

**CHALLENGES OF INTERNATIONAL DEVELOPMENT
PROJECTS IN YEMEN: PERSPECTIVE OF PUBLIC WORK
PROJECT**

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[CHALLENGES OF INTERNATIONAL DEVELOPMENT PROJECTS IN YEMEN]

ABSTRACT

International development projects are public projects that are created to support the economy and people's life needs, mostly these types of projects target developing countries. These types of projects face challenges more than other projects due to many reasons. Accordingly, this research aims to explore the challenges that face international development projects in Yemen and conducted by the Public Work Project and highlight the most significant issues that face ID project as well to overcome these challenges. This research adopted the qualitative method by conducting ten semi-structured interviews with the PWP team and others stakeholders. The interview technique was selected to collect the data from the respondents from different backgrounds. Consequently, the data were analyzed using thematic analysis, which lead to creating themes for every group of respondents. Many challenges based on the PWP team were found as well as the other stakeholders. Based on the results, there are many challenges related to project management, personal interests and favoritism, delay, economy and security in the country, as well the issues related to contractors. For the highlighted challenges, recommendations from the respondents were developed, the long period of negotiation for the projects, should not be part of the project life cycle, additionally, the community should conscious of the benefits of development projects as well the other stakeholders. This research contributes significantly to improving the practice of the field of international development projects in Yemen as well as the other developing countries.

ABSTRAK

Projek pembangunan antarabangsa ialah projek awam yang dicipta untuk menyokong ekonomi dan keperluan kehidupan rakyat, kebanyakannya jenis projek ini menyasarkan negara membangun. Jenis projek ini menghadapi cabaran lebih daripada projek lain kerana banyak sebab. Sehubungan itu, penyelidikan ini bertujuan untuk meneroka cabaran yang dihadapi projek pembangunan antarabangsa di Yaman dan dijalankan oleh Projek Kerja Raya dan menyerlahkan isu paling penting yang dihadapi projek ID juga untuk mengatasi cabaran ini. Penyelidikan ini menggunakan kaedah kualitatif dengan menjalankan sepuluh temu bual separa berstruktur dengan pasukan PWP dan pihak berkepentingan yang lain. Teknik temu bual dipilih untuk mengumpul data daripada responden daripada latar belakang yang berbeza. Akibatnya, data dianalisis menggunakan analisis tematik, yang membawa kepada penciptaan tema untuk setiap kumpulan responden. Banyak cabaran berdasarkan pasukan PWP ditemui dan juga pihak berkepentingan yang lain. Berdasarkan keputusan, terdapat banyak cabaran yang berkaitan dengan pengurusan projek, kepentingan peribadi dan pilih kasih, kelewatan, ekonomi dan keselamatan dalam negara, serta isu yang berkaitan dengan kontraktor. Untuk cabaran yang diketengahkan, cadangan daripada responden telah dibangunkan, tempoh rundingan yang panjang untuk projek, tidak seharusnya menjadi sebahagian daripada kitaran hayat projek, di samping itu, masyarakat harus sedar tentang faedah projek pembangunan serta pihak berkepentingan yang lain. Penyelidikan ini menyumbang secara signifikan untuk menambah baik amalan bidang projek pembangunan antarabangsa di Yaman serta negara membangun yang lain.

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List of Symbols and Abbreviations

ALECSO	:	Arab League Educational Cultural and Scientific Organization
GPE	:	Global Partnership for Education
HDI	:	Human Development Index
IDp	:	International Development project
IsDB	:	Islamic Development Bank
LFA	:	Logical Framework Approach
NGDOs	:	Non-Governmental Development Organizations
PM	:	Project Management
PMBOK	:	Project Management Body of Knowledge
PWP	:	Public Work Project
SFD	:	Social Fund for Development
UNDP	:	United Nations Development Programme
USAID	:	United States Agency for International Development
YECRP	:	Yemen Emergency Crisis Response Program

