of unpredictability, and not sustainability. It also criticized due to its focus on people's immediate needs that create long term dependency on aids. In addition, it was criticized as it is more of focuses on relief assistants and lack development contributions. This and other short comes of the program

intervention calls the attention of government and donors to change their own approaches to shift the supports from relief based humanitarians assistance to more development oriented and long term supports. The change has brought after a serious of discussion and communications (PIM, 2016). In 2005 safety net program in Ethiopia has changed from food for the hungry which was more of relief based and humanitarians" assistances of short periods of duration to productive safety net program services, which is more of development based, sustainability and predictability of supports principles. The PSNP is implemented by the Government of Ethiopia with support from the following development partners: Canadian International Development Agency, UK Department for International Development, Irish Aid, European Commission, Royal Netherlands Embassy, and Swedish International Development Cooperation Agency, United States Agency for International Development, World Food Program and World Bank (PIM, 2016).

Following the change on the program pattern short term relief based supports has shifted to long term productive safety net program services. The programs were brought significant impacts on livelihood improvements, environmental protection, and employments creation and on other aspects. The government and its supporters went to cascade the program for alleviation of urban poverty. As a result urban safety net program has launched on 2016. The program has launched at national level (PIM, 2016).

The first phase proposed program project includes 11 major cities including Addis Ababa and other cities of Ethiopia. To the project for its initial phases over 1.2 million beneficiaries have targeted to be entitled the services through a gradual role out plan during a five year period. It was expected that each beneficiary will remain in the project for at least three years and graduates for it. The project will target those living under the national poverty line and a combination of targeting mechanisms has been applied to identify beneficiaries. The total project budget proposed for IDA support was USD 300 million. Nefas Silk Lafto Sub-city is one of the sub-city found in Addis Ababa, Ethiopia. It has beneficiaries for both direct supports and public work of the program (PIM, 2016).

Statement of the Problem

According to World Bank (2015) report the world is under rapid urbanization, and population growth. It is the fact that most urban centers in the world are the hubs for many industrial planets and places where people across different countries interchanged goods, and services on local and international trade. It also has phenomenon urban poverty and social insecurity as continually increasing situations. In similar way African countries especially sub-Saharan countries have the highest urbanization rate which constitutes 34% of the total population. Having such number of population homelessness, food insecurity, joblessness and inability to access health and education rights were evident in urban area (Sharp et al, 2003).

Ethiopia as part of sub- saharan countries based on the total national poverty head count of 2011 was 29.6% poor , which was among the highest in African countries of this percentage 30.4% are rural and 25.7% of urban. Recently, Ethiopian urban areas own significant number of people who live in extreme poverty, depravations, unemployment, food insecurities, and increased homelessness. In addition, urban poverty is not equally distributed to all urban centers in Ethiopia. The two largest cities such as Addis Ababa and Dire Adwa have 28.1 % and 28.3 % respectively had the highest number of poor peoples. This has call the attention of the government to respond for such urban insecurities and poverty and urban safety net program were extended from the rural safety net program (World Bank, 2015).

As it is easy to find related research literatures on rural productive safety net program it cannot easy to find sufficient empirical works on urban safety net program implementing in Ethiopia since it is recent intervention of the government of 6 years life spans. Few, related researches has tried to conducted. YibrahHagosGebresilassie (2019) studied the impacts on households food insecurity in Mekele, Ethiopia. It has got finding that food insecurity (headcount ratio) of program participants (22 percent) was lower than the non-participants (36 percent). It has founded program has a significant impact on program participants. But, it was based on quantitative analysis and has not incorporated program management practices, opportunities, and challenges.

Samuel; (2016); Fekadu, and Ignatius; (2009); Yosphe M. K. (2018) has conducted related research on the context of rural safety net program which was not include the urban and sub- urban areas and they were fill to look it in urban areas context. The first researcher has founded that the major opportunities of rural

safety program to poor households are saving life of poor households, economic changes at household and community level, the changes in social inclusion, gender equality and community health and nutrition. On the challenges dimensions are targeting, cash transfer problems, and low economy base of the poor households, low graduation performance and weak management of appeals but he does not see the challenges, opportunities of urban safety net program since he was focused on rural area.

The second researcher has found that the poor geographical, administrative, and community targeting are evident in rural safety net implementation practices in Oromia, Ethiopia. It adds that the process of targeting the poor is influenced with nepotism, corruption as demonstrated by high inclusion ratio of non-poor households in the program. The study founded challenges which negatively affect the program effectiveness and efficiency. The founded challenges are weak institutional linkages, lack of active community participation in the decision making process, poor accountability and transparency. The gap here the researcher does not show the challenges and opportunities of the program on urban and sub-urban area. The third study has found that productive safety net program was working on natural resource conservation and recovery as means of disaster risk reduction and also providing assistance for households with short-term and Chronic problems as risk management, but he has fill to see the impact on urban area environmental protection, greening and other social development parts and methodological he was not include quantitative data.

As it is tried to mention some of related researches conducted over the study topics above almost all were studied on rural area contexts except the few recent studies. In all cases, the existing empirical works suggested various conclusions and recommendations on rural productive safety net program but, little has said on urban productive safety net. Since, urban safety net program in Ethiopia, Addis Ababa is newly emerged and extended from rural productive safety net program to respond for urban poverty and social insecurity it was difficult to find sufficient empirical facts that were focused on the local area contexts, and no similar studies has conducted on study area and on the same topic. So, the researcher gaps in this study was stands on the short operational duration of urban safety net program in the study area and no similar researches were conducted in it in the same topic. It is the fact that the practices of implementing urban safety net program needs researches that fill the gaps on practices, that ends to lookout best practices, on challenges to identify hindering factors, to explore opportunities (enabling conditions). To fill these gaps this study has conducted on the ongoing urban safety net program implementation practices, challenges and opportunities in Nefas Silk Lafto Sub-city Addis Ababa, Ethiopia.

Objectives

General Objective

The general objective of this research is to assess the practices, challenges, and opportunities of implementing urban safety net program in Nefas Silk Lafto Sub-city Addis Ababa, Ethiopia.

Specific Objectives

- ❖ To assess the practices of urban safety net program implementation in Nefas Silk Lafto Sub- city.
- ❖ To identify the challenges of implementation of urban safety net program in Nefas Silk Lafto Sub-city.
- ❖ To explore the opportunities in implementation of urban safety net program in Nefas Silk Lafto Sub-city.

Research Questions

- ✓ What dose urban safety net programme implémentation practices looks like in Nefas Silk Lafto Sub-city?
- ✓ What are the challenges of urban safety net program implementation in Nefas Silk Lafto sub- city?
- ✓ What are the opportunities in implementation of urban safety net program in Nefas Silk Lafto Sub-city?

Significant of the Study

The study have various significant to different stakeholders to local implementer, local community, to the government and to donors of urban safety net program. The local implementer of the program can get researched information about the ongoing program implementation, what it looks like, helps to know challenges in the courses of the program implementation and can helps to know and sustain the opportunities that are assets of the program implementation. The local community also can get researched facts about the ongoing urban safety net program implementation practices, challenges and opportunities. It can help them to contribute accessing information on the practical conditions, challenges and opportunities that can enhance their sensitization level on the program. It also has significance to the government by provide researched facts on the local operational conditions of urban safety net program implementation practices, challenges and opportunities. And it may be the base informed decision and for provide technical assistance at the local operations of the program. The donors also can get information about the ongoing urban safety net program implementation practices, challenges and opportunities which help to inform them get researched information.

Scope of the study

This study has conceptual, geographical, time, and targets groups (unit of analysis) delimitation's. First, it was delimited on conceptual focuses or issue for investigation. On this regard it has specified solely on program implementation management practices, challenges, and opportunities. On the other hand geographically the study has conducted in urban area for a Single local program implementation district that was the case of in Nefas Silk Lafto Sub-city of Addis Ababa City Administration. The why? Of the selection of this sub-city among others was just a sub-city is one of the first beneficiary of the program in Addis Ababa city administration. It is one of the eleven sub cities of Addis Ababa city Administration and it have the highest number of urban poor's and its poverty rate was 6% which was the highest of others (PIM,2016).

Third, the study has delimited by time frames. On this regards, the assessment of the study has focused on urban safety net program implementation practices from its commencement period (2016), till this study has finalized (2022). Limits of times also has shown on data collection, analysis and reporting of findings in the given six months of duration's.

In addition, the study has delimited by its own target groups selected for the investigation. It has targeted program management and employee teams" solely. The program management and employee teams at the woreda level include program council committee, technical committees, and operational program managers. Operational program employees include project coordinator, project officers, community workers and community facilitators works at woreda, sub-city and city level.

Limitation of the Study

The study has focused on practices, challenges and opportunities of implementing urban productive safety net programs management. The unit of analysis was perspectives of program management teams, and employees. So, the findings has limited on and dominated by managerial perspectives only that could be one sided and it may not fit all systems and biases may be found. So, the limitation in this study does not incorporate clients view as part of the units of the analysis. On this regards the study findings and conclusions depends on the local area program implementation and it is believed that it may be difficult to represents the entire cities in Ethiopia. It also may not be representatives for all sub-cities of Addis Ababa since the study is carried out from a single sub- City that has its own local contextual factors and particularities. To more, the study limitation has arisen from a scarcity of data-driven analysis on the implementation of urban productive safety net programs.

CHAPTER II. RELATED LITERATURE REVIEW

Introduction

This chapter has discussed the conceptual, theoretical, empirical facts related to the problem for study. The first section incorporates the conceptual and definition of terms. Second section includes theoretical parts includes theory's about safety net, urban safety net. Third section discussed the empirical underpin of study. Finally, the study has presented conceptual frame works of the study.

Concepts, and Definition of Terms

Social safety net

The team social safety net has defined by different actors according to their own context to suit it for their own purposes. The team social safety net has defined by different individuals, welfare and social development actors. According to Devereux et al., (2008) defined social safety net as it is used for the social protection program and directs towards a non-contributory social assistance services provided by states and government to keep the security and safety of the community(Devereux et al.,2008).

Productive Safety Net (PSN), and Permanent Direct Support (PDS)

Productive Safety Nets (PSN)

It is conditional and non-conditional transfer for poor and vulnerable households. The beneficiaries of the program receive transfers in the form of cash, vouchers or food, which enable them to increase their consumption of food, to access essential services, and to make productive investments (PSNP, 2016). Productive Safety net Program has demonstrated the value of a shift away from a humanitarian response to more development oriented approaches and planned to address food gap and other insecurities (World Bank, 2015).

Permanent Direct Support (PDS)

It is a kind of support that is provided directly and permanently to people who are the most vulnerable households. Direct support beneficiaries have no support from internal or external sources and are unable to support themselves so, they are entitled permanent support to keep their security. They are found out of the labor forces, and are households with members who are old and/or have some form of disability and chronic illness. The direct support is just entitled to chronically food insecure groups and they are targeted for unconditional permanent supports (PSNP Guide line; 2016).

Theoretical Review; Social Safety Net

The practices of social safety net are very recent phenomena in Ethiopia. The social assistance and crisis response was depends on peoples traditional systems of support and care practices. Sever situation of crises and vulnerabilities has resolved by the community traditional systems of supports (Morgan, & Marc, 2011).

This traditional cares and supports are from family members, local communities, community based organizations (Idir and Eqube), and faith based organization supports such as Zeka from Muslim and Mestwat from christen community AmdisaTeshome, (2012). But, these traditional social assistance mechanisms are incapable to solve persisting and widespread shocks in economy, drought, war and other natural or social disasters (Amdisa, 2012).

The fall of the traditional system of support in a country had a widespread shocks and vulnerabilities and it was not capable to cope by the traditional systems of supports and cares. But, rapid increments of persons

who are at risks and vulnerable to drought, disability, illness, war and other sources of crises was increased and make the problem complicated. A country had sustainable, rapid and widespread drought and famine that ends on loss of hundreds and millions of life (AmdisaT, 2012).

According to DegefaTolosa (2010); in 1970s Ethiopians had drought and nationwide famine that was forced an average of 5 to 6 million people for humanitarian relief assistance services. This was triggering factors for government to call global partnerships with countries, international organizations and donors to solve the local food and social insecurities (DegefaTolosa; 2010).

The period was played important foundation for the launches of humanitarian relief aid services. In the years 1970s the government was provided social protection services in cooperation with international donors. In addition, in 2002-2003 food insecurities and famine was addressed by foreigner emergency food aid assistance's. But, later on it was criticized by its nature of unpredictability, poor in sustainability, excessive focuses on needs than resources and poor use of local opportunities. It also criticized by its immediate and short term intervention which lacks consistency that results long term dependency over citizens on aids instead of enabling them to engage on productive activities(WFP,2018).

Consequently, the incapability of the traditional social assistance's and the weakness of the humanitarian relief approaches results the needs for looking other approaches. This has shifted the donors and government to formulate a new social protection approach which can reduces dependency, unpredictability. They looked the options that was brought them long term effect, sustainable work, and predictable practices. As a result the humanitarian relief assists shifted into a new social protection approach called productive safety net program (WFP, 2018).

Reformes on Ethiopian Safety Net Programme

The shift from relief to productive safety net made by the EPRDEF higher government and higher officials in 2002. They declared the relief systems dose not bring long term impact and has cerate dependency, so the needs for modification was required. The outbreak of 2002-2003 famine and drought is the land mark point to lead Ethiopian government officials to declare that food security as a top national priority and voiced the government"s commitment to break the decade-long dependency on external aid. Following 2002-3 drought and famine the speech of the then time government Prime Minister Melees Sinai, (2002) has declared that "a country is in a chronic, predictable underlying structural problem that needs to be addressed, not after the emergency has passed, but in conjunction with addressing the emergency. We need to develop strategies to fight poverty, which is at the root of the problem. "This declaration was the base for the launching of the new program so called productive safety net program (MoARD 2009).

The declaration leads for the formation of national coalition to reform the traditional social protection system and productive safety net has took as best alternative. The program was Officially launched by Ethiopian government in 2005 as a response for social protection demands. It aimed at maximize productivity, enhance predictability and keep timelines of assistance's to people in needs, and for reduces dependency of international aids. Initially, the main objective of productive safety net program was to enable the government to move away from an annual appeal to humanitarian relief assistance's system to a more predictable, productive and development-oriented safety net program (MoARD 2009).

This declaration of food security as a national priority was the base for development partners and humanitarian aid supporters to form collation for modifying the national humanitarian assistance's to shift for reduction in dependency on foreign emergency food aid" and to „phase out the use of food aids. The coalition was come up a new insight for alleviation of famine and food insecurities by revises food aids in development perspectives. It was suggested alternative development approaches that focuses on gradual transition from humanitarian assistance to a system of productive safety nets as a link between emergency and development in disaster-prone food-insecure areas (ibid).

As a results of continues discussion between international partners and government actors the productive safety net was designed from late 2003 to the end of 2004 with a plan to begin implementation at the start of 2005. In reform processes passed on national debate which made centered on basic safety net principles and

reflected the different incentives and preferences of the multiple donor agencies and government departments. So, productive safety net program is the result of the declaration of the government of Ethiopia to shift its insight from emergency food aids assignments to more development approaches of addressing famine and foods insecurities in sustainable and predictable manner ((Ibid).

This shift has supported both humanitarian assistances partners and development actors. Internationally it was supported by world food program taking it as its orientation of transition in line with its new policy guidelines which promoted the use of safety nets as more central to the aid system „to safeguard in the event of shocks, assist those in need and ensure that livelihoods are built upon’ (WFP 2004).

Urban Safety Net Program

The start of Safety net program implementation in Ethiopia has traced back to 2005. It has serious of accomplishments reports which have been distributed as cash, in-kind transfers, social pensions, public works, and school feeding programs. It has been targeted rural poor and vulnerable households. The program in its past operation has lower inequality, and reduces the poverty gap on by 45 percent World Bank (2018). These positive effects of rural productive safety net transfers encourage the Ethiopia government and partners to introduce urban productive safety net program in cities of Ethiopia to alleviate urban poverty and inequality (World Bank; 2018).

As a result, Ethiopia starts to implement urban safety net programmer since 2015 and it has been administered by two ministries. The ministries are Urban Job Creation and Food Security Agency (UJCFSA) and Ministry of Labor and Social Affair (MOLASA). For the first phase of the program (2017-2021), the government was successful in securing funding through a World Bank credit of USD 300 million and the additional financing of USD 150 million will be covered by Ethiopia Government (PIM, 2016).

The UPSNP is a comprehensive framework designed to reduce urban poverty and vulnerability among the urban poor living below the poverty line via safety net mechanisms including productive and predictable transfers through public work, direct support, livelihood intervention and capacity building. The UPSNP Project has three components include: (I) Safety Nets (Labor Intensive Public Works), (ii) livelihoods, and (iii) Program Management, and Institutional Strengthening. Component I: Safety Net Support: This component is supporting beneficiaries through conditional and unconditional safety net transfers. The conditional transfers are including participation in public works (PW) and/or skills training for those who have able bodied members (ibid).

The unconditional transfers is provided for people who are labor constrained or unable to perform work including the elderly, disabled, chronically ill, children, pregnant, lactating mothers and people with disabilities. The beneficiaries who have physical and mental ability to Participate in public work are expected to engage in public work to get transfer. The range of public works include: urban greenery development, solid waste management, construction of cobblestone roads, building drainage's and community infrastructure as the project develops project beneficiaries may be able to fulfill their co-responsibilities by participating in skills training activities aimed at improving their employ-ability or income generating activities (ibid).

The unconditional safety net transfers includes the delivery of transfers to poor households with no able bodied person in the family. This group includes persons that for various reasons are unable to perform work (e.g. chronically ill people, elderly, and people with disabilities, children, pregnant and lactating mothers). The transfers for this group will be provided monthly throughout the year and payments will not be linked to completion of public works). Among the beneficiaries of UPSNP conditional transfer beneficiaries constitute 84 % and the rest 16 % categorized under unconditional transfers as per their need (ibid).

Challenges of Safety Net Program Implementation

The challenges of implementing productive safety net program emanates from the inclusion or exclusion practices of targeted groups, procurement project inputs due to demand and supply imbalances, price and inflation s, participation of beneficiaries on labor activities, identification of appropriate resources transfer types, and the capacity for capitalization of the project in social, economic and political dominions. The sustainability of the program through alignment of formal and informal forms of social assistance's. The issues of transparency and accountability are the center on its ongoing practices and applications. In the courses of implementing safety net program the following program challenges encountered by implementing agents and other partners (PIM, 2016).

Implementation Capacity as a Challenges

According to World Bank (2009) the implementation capacity of the productive safety net program depends on the cooperation, level of participation and commitments of various multi- sectoral stakeholders. In any social services organization that is aimed to address the social Problem through projects and programs implementation capacity the sole requirements for the successes or fall of the program and projects to realize its ends. In addition productive safety net program has numerous bottlenecks that hamper the successful implementation of the program such as high variability in performance across and within regions, delays in resource transfers as reported by 70% of the PSNP beneficiaries in 2007 (IFPRI 2008) while predictability and timeliness of resource transfers is seen as crucial to the success of the productive safety net programs. Timeliness of resource transfers has improved starting from its program commencements up to completion periods (World Bank 2009).

The program management capacity also one of the core issues that is an issue for successful implementation of the program. The education level, experiences and cooperation of all program constitutes is highly demanded but, as the program implemented by government employee staffs getting officers who have low educational level and inconsistent experiences is not uncommon. In addition it has high staff turnover and poor coordination across government departments in support for PSNP public works. This has results inconsistency and unpredictable work conditions and finally poor achievements. The supply of sufficient resources (time, human, information's and financial) are highly required because resources are an engines for the overall operation of the program activities. So, insufficient supply of resources can brought significantly challenges the program implementation (ibid).

Inclusion and Exclusion challenges

The interest of policy makers and governments to emphasize on the importance of social transfers has challenged on definition of poor and identification of poor persons. In development program it is implementation contribute factor for excluding labor-short but needy households. Labor-short and poor female-headed households in Rwanda found it hard to participate in the program. HIMO adopted cash for work approach and used a self-targeting mechanism in promoting rural development. This meant that in practice the scheme was not attractive to poor but labor-short households, in particular female headed households. Although HIMO lacked a gender strategy in its first phase (2002-7) a large number of women participated in the scheme (WFP; 2018).