Chapter 1: Introduction

1.1 Background

International development projects (ID) projects are public projects that are designed to support the economy and people's needs in the targeted (host) countries, mostly developing countries, these types of projects are financed by international organizations and countries in a form of loans or donations. Projects conducted to reduce poverty and increase people's living standards in developing countries are referred to as international development projects (Kwak & Dewan, 2001). The shortage of socio-economic development in developing countries, specifically those that have suffered years of war, violent conflict, and political unrest, necessitates targeted and deliberate international assistance (Shafieia & Puttannab, 2021). According to Youker (2003) ID projects are medium- to large-scale public projects and/or programs in all areas of developing countries that are sponsored by international organizations or other countries. Many countries and organizations support developing countries by implementing projects that fulfill the people's basic needs in developing countries, these projects have many forms such as infrastructure, education, and humanitarian projects. Moreover, ID projects are either carried out by recipient governments under a bilateral arrangement with the financed country or by the donor's "implementing partner," who is either a non-governmental organization or a specialist contractor (Crawford & Bryce, 2003). Like any project, ID projects aim to create goods or services in the targeted country, these projects face many challenges to delivering the products or services. In terms of ID projects, the challenges are more because of many factors; these factors can be related to the complex environment or because of many

stakeholders that are involved in the projects, or because of some factors related to the host country (Youker, 1993). The problem areas in ID project management were defined by Ika (2012) who attributed many project problems to structural instead of technical issues. Additionally, because ID projects have a different life cycle from standard projects, project management strategies that are used in traditional projects cannot always apply to ID project management (Tekinel, 2013).

Yemen is considered a developing country and is one of the poorest countries in the Middle East. According to UNDP (2021a), Yemen is ranked 154 on the Human Development Index (HDI), which positions it among the countries with a medium level of development. Add to that, in the year 2011 Yemen experienced a time of democratic change following the Arab Spring revolution, which followed the outbreak of armed conflict between some armed groups and the government in 2015. Furthermore, foreign powers intervened in the war, which results in economic struggles, as well as a blockade enforced on ports, airports, and land borders, health epidemics, infrastructure destruction, mass poverty, chronic water shortages, and price increases in basic goods have occurred (Maktary, 2021). As a result of that, there are many ID projects have been halted or postponed as well as the need for development projects has increased. Accordingly, Yemen has received many aids in a form of public projects from different countries and different organizations such as (World Bank, United Nations, and others). In the year 2018, the World Bank operates in Yemen with \$350.00 million (WorldBank, 2021).

Despite the difficult conditions that Yemen is currently facing, the Public Works Project, or PWP, has not only survived but also adapted to continue its efforts in providing services and development projects to all parts of Yemen, without exception - an aim that can be seen on the reality. According to PWP (2021a), the Public Work Project has succeeded in implementing subprojects that are deeply connected to people's daily lives, such as water supply, school rehabilitation, road paving, sanitation services, and agricultural land protection – all of which have one thing in common: they are labor-intensive and designed to create jobs for both skilled and unskilled labor, which is critical in these difficult times. The subprojects are also intended to meet the goals of the Yemen Emergency Crisis Response Program, or YECRP, which is funded by the World Bank and managed by the UNDP. In addition, the Public Works Project (PWP) was established in the context of Yemen's social safety net, with the goal of mitigating the negative effects of the 1995 economic reform program., it was founded in 1996 by By-Law No. (36) and Prime Minister Decree No. (3) of 1996 for the formation of the PWP Steering Committee and the definition of its key functions (Pwp, 2021b). The Public Works Projects were established in response to a compelling need to alleviate the negative impacts of the Financial, Economic, and Administrative Reform Program by serving as a model for the effective delivery of fundamental infrastructure services under well-defined and transparent procedures. According to Pwp (2021b), the main objectives of public work projects are providing jobs for both skilled and unskilled people., infrastructure service initiatives for impoverished and disadvantaged communities improving the poor's economic and environmental circumstances, enhancing the contracting and consultancy industry in the local region, and increasing community involvement in the development process.

1.2 Problem Statement

Mostly, ID projects are conducted in third-world countries, which makes the probability of failure of projects is high because of many factors in the internal environment (host country) or in the external environment (donor). However, ID projects like any project face many challenges that make the projects not successful as planned.

According to Ahsan and Gunawan (2009) ID projects are slightly different from the other projects whether with the final goals or with the stakeholders, these differences make the ID project face more challenges than other projects such as corruption, delay, the limit of resources in the host country, and donor's policy, communication, and government's policies in the external environment. The main purpose of ID projects is to reduce the poverty in developing countries by using the aids that are provided by donors to conduct projects. This type of project supports developing countries by offering jobs to people in the host countries and increasing the flow of hard currency in third-world countries and targeted communities. However, according to DevelopmentAid (2020) half of aid projects fail or suffer problems. The factors behind project failure can be related to people or processes, (Kappelman et al., 2006) Moreover, ID projects have much more complicated project environments than domestic projects in industrialized nations (Kwak & Dewan, 2001).