The evaluation established however that by prioritizing developmental impact over core welfare objectives (as per HIMO design) labor-short but needy female-headed households was excluded. Ethiopians PSNP targets chronically food insecure households with those able to work participating in Public Works and those households lacking labor receiving resource transfers under the Direct Support component. Around 90% of the resource transfers are invested in the Public Works component while the remaining 10% is available as a welfare mechanism in the form of Direct Support (Aschale et al. 2012).

In practice however it may will have the percentage of vulnerable and chronically food insecure labor constrained households is over 10%. Particular in areas where there is a high percentage of female headed

households. There are also indications that Ethiopians Public Works system is very tough on households with limited labor capacity particularly in districts where PSNP staff utilize public works to maximize developmental outcomes which may contradict core welfare objectives. Productive safety net programs such as Ethiopians PSNP carry an inherent risk to discriminate against needy but labor-short households. Particularly in areas where there is a tendency to emphasis on the public work component of social protection programs as productive investment over core welfare objectives (Aschale et al. 2012).

Challenges on Transfer Selection: Cash, Food or a Combination.

The use of food or cash as a social transfer has been an issue of much debate. In the past food transfers have often been the preferred type of transfer by donors. More recently however there is an increased realization that cash is a viable alternative, particularly in situations where food is available on local markets and the food insecure and poor lack purchasing power. The appropriate type of transfer, whether cash or food, depends on local context and circumstances and can vary across different household categories (FAO, 2008). Ethiopia food aid has been for long the typical response in situations of acute as well as chronic food insecurity. Cash as a resource transfer was introduced by the PSNP and evaluated positively although cash currently constitutes a mere five percent of all PSNP resource transfers. In 2008 PSNP beneficiary Households receiving cash transfers saw its value being eroded as a result of high inflation rates in Ethiopia (FAO, 2008).

Transparency and Accountability

Transparency and accountability are crucial for the effective and efficient implementation of social protection programs. It enhances local ownership and acceptance of social protection policy and practice by the community at large. It is good to make the social protection transparent and accountable to publics. To do it, special conditions to include vulnerable people or disadvantaged groups in formal programs are based on the adopted policy level, stakeholders at all levels. It need to be sensitized about provisions and provided with practical instructions for disadvantaged groups to participate in such programs. It also highlights the important role that civil society can play to enhance transparency and accountability of formal safety net programs (FAO, 2008).

Programme Management Challenges

A clear and well organized project management system is important to effective works. It needs to be successful at each stage of project planning, implementation and evaluation. The project management system is made up of all actors of the project and must evolve with the project needs and must adequately meet the needs. In line with each project management teams' clear division roles and responsibilities with the higher level of accountability and responsibilities needs to be clearly allocated and defined. In operational practices of project implementations sub- teams of the project will work together as a team (MoLSA 2017/18 Annual report).

Supply Challenges

Project implementation phases consume inputs such as human, financial and material sources. In most projects the supply of finance and other material resources determine the successful implementation of projects. Regarding on financial and logistic supports it has limitations. According to PSNP annual report (2016/17) the project administration cost is very small as of Comparing with program costs this is the challenge in project administrative practices. The other challenge is delay in releasing the budget. The delay is a challenge for the project executions and also if the project has no enough fun the logistic will be very poor. So, the project is needs to be supported by full equipment and infrastructures if not it will loses and failures (PSNP report 2016/17).

Human Resource Management Challenges

Human resources are the core challenge in project implementation. Project human resources needs to fit the right person on the right position and at the right time principles. Skilled human resources can enable proper achievements of project operations. Project operation needs the skills and experiences those capabilities of the people who support the project. The human resources system of project implementations can enhance its performance. In the HRM and strategy literature the potential impact of human capital on performance has been recognized (Barney, 1991; Hatch, & Dyer, 2004).

Implementing organization's human capital commands the nature and extent of employees Potential contribution to the organization Wright, & Snell(1991). The resource-based view posits that superior human capital holds great potential as a resource that can create and sustain superior performance. One of the treat indicated in annual plan and challenges of the project is employee turnover (MoLSA strategic plan (2015/16-2019/20) and Annual report (2016/17).

Capacity Related Challenges

Capacity building is very crucial for the project implementation to get skilled and competent project implementer teams. One of the components of UPSNP program is capacity building but according to the performance report of the project it is not performed as planned because of this the implementation is challenging. And also because of employees turnover the trained manpower leaves and always there is a new implementer in the project. Therefore continuum's training is required which needs budget, time and human resources (UPSNP 2016-17).

Coordination Challenges

Because of lack of strong coordination and partnership through project stakeholders implementing the basic component of the project is not performed as planned. (USNP Report; 2017-18).

System Challenges

Having appropriate system is one of the reasons for the project to be successful. A safety net project as a project needs to have systems like MIS, monitoring and evaluation system, communication system and so on. But due to the lack of MIS targeting takes a long time and retargeting process (USNP Report; 2017-18).

Empirical Reviews

Several empirical studies have been conducted on rural productive safety net programs but, it is difficult to get sufficient empirical studies on the urban productive safety net in Ethiopia since the program is newly extended from rural safety net program and has short period of stays. The most related study conducted by different researchers is discussed below: Mene Melese (2019) conducted the study and it was focused on assessments of practice, and challenges of urban productive safety net Addis Ababa, Ethiopia. The study has found that the program had a good start in establishing institutional and procedural arrangements. Also, in some extent the program had been implemented properly and improved the livelihood of the beneficiaries. It has discussed (1)poverty status of beneficiary household members targeted under UPSP; (2) assessed the targeting criteria for selection of beneficiaries, (3) assessed effects of the Program on the Livelihood of Beneficiaries, identify the major problems facing in the implementation of the program. The unit of analysis was beneficiaries and it was focused only on beneficiary status of clients, selection criteria, and on effects of the program. But, the distinction of proposed study from this study is just by its area of coverage and by its unit of analysis. The Proposing study will take program management systems or managerial perspectives as its unit of analysis (MeneM. 2019).

Study conducted by YibrahH.G. (2019) on Ethiopian Urban productive Safety net program; its impacts on households' food insecurity in Mekele, Ethiopia. The finding of this research indicated that food insecurity (headcount ratio) of program participants (22 percent) was lower than the non-participants (36

percent). It has founded that urban productive safety net program has a significant impact on program participant households' consumption expenditure (measured in per adult equivalent). The study evaluated the impact of the program it has founded that the program has a strong effect on program participant households' income earnings. The research concluded that urban productive safety net program helps maintain food consumption adequacy and enhance the food security of the urban poor people. Like the first research, this research also conducted by taking the beneficiary system as its central unit of analysis through comparison of participant and non-participant of the program. It does not touch the management system and management perspectives of the program (Yibrah H.; 2019).

Study conducted by Samuel (2016); opportunities and challenges of productive safety net program in cases of three selected woredas of wolita zone, SNNP; Ethiopia. It has founded that the major opportunities of the program to poor households are saving life of poor households, economic changes at household and community level, the changes in social inclusion, gender equality and community health and nutrition. The key challenges of the PSNP are targeting, cash transfer problems, and low economy base of the poor households, low graduation performance and weak management of appeals. The study does not teach the practices, challenges and opportunity of program management systems since its unit of analysis was the beneficiaries and on services (Samuel; 2016).

Fekadu Nigussa and Ignatius Mberengwa(2009); studied challenges of rural productive safety net program implementation at local level in case of KuyuWoreda, North Shewa Zone Oromia Region Ethiopia. This study was taken rural inhabitants as its unit of analysis for creating conclusions. The study results indicate that poor geographical, administrative, and community targeting are evident. The process of targeting the poor is froth with nepotism, corruption as demonstrated by high inclusion ratio of non-poor households in the program. Other challenges which negatively affect the program include weak institutional linkages and lack of active community participation in the decision making process (ibid).

The study takes the overall challenges in the program management system typically in rural productive safety net program. Here, the proposed study will take on urban safety net program management as its unit of analysis and sources of information. The study will includes the (inputs) resources, (process) activities and financial management practices, challenges and opportunities in line with program goals.

Study conducted by YospheM. (2018) on the issue of Productive Safety Net Program of Ethiopia, as a means to integrate Disaster Risk Management Policy and strategy in to Development program in cases of Tach Gayent Woreda of Amhara, Ethiopia. The researcher has used qualitative approaches. Document review was taken as sources of the data related with the program. A disaster management policy and strategies in the Ethiopia. Secondly, the researcher conducted Key Informant Interview with four participants. The first issue reviled by the study is that the policy and implementation manuals, has clearly stated that development programs like the productive safety net have to incorporate the issue of disaster risk management in their implementation. For this reason, the productive safety net program is working on natural resource Conservation and recovery as means of disaster risk reduction and also providing assistance for households with short-term and chronic problems as risk management (Yosphe M; 2018).

CHAPTER III. RESEARCH METHODOLOGY

The research design refers to the researcher overall plan for answered research questions and finding answers for research questions (Kothari, 2004). To this research descriptive research design was used to carryout it. . Kotharti (2004) defied descriptive research design as it can enable for describe the existing phenomena or events. It is good for describe situations of what happened and happening of particular phenomena. The purpose of the study was lined describe what has happened and was happening in the course of implementing urban safety net program. So, the design enables to describe practices, challenges, and opportunities of implementing urban safety net program in the selected study area.

In study there are three research approaches such as qualitative, quantitative and mixed method approaches. This study has incorporated data of qualitative, and quantitative data's since both method allows the researcher to cross-validate findings within a single study (Creswell, 2003). In the study quantitative data were collected from 288 questionnaire, out of it 250 returned and successfully completed. Whereas, the qualitative information were collected from 6 key informants. And, secondary sources both quantitative and qualitative data from program activities accomplishments reports, operational and program plans polices and legislation were applied.

Population and Sample

The target population for this study constitutes council committees, management council committee, technical council committees, program administration office heads, program coordinators, experts/employee of the program, and ketena facilitator (Cabo). The total population of the study constitutes 1032 of both at a sub-city and 13 woredas.

The study population is finite and for finite population the appropriate formula to determine the sample size is Yamane statistical formula Yamane (1967:886)

$$\text{His equation is } n = \frac{N}{1+N(e)^2}$$

where n = Sample; N = Population; E = Error term 5% and confidence coffecint =95%.

The total population of the study is 1032 considering 5% error terms Given
N= 1032 e=5% required: sample size (n)

$$\text{Solution } n = \frac{N}{1+N(e)^2} \quad n = \frac{1032}{1+1032(0.05)^2} = 288$$

In conditions where the population is finite and small the sample size dose not decrees' significantly but slight changes.