Yemen has received many development projects from different donors and sponsors in a form of loans and grants. According to the data of the WorldBank (2019a) in Yemen, between the years 1971 and 2018, the World Bank has implemented more than 500 projects in different sectors in Yemen. Despite that, there is a lack of researches that highlighted or identified the challenges that ID projects face in Yemen.

Moreover, after the political conflict in Yemen in 2015, many programs and projects have been implemented in Yemen such as the Saudi Reconstructions Program in Yemen which includes many projects and some areas. Billions of US\$ have been spent in Yemen and there are no tangible results as much as the huge finance for projects that Yemen obtained.

1.3 Research Questions

1. What are the issues of International Development projects?
2. What are the challenges facing Public Work Project in Yemen?
3. What are the most significant issues facing international development projects from the perspective of Public Work Project's stakeholders?
4. How to overcome the identified challenges?

1.4 Aim and Objectives

The aim of this research is to explore the challenges facing International Development projects conduct in Yemen by focusing on Public Work Project as a case study.

The objectives of this research are:

1. To identify the issues of International Development projects;
2. To identify the main challenges facing Public Work Project in Yemen;
3. To determine the issues of the stakeholders of Public Work Project; and
4. To develop recommendations to overcome the challenges.

1.5 Overview of the Research Methodology

This research is using the qualitative research method to gain the required information from the targeted respondents and stakeholders of PWP, the researcher is using the technique of interviewing with different respondents from different backgrounds. The sampling of this research depends on two techniques, the first one is snowball sampling because the research community is huge, research has to use this technique in order to choose the respondent, on the other hand, the researcher is using maximum variation sampling to cover all the potential respondents. The researcher is using thematic analysis to analyze the data that he gains from the respondents.

1.6 Significance of Research

Yemen is a country that depends on development projects in order to increase people's living standards. In Yemen, many agencies that work in the field of ID projects have stopped except some of them like PWP and due to the current situation, the challenges that face PWP increased significantly. Thus, this research will facilitate the PWP and the donors and decrease the impact of the issues that the research will highlight, as well as the recommendations based on respondents' points of view, additionally, this research helps increase the knowledge bank for academics in Yemen.

1.7 Dissertation Structure

Chapter 1: The first chapter includes six sections; the first section is about international development projects background and general information about the Public Work Project and a brief about Yemen. Second, problem statement, in this section, the author identified

the research problem. The third section consists of the research questions. The following section consists of the research aim and objectives. The subsequent section is about the overview of the research methodology, which included a brief about the method and technique that the author uses in this research. The last section in chapter one is about the importance of the research.

Chapter 2: The second chapter is about literature review and previous studies that are related to this research, the first section of this chapter is about international development projects generally, in which the author defined ID projects and their characteristics. Thereafter, the following section is about ID projects in Yemen and history and collaboration between international institutions that fund projects and Yemen. The last part in chapter two is about the challenges that face ID projects in some countries and these challenges were categorized to two parts, the first one is the challenges related to the project's environment and the second part is about the challenges that are related to the stakeholders.

Chapter 3: In this chapter, the researcher defined the method of data collection and research approach that has been adapted to collect the data from the respondents, thereafter, this chapter consists of the sampling technique that the researcher uses in order to choose the sample of the study.

Chapter 4: This chapter covers the results that the author got from the interviewees, and the technique for data analysis as well the respondent's recommendations.

Chapter 5: This chapter consists of a discussion of the collected data from the interviewees.

Chapter 6: This chapter subsumes the conclusion of the research and the limitations, the bias of this research.

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Chapter 2: Literature Review

2.2 International development projects

International organizations such as the World Bank and Governmental and Non-Governmental Institutions (NGOs) prepare and implement development projects in poor countries with the goal of improving living conditions. According to Hermano et al. (2013), the most important tool used by policymakers to provide international aid to developing countries is international development (ID) projects. Youker (2003) defined ID projects as *“a temporary endeavor with a definite beginning and end to produce a unique product, service, or result which receive their funding through multilateral international development agencies, non-governmental organizations, and or government agencies in developing countries”*. ID projects are mostly designed for socioeconomic growth and they are generally funded by foreign donors and are applied in all fields of developing countries (Youker, 2003); (Ahsan & Gunawan, 2009).