The study was used purposive sampling techniques. According to Kothari, C.R. (2004) purposive sampling techniques are required to find optional sources of information in the conditions of time and money constraints. Accordingly to the purpose of this research work identification of sampled woredas were made based on the number of experiences in implementing urban safety net program. In addition the availability of resources persons and existences of significant number of beneficiaries were other factors considered to screen sampled woredas.

Thus, from the total of 13 woredas found in the sub-city 4 woredas were selected purposive to get sufficient data sources due their lived experiences on the program implementation and self-fulfilment conditions of resource persons better than other woredas. The selected woredas were woreda 12, 10, 11, and 7. from these woredas questioners were distributed and respondents have responded for it. The sample selection was based on inclusion and exclusion criteria of woredas based on their own number of experiences in implementing urban safety net program and considered the limitation of time, and resources. It was also estimated that purposely selected woredas have depth of experiences on the project management practices and can give information that can represent other woreda program implementation practices

Data and Sources of Data

The primary data were collected from program council committees, technical council committees, employees and project coordinators of the sampled woredas. It has taken as the first hand data that are collected through 6 key informant interviews, 288 questioner's distributions out of it 250 was returned and used in courses of the analysis.

The secondary data sources are second hand information or documents. For the purposes of this study litterateurs such as safety net project plans, project accomplishments report documents, proclamation and legislation of Addis Ababa city Administration food security and productive safety net program administration agency, urban safety net program at national level are document consumed. In addition secondary sources such as document reviews on project management teams' minutes, videos, photos, plans and other technical written or recorded documents included (Numen W. 2000).

Qualitative and quantitative data were gathered from the sample to feed information. The quantitative data were collected from questionnaire distributed and qualitative data have collected concurrently too from key informant interviews. The key informant interview tool was used to acquire qualitative information to find answers for key research questions from experienced, positioned, knowledgeable and skillful persons. Furthermore, field observation has carryout so, important information has collected and the observation check lists has applied to regulate purposes of the observations.

Descriptive Statistics

The analysis of data for three of research objectives has carryout sequentially in a concurrent parallel description. The data collected from questioners, key informant interviews have analysis by apply descriptive statistics and, thematic analysis tactics. The descriptive technique uses to analyze quantitative information in numerical, graphical and tabular techniques and it has practices of organizing, presentation, and analyzing data Cochran (1963). For this study data collected from close-ended questions were analyzed by calculations mean, and standard division formulas collected from each respondent in a summarized and tabulated ways. To make the analysis more accurate and reliable the new and updated version of statistical package for social science (SPSS) software version-22 were applied.

Validity refers to the appropriateness of the measures used, accuracy of the analysis of the results, and generalization of the findings (Saunders et al, 2016). Data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Creswell, 2009). In an attempt to ensure content validity; the questionnaires were developed based on a previous study and a thorough review of the existing literature concerning the area of injury. In addition, the same set of questions was administered to respondents so that responses would be similar to facilitate comparison.

Reliability refers to the consistency or dependability of a measurement technique (Saunders et al, 2016). It is concerned with the consistency or stability of the score obtained from a measure or assessment (Saunders et al, 2016). To ensure reliability, it is important to have an appropriately sized sample to achieve statistically significant and reliable results (Stunders; 2016).

In the study reliability test for the research has been done by using SPSS version 22 and Cronbach's alpha coefficient value has reported as follow.

Table 3 Summary of Reliability Tests of Cronbach's Alpha

Objectives	N	Cronbach's Alpha	N of Items
Assess the Practices Of Urban Safety Net Program Implementation (PUSNPI) in Nefas Silk Lafto Sub-city.	250	.925	33
Challenges of Implementing of Urban Safety Net Program (CIUSNP) NeFas Silk Lafto Sub-city	250	.907	23
Opportunities In Implementing of Urban Safety Net Program (OIUSNP) in Nefas Silk Lafto Sub-city.	250	.946	21

Sources: own survey result, 2021/22

As it is reviled from the table above the reliability test value for the first objective has taken from 33 numbers of items and it has tested and found that Cronbach's Alpha coefficient is 0.925. The reliability test value for the second objective which is tested from 23 items is .90 and the reliability test value for the third objective of Cronbach's Alpha coefficient from 21 items is .946. The reliability test value according to Cronbach's Alpha coefficient is equal or above .70 is satisfactory (polit, Back&Hungler, 2001). So, the three objectives have got 0.925. .90 .946 and it was satisfactory.

CHAPTER IV. RESULTS AND DISCUSSION

Introduction

This chapter deals on analyzing, presenting and interpreting the collected and, analyzed data by applied descriptive research model. So, the analysis has made on three themes on practices, challenges and opportunities of implementing urban safety net program in the study area. The sections wise, description of a chapter. The first section deals about the response rate of the respondents. Second, socio-demographic information of the participant. The third section, discussed the practices of implementing urban safety net program. The fourth section discussed the findings on challenges of implementing urban safety net program in Nefas Silk Lafto Sub- city. The fifth section discussed the findings on opportunities in implementing urban safety net program.

Demographic Characteristics of the Respondents

On this part of the discussion and data presentation the researcher trays to discuss the profile of respondents. Description has made on demographic characters such as sex, age, educational status and experiences of the respondents. As table 4.3 below depicted that the respondents included in this study were from various socio-demographic characters of program management teams at various levels.

Table 5 Socio-Demographic Characteristics of Respondents (SDCR)

Characteristic	Variables	Frequency	Percent
Sex	Male	126	50
	Female	124	49.2
	Total	250	99.2
Age (years)	20-35	213	84.5
	35-45	30	11.9
	45-60	7	2.8
	Above 60	0	0
	Total	250	99.2
Education status	Diploma	6	2.4
	Degree	230	91.3.
	Masters and above	14	5.6
	Total	250	99.2
Experiences	Below 2 years	59	23.4
	2-5 years	144	57.1
	5-10 years	47	18.7
	Above 10 years	0	0
	Total	250	99.2

Sources: own filed survey (July 2021)

As it is shown from the table 4.2 above the respondents of 126(50%) and 124(49.2) male and female respectively. This implies that in the study the respondents have almost equivalent sex composition and it is possible to say gender balance has maintained and the inclusion of both sex on data collection practices. This implies that both female and male program management team and employees were equally contributed for the practices and implementation of urban safety net program in Nefas Silk Lafto Sub-city.

The other socio-demographic character is age. Based on the table 4.2 shown above respondents on the age categories of 20-35 are 213(84.5 %). On the age categories between, 35-45 years

(30%), of 45-60 years 7(2.8%). Form the total of 250 participants the majority of the respondents found on between age categories 20-35(84.5%). So, the majority of respondents profiled as adults since they are found on between the ages 20-35 and the lowest percentage were age category of 45-60 constitutes 7(2.8%) only. The implication of the age composition for the study age plays important role for program management team.

The data implies that the majority of the respondent has found on 213(84.5%) who are adults and are more likely capable to perform duties and responsibilities given to them energetically and confidently and have the direct impact on practices of implementation of urban safety net program. As it is shown on the table 4.2 above the majority of the respondents were constitutes degree holders 230(91.3%) followed by master and above holders 14(5.6%). This implies that employees of the program were qualified and has appropriate educational status.

In addition when we look at the experiences of the employee 59(23%) was below two years that means significant number of employees was junior fractioned. And, 144(57%) on between 2-5 years, 47(18.7%) were on between 5-10 years and above ten years zero percent years of experiences. It implies the majority of the employee was experienced, and has experiences over the area of the practices. So, the data has shown that

the majority of the employees 144(57%) were experienced and qualified and have skills and knowledge. So a researcher can concluded that the program implementation practices has been undergoing constituting experienced employees, and can contributes for the successful accomplishment of the program implementation practices.

Practices of Implementing Urban Safety Net Program

The discussion and analysis of the practices of implementing urban safety net program aimed for answer the first research question which states that “what are practices of implementing urban safety net program looks like in the case of Nefas Silk Lafto Sub-city? It is the first theme that talks about the assessments the practices of implementing urban safety net program. It has seven sub-themes and that have various questions for discussion and analysis. The first sub-theme discussed about program beneficiary inclusion, exclusion and quota distributions. On this sub- theme beneficiary quota distributions among woredas of a study sub-city has discussed and analyzed.

It talks about the inclusion of deserved beneficiaries, and exclusion of unqualified applicants for the services. The second sub-theme states about practices of program activities accomplishments, and schedule managements. To discussion of this sub-theme was based on the four questions asked. The measurement questions was based on inputs-activities-outputs and ways of implementation based on various operational plans. The third sub-theme states about the practices of human resources management. It has focused on the human resources recruitment's, placements and developments. A fourth sub-theme states about of monitoring and evaluation the practices. It talks about the practical conditions observed for monitoring, and evaluation practices. The fifth sub-theme includes the analysis of the practices of inputs and supplies of procurement s. The six sub-theme states the communication and integration practices. It has assessed the communication and integration practices of implementing urban safety net program. The last parts of this theme are all about the practices of risks identification, analysis and migrations.

The data collected from each sampled woreda has codified based on the themes and sub-themes in line with objectives sated. The calculation of mean and standard deviation has made based on SPSS Soft ware version 22. The quantitative responses analysis was carryout based on the mean values and deviation values between mean scores (st. deviations). In order to measure the dependent and independent variables questions were prepared on fives point like-art scales. The scales ranges from the highest value to the lowest value from strongly agree (5), agree (4), neutral (3), disagree (2), strongly disagree (1). To interperate and analyze the mean and st. deviation values standards has taken. The standard states that if the mean value less than 2.49, the mean value is “low” if the mean value greater than, 2.5 and less than 3.49, the mean value is “moderate”, if the mean value is greater than 3.5 and less than 4.49, the mean value is “good”, if the responses value is greater than 4.5 and less than 4.75, the mean value is “very good”, if the responses value is in between 4.74-5, the mean value is “excellent” Abdulahi et ale (2008). So, the degree of agreement and disagreement of respondents” analysis and discussion was made based on the standard sated. The qualitative data collected from key informant interview and document reviews was discussed as parallel concurrent discussion and analysis.

Beneficiary Inclusion, Exclusion, and Quota Distribution

Table 7. Summary of Practices of Quota Distribution to Beneficiary Inclusion, And Exclusions.

Characteristics	N	Mean(M)	St. deviations(SD)
I believe that my woreda has got proportionate quota as it compared with other wordas in the sub-city.	250	4.1760	0.50799
In my woreda beneficiary inclusion was done based on the inclusion criteria sated as per the program plans of the year.	250	3.8240	0.86488
In my woreda beneficiary selection processes unqualified applicant to be part of the program was excluded based on eligibility criteria sated on the program manual.	250	3.7080	1.04456
I believe that the clients' identification eligibility criteria need to be modified.	250	3.6120	1.12896
In my woreda ineligible beneficiaries were included as part of the services user.	250	3.5370	1.25870
Aggregate M and SD	250	3.7714	0.961018

Sources: Own survey result; 2021/22

As it is clearly shown from the table above the maximum mean value $M= 4.176$ with $SD= 0.50799$, and the minimum $M=3.5000$ with $SD=1.25870$. Based on the standard on both the minimum and maximum mean values were placed on "good" label of the standard. It implies that in the study area the practices of beneficiary inclusion, exclusion and quota distribution practices to each sampled woreda were practiced at good label of achievements. Similarly, the aggregate value for the M and SD $M= 3.7714$, and $SD= 0.961018$ indicated that the practices of beneficiary inclusion, exclusion and quota distributions has been practiced on good label. The implication behind this is indicted that beneficiary inclusion, exclusion, and quota distributions practices in the study area has been going as good level of achievements but, it does not achieved to the label of "very good, and to the excellent" levels as of the standard sated.

Data from key informant interview have suggested that the practices of beneficiary inclusions, exclusions and quota distribution practices was done based on criteria's sated, and by formulated committees to perform it. They noticed that in the operational woredas the practices was done by local committees, councils, and technical persons through apply home to home multidimensional poverty level assessments practices. Based on the results of the assessments residents of the woredas were disintegrated as rich, poor and poor of poor categories. And the poor of poor community members were taken were as unqualified and ineligible applicants were excluded based on the criteria sated on the program manual. They also disclosed that in some cases they were found not legible clients were engaged on the program in few woredas of the program operational areas.

So, a researcher can conclude that beneficiary inclusion and quota distributions practices has been practiced to the label of good, but it was possible to achieve the label of the achievement to the status of "very Good", and excellent" remarks. This finding has confirmed by literature. According to IMSI (2005) the practices of inclusion and exclusion and quota distribution needs to have requirements definition, identifications of clients and governed by budget specifications (IMSI, 2005).

Practices of Activities Accomplishment, and Schedule Management.

To assess the practices of activity accomplishments and schedule management four questions were asked and respondents responded based on the lacerate scale of agreement level. The following table has clear mean and st.deviation of the agreement level of respondents.

Table 6: Summary of Activities Accomplishments and Schedule Management

Characteristics	N	Mean(M)	St. déviations(SD)
In my woreda the program activities implementation practices has been going by using supplies properly, and have got outputs.	250	3.7080	1.04456
In my woreda the program implementation practices has been going based on weekly, monthly, quarterly and annually planned activities.	250	3.8000	1.06797
In my woreda the program has commenced on planned starting period, no delay of commencements and complétions.	250	3.5000	1.25870
My woreda has applied program implementation follow-up practices, so that schedules has maintained on entry, services/action phase and on the final exit/graduation phases.	250	3.6200	1.12099
Aggregate M and SD	250	3.657	1.123055

sources: Own survey result, 2022

As the table above clearly shows the maximum mean $M= 3.8000$ with $SD= 1.06797$ the minimum mean responses were $M=3.5000$ with $SD=1.25870$. In both cases the majority of the respondents strongly agreed that the practices of activities accomplishments and schedule management has been taken places based on the operational plans that were devised periodically on quarterly, monthly, weekly and daily operational plans. In both the maximum and minimum values of the response the agreement of the respondents found good label. Similarly the aggregate responses of mean $M= 3.657$ with $SD=1.123055$ which is put on good agreement label but, it doesn't reached to the label of very good and excellent. In all cases the implication behind the good practices of activities accomplishments and program schedule management practices indicated that in the sampled woredas the activities accomplishments performances in some measures has been going at the label of good practices but, it was possible to go on grater achievements to the extents of very good and excellent.

Data from key informant interview indicated that the program activities were devised on operational actions and practices has been going having various impediments such as absences of clients on public work activities, delay on operational budget releases, negative community attitudes. They noticed that their own respective woredas have practiced based on operational plans devised weekly, monthly, quarterly and annually. They had shown that they had reports that indicate the progresses of activity accomplishments and allocated time and resources managements. They noticed that they were not achieved the activities accomplishments practices to the status of very good and excellent. As you can understood above both qualitative and quantitative findings indicated that the practices of activities accomplishments and schedule management was going to the label of good though it has the possibility to achieve garter achievements to the status of very good and excellent. Based on these facts the researcher can conclude that the practices of activity accomplishments and operational period (schedule) management were done on good label in the study area.

Practices of Human Resources Management

The practices of human resources management in the sampled woreda has assessed on three measuring questions that have scaled as per the like ret scale values and the calculation of the mean and st.deviation has sated below on the table 9.

Table 7: Summary of Human Resources Management

Characteristics	N	Mean(M)	St. Deviation (SD)
My woreda has been going on merit based human resources recruitment, placements and development practices.	250	4.1280	.97335
I believe that my woreda has applied employees conduct management rules strictly to use the employee capacity, skills and budgeted times properly.	250	3.4560	1.33536
I believe that in my woreda there were systems of performances measurements for demotion and promotion of staffs.	250	3.7600	1.09691
Aggregate mean(M) , and SD values	250	3.7813	1.1352066 66666667

Sources: Own survey result, 2022

To assess these theme three statements were asked for the participants to respond for the questions of human resources management. The label of agreement for the three measuring statements were $M=4.1280$ with $SD= 0.97335$, $M=3.4560$ with $SD= 1.33536$, and $M= 3.7600$ with $SD= 1.09691$ respectively. These shows that the practices of human resources recruitment's, placements and developments; application human resources management rules, and there were systems of measurements that shows the label of the promotion and demotion of staffs has been practiced at good label. Similarly, the aggregate data indicated that $M=3.7813$ with $SD= 1.13520666666667$ which is also placed on good label of performances" practices as per the standards of Abdulahi etal (2008). In all cases the mean and its St. Deviation values indicated that the practices of human resources management in the sampled woreda has been preformed to the status of good though it can have the possibility to achieve on status of very good and excellent achievements.

The key informant interview reported that the program human resources have been taken placed by the woreda human resources management office and as per the government parts of employments creation. They reported that though the program have its own defined number of employees and supportive technical staffs, the process of recruitments, placement and staff development have been taken place by the government. They pointed out that the employees" qualification and jobs coordination in most of the case where not much good, and it affects the program operations in its employee performances and on maximization of outputs with desired quality.

Both quantitative and qualitative data shown above clearly shows that of human resources management has been going good but it does not achieve to the status of very good and excellent. It indicts that there were undone or untouched activities that hinder the performances of human resources management"s practices. They reported that though the program have its own defined number of employees and supportive technical staffs, the process of recruitment s, placement and staff development have been taken place by the government. They pointed out that the employees" qualification and jobs coordination in most of the case where not much and it affects the program operations in its employee performances and on maximization of outputs with desired quality.

The key informant noticed that human resources practices have taken by the government and the maximum efforts have taken to processes employees recruitment, placement and development. The regulation of employee was based on establishment public services systems for demotion and promotion. They acknowledged that they had poor practices on the enforcement of rules strictly to use of employees skills, and knowledge properly. So, a researcher can conclude the human resources management practices has been going as good as like other practices of the program operation in the study area, though it have the possibility to achieve greater achievements to the status of very good and excellent standards. This

finding has confirmed litterateurs about human resources management that has three main processes which are organizational planning, staff acquisition and team development, and human resources management process required to make the most effective use of the people competence for project successful (PMI, 2008).

4.4.4. Procurement's, and Supplies Practices (PSP)

To assess the procurement and provisions of supplies practices five measuring statements were asked and the respondent's scaled there level of agreements and the calculation of the average mean, and St. Deviation sated below

Table 10. Table : Summary of procurement and supplies practices

Characteristics	N	Mean (M)	St. Deviation (SD)
My woreda has been going based on procurement plans to monthly, quarter, and annual operations.	250	2.7840	1.19963
I believe that procurement practices in my woreda have been going as per finance and market rules and principles.	250	2.5600	1.05967
My woreda has a procurement committee who has active involvement on procurement of inputs.	250	2.5560	1.09712
I believe that in my woreda any outsourcing, contracts and sub-contracts has been taken place based on clear, open and competitive approaches	250	3.5400	.83618
In my woreda program inputs has been supplied regularly based on budgets planned annually.	250	3.6040	1.32598
Aggregate mean(M) , and SD values	250	3.0088	1.103716

Sources: Own survey result, 2022

As the descriptive statistical table above clearly shows that the sampled woredas have got moderate performances of the practices these are shown above clearly $M=2.7840$ with $SD=1.19963$, $M=2.5600$ with $SD=1.05967$, $M=2.5600$ with $SD=1.05967$. based on the standards of Abdulahi(2008), the first three statements of the above table has put on moderate label of practices which were done satisfactorily though it can possible to perform more on to the label of good, very good and excellent practical achievement.

This implies that the sampled woreda practices of procurement were undertaken moderately (satisfactorily) but, it was possible to perform to the status of good, very good and excellent. The mean values such as 3.5400 with $SD=0.83618$, $M= 3.6040$ with $SD=1.32598$ of the remaining two statements. These mean values practiced to the label of good as per a standards sated, it implies that outsourcing's of activities, and supplies of inputs was done to the extent of good but, still it can be extended more to the label of very good and excellent.

On this regard the key informant have reported that the program procurement practices have been taken place by the committees and budgets after it has disbursed from a donors, it have distributed to each beneficiary woreda and each respective woreda finance and economy offices have regulated it. According to the key informant most of the program procurements practices has been taken place based on the program budgets and on application of finance and marketing rules, and some goods and services were procurement s by committees.