Until about the 1960s, there really was no specialized strategy to managing ID projects within the project management (PM) field. However according to Couillard et al. (2009) by the late 1960s, the logical framework approach (LFA) was established for the United States Agency for International Development (USAID), and it has since been adopted as the technique for managing ID projects by many international aid donors. "The LFA is a set of interlocking concepts that must be employed together in a dynamic form to generate a well-designed, objectively described, and evaluable product," one of its designers explains (Rosenberg & Posner, 1979). As a result, the LFA is a technique meant to

facilitate and guide the design and assessment of ID initiatives across the world. Since the ID Cooperation's inception at the end of World War 2, researchers and professionals have debated the efficacy of aid (Bourguignon & Platteau, 2017). Although advocates argue that aid is helpful in the long term, critics argue that it is ineffectual or, worse, that it is a problem in and of itself since it is based on western economic models that create dependency ties (Arndt et al., 2015).

However, During the early years of this century, the international community debated the efficiency of aid on multiple occasions this is evident in the organizing of conferences like as the High-Level Forums on Aid Effectiveness, which took place in Rome in 2003, Paris in 2005, Accra in 2008, Busan in 2011 and Mexico in 2014 (Rodríguez-Rivero et al., 2019). As mentioned by McEvoy et al. (2016) since LFA is utilized for project management by funders and Non-Governmental Development Organizations (NGDOs) from the beginning of the ID, improving this approach helps to a rise in the efficacy of ID Projects and that's the work's long-term objective.

Despite its broad adoption, the LFA has proven to be an ineffective and extremely restricted body of knowledge for administering ID projects, particularly throughout the evaluation and monitoring phase of the project life cycle (Bryce P. Crawford L, 2003). According to Bryce P. Crawford L (2003) LFA's challenges derive from four major issues: (1) a loss of a time dimension, (2) the inadequacy of providing objectively verifiable efficiency-level indicators, (3) the insufficiency of verification methods and (4) the log frames static nature. Carrying a broader view of how to manage ID projects, one possible solution for overcoming LFA limitations and improving ID project performance is the direct application of well-known PM standards such as the International Project

Management Association Competence Baseline (ICB®) or the Project Management Body of Knowledge (PMBOK®) (Hermano et al., 2013). However, because of the unique characteristics of ID projects, typical PM tools and approaches tend to be ineffective for managing them (Khang & Moe, 2008). The aid industry, and particularly ID initiatives, are considered as being unusual among PM contexts (Bryce P. Crawford L, 2003).

ID projects, unlike other projects that aim to make a profit nevertheless ID projects conduct to improve the living standard of people in the developing countries also to offer the desired change in the lives of the host country and societies (Shafieia & Puttannab, 2021). Additionally, Khang and Moe (2008) mentioned that international development projects vary from traditional manufacturing or agricultural projects in that their goals often include poverty reduction and improved living conditions, environmental conservation, human right protection, disaster relief for natural or human-caused crises, capacity building, and the development of essential social and economic infrastructure.

However, according to Youker (2003), there are many governmental and non-governmental institutions that fund ID projects in developing countries such as:

1. Banks with multilateral development, for example, the World Bank, Asian Development Bank, African Development Bank, etc.
2. United Nations Associated Agencies, for example, United Nations Development Programme, Food and Agriculture Organization of the United Nations, International Labour Organization, United Nations Industrial Development Organization, etc.

3. Multilateral government and bilateral such as U.S. Agency for International Development, European Union, and so on.
4. Non-Governmental Organizations (NGOs) like NRC, Peace Brigades International, Médecins du Monde, and so on.
5. Agencies affiliated with some governments.

It is important to understand the characteristics of international development projects in order to recognize their nature and differentiate them from other corporate projects. Youker (2003) mentioned that there are some differences in the characteristics of international development projects in terms of aim, definition funding, projects lifecycle stakeholders, the funder rolls, and the environment in the host country.

Subsequently, ID Projects include various stakeholders which include sponsors agencies, (regularly more than one), government institutions at many levels, advisors, the contractors for hire, evaluators, researchers, people, and local organizations in the host country. Moreover, Youker (2003) mentioned in his study the characteristics of ID projects as following:

- A. The main goal of ID projects is for economic and social growth to reduce the poverty in the targeted country and normally there is no profit behind these projects.
- B. The finance method for projects can be a loan or donation.
- C. The targeted countries for these projects are the developing countries.