Therefore, a researcher can conclude that in the study area urban safety net program implementation practices of procurement's have been done satisfactory but, still it needs practices to keep the budget, time and other financial elements. So, a researcher can conclude that the practices of procurement have been preformed moderately (satisfactorily), though it were possible to perform to the extent of good, very good and excellent in the study area. Whereas, the practices of supplies of inputs and outsourcing of activities as of the practices of activities accomplishments" in each woredas it were preformed to the label of good even though, it was possibly extended to the label of very good, and excellent.

Practices of Program Implementation Communication, And Integration

The practices of program implementation communication and integration have been assessed on three statements that were scaled based on the five points like Likert scale of measurements. Based on the data collected the respondent's responses has summarized as follow on table 11.

Table 9: Practices of Program Implementation Communication, And Integration

Characteristics	N	Mean(M)	St. Deviation (SD)
My woreda program implementation office has a communication plan and channels.	250	3.3880	1.12896
I believe the program activities accomplishment has made on regular reports, feedback and correction sharing practices.	250	3.5560	.99742
In my woreda activities, stakeholders and communities were integrated practice. .	250	3.3080	.98030
I believe that in my woreda the program integration practices were not communicated properly.	250	3.3880	1.12896
Aggregate M, and SD	250	3.4173	1.03556

Own survey results, 2022

As the table above clearly indicates the maximum and minimum mean values have found on good practical conditions. The maximum $M=3.3880$ with $SD=1.12896$, and the minimum $M=3.3080$ with $SD=0.98030$ which are good practices. It implies that the maximum mean indicated that the sampled woreda has communication plans, and established systems of communication channels have responded by the participants. It implies the existences of communication plan and established systems of communication in the sampled woredas. In addition, the woreda communication integration on aspects of stakeholder engagements and activities smooth flows found as good level of practices as per the standards of Abdulahi et al (2008).

It has indicated that in both maximum and minimum agreement levels of the respondents the practices of program activities communication and integration has been done to the label of "good" as per a standards stated. In the same fashion the aggregate $M=3.4173$ with $SD=1.03556$, which is also indicated that it has gone on good practices labels as per a standards of Abdulahi et al (2008). In these cases the survey data analysis implies that the sampled woreda program implementation communication and integration has been practiced to the label of good. Even though, it was possible to perform communication and integration activities to the extent of very good and excellent.

Key informants noted that in their respective woreda the program implementation practices were based on communication plans which were early communicated to stakeholders of the program. They disclosed that though the program communication practices have been taken places in the beneficiaries' woreda, the challenges have seen. These challenges were on the area of sharing update information to each stakeholders due to lose networks, poor commitments on share or responds to messages, and low participation on some part of the stakeholders, and no functional committee members were prevalent problems.

The key informant also added that in some woredas there were inconsistencies to report and submits program activities accomplishments updates because of employee incompleteness, no or lack of internet services and negligence's. So, the researcher can conclude that urban safety net program implementation practices in the study area achieved program communication practices moderately(satisfactory) though it can possible to perform good, very good and excellent labels. And it needs more effort to improve more in this aspect. This conclusion has confirmed by litterateurs. According the project management institute (2013) program communications management needs to include the processes required to ensure timely and appropriate collection, creation and distribution, storage, retrieval, management, control, monitoring and the ultimate distribution of project information. So, in this aspect the program management needs to be communicated effectively and efficiently by solving the challenges.

Practices of Risks Identification, Analysis, and Mitigation

The practices of risks identification and analysis and mitigation has assessed based on the following three measuring statements that were scaled based on the five lacerate scales of measurements.

Table 10: Respondents“ Response Summary Practices of Risks Identification, Analysis, and Mitigation

Characteristics	N	Mean (M)	St. Deviation (SD)
In my woreda program implantation practices risks were identified, registered and quantified.	250	3.2800	1.12010
In my woreda risk analysis practices has been done regularly.	250	3.3600	1.20840
In my woreda program implementation practices risks mitigation measures has taken to reduce the impact of identified and quantified risky situations.	250	3.1640	1.06095
Aggregate M and SD	250	3.268	1.129817

Sources: Own survey result; 2022

Based on the table given above three statements were asked to assess the practices of risks identification, analysis“s and mitigation for each respective sampled woredas. The results of the assessments mean values such as $M=3.2800$ WITH $SD=1.12010$, $M=32.3600$ with $SD=1.20840$, $M=3.1640$ with $SD=1.06095$ respectively. On the cases of risks analysis practices the respondents agreed that they were practiced it to the label of good but, in the cases of the first and third statement the practices has done moderately. It implies that risks identification, registration and actions of risks mitigation practices were done satisfactorily but it could possibly achieve to extent of good, very good and excellent status.

Likely, the aggregate mean $M=3.268$ with $SD=1.129817$ values indicated the moderate achievements on the overall practices of risks identification registration quantification, and mitigation practices as per the standards sated. This implies that the sampled woreda has been practiced risks identification, analysis and mitigation to the label of moderate that means satisfactory but, it could not achieved to the status of good, very good and excellent.

The key informant interview reported that the program risks management practices has been going on regular risks assessments by technical committees and community members. Thy disclosed that the program operation in their own respective woredas has been played as part of possible to perform communication and integration activities to the extent of very good and excellent.

Key informants noted that in their respective woreda the program implementation practices were based on communication plans which were early communicated to stakeholders of the program. They disclosed that though the program communication practices have been taken places in the beneficiaries“ woreda, the challenges have seen. These challenges were on the area of sharing update information to each stakeholders due to lose networks, poor commitments on share or responds to messages, and low participation on some part of the stakeholders, and no functional committee members were prevalent problems.

The key informant also added that in some woredas there were inconsistencies to report and submits program activities accomplishments updates because of employee incompleteness, no or lack of internet services and negligence“s. So, the researcher can conclude that urban safety net program implementation practices in the study area achieved program communication practices moderately(satisfactory) though it can possible to perform good, very good and excellent labels. And it needs more effort to improve more in this aspect. This conclusion has confirmed by litterateurs. According the project management institute (2013) program communications management needs to include the processes required to ensure timely and appropriate collection, creation and distribution, storage, retrieval, management, control, monitoring and the ultimate distribution of project information.

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Practices of Risks Identification, Analysis, and Mitigation

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Sources: Own survey result; 2022

Based on the table given above three statements were asked to assess the practices of risks identification, analysis's and mitigation for each respective sampled woredas. The results of the assessments mean values such as $M=3.2800$ WITH $SD=1.12010$, $M=32.3600$ with $SD=1.20840$, $M=3.1640$ with $SD=1.06095$ respectively. On the cases of risks analysis practices the respondents agreed that they were practiced it to the label of good but, in the cases of the first and third statement the practices has done moderately.

It implies that risks identification, registration and actions of risks mitigation practices were done satisfactorily but it could possibly achieve to extent of good, very good and excellent status. Likely, the aggregate mean $M=3.268$ with $SD=1.129817$ values indicated the moderate achievements on the overall practices of risks identification registration quantification, and mitigation practices as per the standards sated. This implies that the sampled woreda has been practiced risks identification, analysis and mitigation to the label of moderate that means satisfactory but, it could not achieved to the status of good, very good and excellent.

The key informant interview reported that the program risks management practices has been going on regular risks assessments by technical committees and community members. Thy disclosed that the program operation in their own respective woredas has been played as part of the local government takes and risk management also has been practiced as per the overall risks management practices from the donor sides by technical personals.

They also suggested that even though the risk plans and risk mitigation strategies sated on the program manual, in its local operation it have observed enforcement's limitations or shortcomes. And it affects the expected result for assuring minimum or no risks and maximizes risk mitigation intervention practices. According to the informant in some woredas risk management activities were not considered as program management practices.

Thus, the researcher can conclude that in the study area the practices of risks management were practiced the label of moderate which means satisfactory. So a researcher can conclude that the practices of risks identification, analysis and mitigation in the study area has carryout satisfactorily which is moderate as per a standards but it was possible to go extra miles to the extent of good, very good and excellent. Literature's suggested that the project risk management includes risk identification, risk analysis, risk response and contingency plans and risk ownership, quantification, risk response development and documentation in the course of the program implementation practices (IMSI, 2005).

Practices of Monitoring, And Evaluation Practices

Table 11 Respondents' Response Summary on Monitoring, and Evaluation Practices

Characteristics	N	Mean (M)	St. deviation
My woreda has made regular monitoring of the ongoing program activities accomplishment practices.	250	3.8240	0.86488
My woreda has been practiced entry, midterm and final terms activities accomplishments evaluations.	250	3.4120	1.02688
My woreda has active program monitoring and evaluation committee.	250	3.1200	1.13080
Aggregate M and SD	250	3.4520	1.00752

Sources: Own survey result, 2022

As the above descriptive statistics table clearly shows three measuring statements were asked to assess monitoring and, evaluation practices. The responses of the respondents values indicated that $M=3.8240$, with $SD=0.86488$, $M=3.4120$ with $SD=1.02688$, $M=3.1200$, with $SD=1.13080$ respectively. In all cases the responses of the respondents has sated on the label of "good" as per the standards sated and used. In the same way the aggregate $M=3.4520$ with $SD=1.00752$ which is also labeled as good agreement labels. In all cases the result of the mean values indicated that monitoring and evaluation practices in the respective woreda has been going good but, it was not going as a status of very good and excellent.

Key informants noted their respective woredas were practiced monitoring and evaluation as per of their own weekly, monthly and quarterly follow-ups and evaluation of the services effectiveness, quality and resources consumption's. They suggested that each woreda has their own respective monitoring and evaluations technical team and council committees who have regular contacts monthly to see lesson reports and to discuss the progress of activity accomplishments. They also reported that they had disc based meetings and discussions with employees and operational managers in cases of activities performances evaluation. They disclosed that in some monitoring and evaluation practices dose not taken as serious tasks and parts of the program regular activities, and it has low attendances of evaluators and stakeholders were not going consistently. They also recognized that they did not engage the beneficiaries as part of the monitoring and evaluations team. Based on the quantitative and qualitative data shown above a researcher can conclude that the study area has been practiced monitoring and evaluations. So, a researcher can conclude that the practices of monitoring, and evaluation have been going to the label of good in the study area but, it couldn't achieved as possible as very good and excellent level.

Challenges in Implementing Urban Safety Net Program in the Study Area.

The challenges in program implementation and it has identified by using the seven Sub- themes that each have their own measuring statements. The sub-themes include challenges on supplies and transfer selections, human resources, and capacity related challenges, challenges on coordination, and communication. In addition, system challenges on program entry, serving and exit/gradations phases, accountability and transparency, change in price and exchange rate, and on political and social instabilities.

Hereunder are analysis of the seven major themes in relation with minimum, maximum values of Mean (M), and corresponding Standard Deviations (SD). Abdullah etal (2008) has categorized the mean value into five score levels. The first mean value <2.49 = low, second mean value $>2.5<3.49$ = moderate, third mean value $>3.5<4.49$ = good, fourth mean $>4.5<4.75$ = very good, and if fifth mean value is in between $4.74-5$ = excellent. So, hereunder the analysis has gone depending on the values of mean and standard deviation scored by the responders and it has labeled according to the category of Abdullah etal (2008).

Supplies and Transfer (CST)

Table 12 summary of challenges on supplies and transfer

Characteristics	N	Mean	St. Déviation
Program inputs were not supplied based on program schedule, specified standards of quality.	250	3.4760	1.16570
Cashes transfer is better than in kind transfer of services to keep community advantage.	250	3.4120	1.02688
The program has been challenged on procurement s, transportation, budgets approval and services dissemination s.	250	3.4560	.96112
There are challenges on program cooperation and administration of The program services.	250	3.7800	.95459
Average	250	3.531	1.0271

Sources: Own survey result; 2022

As it is clearly shown on the descriptive statistics" table the kind of transfer and supplies have measured on four statements. The mean score for all responses range between minimum M=3.4120 with SD 1.02688, and maximum M=3.7800, and SD=0.95459. According to Abdullahetal (2008) both the minimum and maximum mean value founds on "good" category and the overall values of the mean M=3.531 with SD=1.0271 which is also labeled on "good" category. This implies that respondents agreed that transfer and supplies kinds" selection were challenges in the course of the urban safety net program implementation practices.

According to key informant cashes and in kind transfer of the program goods in the continuous debating though it has applied with strict model of linking peoples skills and knowledge with capacity building training's to ends up developing business plans and let them start their own venture. They also noted that beneficiaries were complaining on the chase transfer of services and its obligations due to their desire for using the money for their own personal consumption than use it for start their own business. As a result a researcher can conclude that in the study area urban safety net program operations have challenges on transfer selections whether it is in kind, cashes or on both. This conclusion have confirmed by the literature that the appropriate type of transfer, whether cash or food, it depends on local context and circumstances and can vary across different household categories, and beneficiary households receiving cash transfers saw its value being eroded as a result of high inflation rates(FAO, 2008).

Human Resources Management

Table 13 Summary of Challenges Human Resources Management

Subject	N	Mean	St. déviation
There are challenges on recruitment's and placement to keep qualification, and relevant experiences.	250	3.5880	1.12754
Human resource incompleteness, higher turnovers, and inappropriate attendances are challenges common on program implementations.	250	3.1200	1.13080
Employees' incompatibility and insufficiency are challenges and common to your word program implementation office.	250	3.2560	1.17473
Average	250	3.324	1.136965

Sources: own survey result: 2022

According to the UPSNP annual plan (2016/17) human resources development is very crucial for the project implementation to get skilled and competent project implementer teams. Contrary to this fact most of projects were not effective due to higher turnover and the need for continuous capacity building costs to update new employees, and it was the most important challenge. (UPSNP report 2016/17). As the table above clearly shows the response of respondents has measured by three measuring statements that have mean and its corresponding standard deviation were $M=3.5880$ with $SD=1.12754$, $M=3.3320$, with $SD=1.11479$, $M=3.1200$, with $SD=1.13080$, and $M=3.2560$ with $SD=1.17473$ respectively. In all cases according to category of Abdullahetal (2008) the responses placed at mean value $> 3.5 < 4.49$ which indicated that the response of the respondents ranked as "good" category.

This implies that the respondents agreed that there are challenges related with qualifications, and relevant experiences, incompatibility and inefficiency, higher turnover, incompleteness in the human resources management practice of urban program. Based on this implication the researcher may conclude that in the study area challenges related with human resources management practices were placements of poor qualified, less experienced employees, employees incompatibility and inefficiency, higher turnovers, in completion of the required number of human resources were challenges in the course the program implementations.

Coordination and Communication Practices (CCCP).

Table 14 Summary of challenges on coordination and communication practices (CCCP)

Characteristics	N	Mean	St. déviation
As a woreda coordination and cooperation practices were poor and it is the challenge of the program.	250	3.2400	1.25086
The operation is poorly communicated vertically and horizontally to each stakeholder, so that it can possible to say there is insufficient communication.	250	3.5080	1.08381
Average mean and St. Deviation	250	3.374	1.167335

Sources: Own survey results ; 2022

As it can be clearly understood from the table above the second mean value is greater than the first and the overall mean and standard deviation for these two measuring statements were= 3.374 with SD=1.167335. It indicated that it has found on between mean value $> 3.5 < 4.49$ which is labeled as “good” according to Abdullahetal (2008). This implies that significant number of the respondents agreed that there on the existences of challenges to coordinate the program operations, and existences of poor communication vertically and horizontally. In addition the key informant reported that the program have its own committee that control the communication and coordination of tasks but, they assert committee members and teams cooperation still needs effort to give cooperative services. Thus, one can conclude that implementing urban safety net program in the study area has been challenged on realization, coordination, and cooperation and on communications. This conclusion has confirmed by the urban safety net program report of 2017/18. It has indicted that due to lack of strong coordination and partnership projects were not performed as planned, coordination and communication of the project activities were the challenge of implementing urban safety net program.

Change in Price and Exchange Rate

Table 16 Challenges on change in price and exchange rate

Items	N	Mean	St. déviations
The recurrent change in the market price is one of the challenges on implementing urban safety net program.	250	3.608	1.04437
Fluctuation on exchange rate has been a challenge on the courses of the program implementation.	250	3.880	.99879
Average mean and St. Deviation	250	3.744	1.02158

Sources: Own survey result; 2022

Based on the descriptive statistics table above the mean and its corresponding variations between mean were M=3.6080 with SD, 1.04437, M=3.8800 with SD-0.99879 respectively. In both case the mean and standardization score indicated that the responses on “good” category as per Abdullahetal (2008) classification of mean values. In the same way the overall mean and standard deviation scores were M=3.744 with SD=1.02158. It indicated that the response of the respondents was categorized as “good”. This implies that respondents were agreed on the existences of challenges in related with recurrent change in market prices, and on fluctuation of exchange rates. So, a researcher can conclude that implementation of urban safety net program practices in the study area has challenges on change in price and exchange rates.

4.5.7. Political and Social Instabilities

Table 17 Summary of political and social instability

Items	N	Mean	St. deviation
There was political instability in the Woreda and it has been challenged the program implementation practices.	250	3.7480	1.09970
There were social instabilities or disorder and it is the challenge for implementation of urban safety net program.	250	4.0160	.83579
Political and social instability were not been the challenge on the course of program implementation.	250	3.8640	1.02455
Average mean(M), and standard deviation (SD)	250	3.876	0.98668

Source: own survey, 2022

As the table above shows clearly the mean and standard deviation for the theme were M=3.7480 with SD=1.09970, M=4.0160 with SD=0.83579, M=3.8640 with SD=1.02455 respectively. It indicated that the mean scores were in between $> 3.5 < 4.49$. It has categorized as “good”. On the same way the overall mean and standard deviation result also categorized as “good” according to Abdullahetal (2008) categories. This implies that respondents agreed that political and social instabilities were the challenges on the course of

implementing urban safety net program practices. Therefore, a researcher can conclude that in the study area political and social instabilities were challenges of urban safety net program implementation practices.

Opportunities on Implementing Urban Safety Net program

In order to explore opportunities on implementing urban safety net program in the study area statements formulated from seven major themes. The first theme was opportunities to local resources mobilization and asset building. The second theme consists of statements on opportunities in community participations and ownerships. The third statement consisted of opportunities on legal and policy frameworks supports. The opportunity to assess donor diversification, and continuity of external supports was fourth part the fifth themes have statements on opportunities in health, hygiene, sanitation and environmental protection.

The sixes theme assess tried to explore livelihood and basic needs assistances. The last theme explored opportunities for education and skills or knowledge transfer trainings opportunities. Abdullah et al (2008) has categorized the mean value into five score levels. The first mean value <2.49 = low, second mean value $>2.5<3.49$ = moderate, third mean value $>3.5<4.49$ = good, fourth mean $>4.5<4.75$ = very good, and if fifth mean value is in between $4.74-5$ = excellent. The discussion hereunder goes based the above category.

Local Resources Mobilization and Assets Building

Table 18 Summary of Opportunities for Local Resources Mobilization, and Assets building.

Items	N	M	SD
Implementing safety net program in your woreda gives the opportunity to use local community resources to solve community needs.	250	3.8560	1.01161
In my woreda the community resources were mapped and used in the course of the program implementations.	250	3.9640	1.14891
In your woreda implementing urban safety net has lets the woreda beneficiaries to build assets by participating on public works and direct benefit.	250	3.6320	1.03773
In your woreda implementing urban safety net program has brought changes on building public Infrastructures through public work activities.	250	3.5960	.88766
Average	250	3.762	1.0214775

Sources: own survey result; 2022

As the table above shows the summary of mean and standard deviations summary of descriptions shows responses of respondents of four statements. Each statements scored mean and is corresponding standard deviation $M=3.8560$ with $SD=1.01161$, $M=3.9640$ with 1.14891 , $M=3.6320$ with 1.03773 , and $M=3.5960$ with 0.887600 respectively. As it is clearly indicated from the scores the minimum mean $M=3.5960$, with 0.887600 and the maximum value $M=3.9640$ with 1.14891 , which indicates that the response of the respondents found on both for the minimum and maximum on between mean value $>3.5<4.49$ = good category according to Abdullah et al (2008). This implies that the respondents response were satisfactory to say local resources mobilization and asset building the opportunity possessed on implementing urban safety net program. Thus, a researcher can concluded that the implementation of urban safety net program in the study area have opportunities to the local communities to mobilize local resources and build local assets.

Local Community Participation s Public Works And Employments Creation.

Table 19 Summary of local community participation and ownership's

Items	N	M	SD
Active participation of local communities on public works the opportunity in your woreda.	250	3.7160	1.02349
In your woreda urban safety net program implementation has creating employments opportunities.	250	3.6560	.88362
Average mean and standard deviations	250	3.686	0.95355

Sources: own survey result; 2022

As the table above shows two measuring statements were asked to participants. According to response of the participants the mean and standard deviation have calculated as $M=3.7160$ with $SD=1.02349$, and $M=3.6560$ with $SD=0.88362$ respectively. In both cases the results has shown that the mean value $> 3.5 < 4.49$, which is placed on “good “category according to Abdullah etal (2008). The implication behind this label of placement indicated that the respondents agreed that implementing urban safety net program have given opportunity for local community engagements on earning employments opportunities and for participation of public works.

In the same ways the overall average mean and standard deviation value indicated that it has a “good” values since is $M=3.686$ with 0.95355 which is found on between mean value $> 3.5 < 4.49$. So, based on this implication a researcher can conclude that implementing urban safety net program in the study area has given the opportunity for local communities to get employments opportunities and participation on public works to contribution for local development practices.

4.6.3. Legal and Policy Frameworks Supports

Table 20 : Opportunities for legal and policy frameworks

Items	N	M	SD
The regulations, and guidelines were enacted and enforced sufficiently and it is opportunity	250	3.6640	1.06378
In your woreda the program implementation practices has applied specifications on the program manuals.	250	3.8840	.97279
Average	250	3.774	1.018285

Sources: own survey result; 2022

The descriptive data given above shows the mean and its corresponding standard deviation for the theme are $M=3.6640$ with $SD=1.06378$, and $M=3.8840$ with 0.97279 . In both cases mean value have found on $> 3.5 < 4.49$, which was placed on “good “category according to Abdullah etal (2008). In addition the average mean and standard deviation scores $M=3.774$ with $SD=0.97279$ also placed under “good category. The implication behind the placement of the mean and standard deviations values has shown that significant number of respondents agreed that legal and policy framework supports were one of the opportunities for accomplishment of urban safety net program implementation practices. As a result, a researcher can conclude that implementation of urban safety net program in the study area have supported by legal and policy frameworks which were opportunity for the flow of the program activities.

Health Education, Hygiene, Sanitation and Environmental Protection

Table 22: Opportunities on health education, hygiene, sanitation and environmental protection

Characteristic	M	Mean	St.deviation
The program has provided health education, and health care Support opportunities.	250	3.9160	.93404
The program has given the opportunity to trainings, and sanitation materials so as to enable families to keep their personal hygiene and sanitation.	250	4.3400	.95291
The program has provided the opportunity to waste management's and create clean and healthy living environments.	250	4.3400	.95291
Average	250	4.1987	0.94662

Sources: own survey results; 2022

As the descriptive table above shows the mean and its corresponding standard deviations for the three measuring statements were $M=3.9160$ with $SD=0.93404$, $M=4.3400$ with $SD=0.95291$, and $M=4.3400$ with $SD=0.95291$ respectively. In the three mean scores values placed under "good" category since three of statements responses have found between $>3.5 < 4.49$ Abdullah etal (2008).

The similar result also found on the average mean $M=4.1987$ with $SD=0.94662$ scales. The implication behind these were implementing urban safety net program beneficiaries have opportunities to enhance their health arrange on its health education, hygiene, sanitation and environmental protections. Thus, a researcher can conclude that implementing urban safety net program have given health education, on hygiene and sanitation opportunities to the local communities and gives room for engagement of activities for environmental protections.

Engagement on Income Generating Activities

Table 23: Summary of income generating activities opportunities.

Characteristics	N	Mean	St. deviation
In my woreda the beneficiaries have been engaged on income generating activities demonstration training.	250	4.1720	.81058
The program gives the opportunity for promotion of saving habit and business plan based supports.	250	4.0560	.78953
Average	250	4.114	0.800055

Sources: own survey results: 2022

As the table above shows the mean and standard deviations for the two measuring value $M=4.1720$ with $SD=0.81058$, and $M=4.0560$ with $SD=0.78953$. In both mean values the respondents response can be placed on "good" category according to Abdullah etal (2008) category specifically it has found on between $>3.5 < 4.49$ scales. In the same way the average mean and its corresponding values $M=4.114$ with $SD=0.800055$, which is also found on good category. This implies that the respondents agreed that enjoyment of beneficiaries on income generating activities and accessing of business plan based supports as well as promotion of saving habits were opportunities of implanting urban safety net program in the study area.

Key informants noticed the implementation of the program has brought opportunities of employments on permanent and temporal bases and it has given chances to engage of the income generations activities such as engagement on urban greening and agricultural practices, engagements of the small min market and other trade and exchange opportunities. The key informant noted in the practices the clients engage on the processes of training and capacity building. It was aimed to build their assets and to enable them capable for

carryout the income generating activities. They reported that clients after their graduation were expected to engage on their own self-employment activities based on various business ideas and plan for income.

CHAPTER FIVE: SUMMARY, CONCLUSION ANDRECOMMENDATION

Summary

The study has indicted that practices on the aspects of beneficiary inclusion and quota distributions, of supplies of inputs and outsourcing of activities, of activity accomplishments, operational period (schedule) and, human resources management, of monitoring and evaluations has achieved good label of performances. But, it couldn't possible to achieve the level to the status of "very good", and excellent" performances. On the other practices a research has indicted that the practices of procurement management, of communication and coordination, of risk identification, and analysis was preformed "moderately" which were implied satisfactory but, it wouldn't be "good, very good and excellent" practices typically to the study area.

The study indicated that the transfer kinds on the uses of cash were not good due inflation and costs overrun, employees' higher turnover rates and incomplete attendances, incompatibilities, inefficiency were some of the challenges. In addition, challenges such as poor participation and communication, lack of provision of updated status report to stakeholders, poor policy and guideline enforcement s, fluctuation in price and exchange rate, political and social instabilities were challenges in implementing urban safety net program of a study area.

The studies have indicated opportunities such as build local assets, and maintain local infrastructures through engagement of the poor in labor activities of the public works scheme. As enabling environments fulfillment of guiding manuals and protocols, policy, legal and guidelines, participation of multiple donors" and its contribution technically, financially. In addition has proven that health care, training's on sanitation and hygiene and environmental protection livelihood, basic needs resistances, business, and social skills training were opportunities possessed due to the implementation of urban safety net program.

Conclusion

Based on the results of the study the conclusion of findings was the following; the study revealed the ongoing practices of implementation urban safety net program in Nefas Silk lafto sub-city. Hence, urban safety net program implementation practices has good achievements of beneficiary identification and quota distributions, human resources, activities accomplishments, on monitoring and evaluation and on supplies of inputs and outsourcing of activities but, it cannot achieve to the extent of "very good" and "excellent" practices. Furthermore a study indicated that the practices of procurement, of communication and coordination and of program risks identifications and analysis were "moderate" which were satisfactory. It implied that additional efforts and commitments needed to maximize the result to the extent of "good, very good, and excellent".

As the study shows that supplies(keepings time, qualities) , and transfer selections(cashes and kind) , poor human resources management practices, inconsistent and poor communication, fluctuation in price, and exchange rate, local political and social instability conditions were challenges in implementing urban safety net program of the study area.

The study shows that local resources, and asset buildings, local community participation, and employments were opportunities that give to the local communities. On other side the study has shown opportunities for implementation of urban safety net program in the study area the multiple and consistent donors' supports and customary legal and policy supports were opportunities of the program under implementation. Finally, the researcher believes that this study will provide useful understandings and standpoints for the practices, challenges and opportunities of implementing urban safety net program in the study area.

Recommendation

Based on the finding and the conclusion reached, the following recommendations are promoted.

- Though the program has its own rules and procedures for its management it has limitations on its applications at the local operational areas, these affects the success of program activities management. So, government and the donor need to give technical supports and close follow-ups services.
- In the study areas program challenges needs to be clearly identified and quantified than the means to solve these challenges needs to be in place in the course of the program implementation.
- Implementing urban safety net program has given opportunities ranging from employments for unemployed and services for disabled urban poorest, it better to work on its sustainability mechanizes on local resources, assets and capacity fulfillment's.
- Urban safety net program have huge potential to mobilize local community and resources that can contribute for local development practices so, in this aspect the public work schemes of the program needs to be implemented properly and it needs to have close follow-up, monitoring, evaluation for fruitful achievements of its own objectives.

Further Research Directions

As urban safety net program is new in its kinds of social safety net in Ethiopia on the present there are research limitations, and a researcher has identified the following issues for future research directions.

1. This study can further be extended by covering the whole sub-cities of Addis Ababa and on other urban areas of Ethiopia since urban safety net project implementation practice has been extended to 11 and above cities of Ethiopia.
2. A researcher can also study the impact of implementing urban safety net program to the community and for local development practices in the study area.
3. One can also conduct further research on the contribution and implication of implementing urban safety net program for local development practices.
4. It can also conduct further research on the urban poor and safety net as a social protection measure to reduce the resultant effects of poverty in urban area.
5. A researcher can also conduct comparatives study between the urban Vs rural safety net program in Ethiopia and other countries.

Acknowledgment

In the first place I would like to forward my special thanks to the almighty God. In fact He deserves since, without His protection and compassion life may not be perpetuated. He lets me going to achieve tasks with various crises, saved me, and people in my circle from COVID-19 pandemic. Next, I would like to thank my advisor Hailu Megersa (Assistant professor and college dean) to his professional advices. In fact without his critical advices this thesis may not come to end. Third, my thank goes to Nefas Silk Lafto Sub-City urban safety net program managements, employees to their cooperation in providing information about the program and its management practices. They had contributed a lot as respondents of questionnaire and key informants of the key questions. Fourth; I would like to give my special thanks to Support and Care for People with Disabilities Association (SCPDA) and a General Manager Mr. Wondimu Asfaw for his own contribution by lets me to get this scholarship opportunity. The opportunity helps me for specialization and advancements in development management course. At last, but not least my special thanks goes to my mother W/roDasashYitebarkGitahun; who has been gave me overall engagement in my physical, mental and social developments. My special thanks also go to my father BeltaWalleWorke

through the almighty for his own unforgettable contributions. My father has played critical roles on motivate, encourage and support me so as to be educated child of him till he has died on December 12, 2021; prior to one month to defenses session of this theses. In life he was excited to see my graduation. On this junction, I would like to thank my lovely father and this thanks may arrives to him in heaven through the almighty. My dad God may rest you in peace in a heaven.

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