- D. The managements for ID projects have to take all works of the projects, from the identification of the projects to evaluation of the projects.
- E. ID projects have many stakeholders more than the standard projects.
- F. The project's sponsors have unclear role in the project's processes.
- G. ID project's environments are more complex and have more challenges that can lead to the project's failure.

However, ID projects like any projects have a lifecycle with beginning and ending and aim to produce unique services or goods and make the beneficiaries satisfied with the final objectives of these projects, but ID projects have many stakeholders that are involved in the projects which makes the probability of ID projects failure are more than other projects.

2.3 International Development Projects in Yemen

Yemen has a long story with international development projects, many projects were implemented in Yemen from different sponsors in many areas, according to USAID (2020) the organization has served in Yemen by offering programs of food, roads, water, and agriculture. Moreover, in the year 1975, the USAID opened its mission in the capital of Yemen Sana'a, and assistance in that time focused on mineral, land, and soil surveys, alongside agriculture. Additionally, according to WorldBank (2021), the World Bank has worked in Yemen for more than four decades and implemented hundreds of projects in different sectors, road, water, irrigation, and so on. Moreover, since its establishment in

1975, the Islamic Development Bank (IsDB) has been funding development programmes in Yemen, and it has continued to do so until now, and Yemen has received a total of \$1 billion in funding for different projects (Hajjar, 2020). According to the annual report for the world bank, the Republic of Yemen got three grants totaling \$540 million in fiscal 2019 for health and nutrition, temporary employment, urban services, and emergency energy supplies (WorldBank, 2019b). Moreover, since 2017, approximately 1.5 million poor and vulnerable households have received cash transfers, reaching a total of 9 million people. Women made up 45 percent of the direct receivers. As well as the World Bank collaborated with a current network of microfinance institutions in Yemen to offer off-grid solar energy to the countryside and peri-urban regions.

Despite the crisis, UNDP has been in Yemen for over 50 years and remains committed to a mission of stability and long-term prosperity, moreover, since the crisis started in 2015, the UNDP has provided approximately US\$520 million in development assistance in Yemen alone (UNDP, 2021b). Accordingly, UNDP Yemen's projects and programs are carried out both directly and indirectly by its strong regional implementing partners, which include, and are not limited to: (a) local organizations; (b) official agencies and institutions; (c) the corporate sector; and (d) civil society organizations (UNDP, 2021c).

UNDP is assisting Yemen's neutrality, a vital component of its mission is to assist in the development of local partner ability to continue delivering important social safety net projects, economic assistance, and life-saving key basic services either after and during the conflict. Moreover, with a focus on the local level and in collaboration with important implementing partners, UNDP in Yemen strives to rebuild livelihoods – along with community stability and security – to establish the circumstances for resilience and a post-

conflict Yemen. UNDP's main priorities are as follows: (a) promoting a peace settlement and transition; (b) economic expansion and survival; (c) providing critical basic services; and (e) empowering disadvantaged communities. Additionally, the IsDB executed a COVID-19 educational resilience project in Yemen with US\$ eleven million funding from the Global Partnership for Education (GPE), which was assisting about 70 poor countries in achieving inclusive access to high-quality education (IsDB, 2020). In addition, the Global Partnership for Education's mission is to guarantee that each and every child obtains a quality basic education, with a focus on the poorest, most needy, and those living in fragile or conflict-affected nations. The funding was awarded in response to IsDB's submission for a COVID-19 Response, Recovery, and Resilience for Education Continuity project in Yemen. The project implemented over an 18-month period beginning on December 1, 2020. Regarding to public work project, the PWP has produced over three million working days that have helped over 7.3 million citizens through almost 1,900 completed subprojects worth about \$138 million. Finances from the Islamic Development Bank and, the World Bank in collaboration with UNDP and UNOPS, which was been essential to this accomplishment (PWP, 2020). In addition, the World Bank (WB) chose PWP as a partner in the execution of the YECRP, a program carried out in collaboration with the United Nations Development Program (UNDP). The World Bank granted a total of US\$85 million for the project, which covers the period from August 2016 through September 2020. This fund was redistributed among Yemen's several districts depending on the distress index, which takes into account a variety of factors such as population, IDP density, a community's urgent priority, and food insecurity. The index

was created using data gathered and updated regularly by United Nations organizations (PWP, 2020).

On the other side, the main partner for PWP in conducting the projects (SFD) mentioned that in the annual report 2019, in December 2019, there were 742 sub-projects in various levels of execution, including 698 with field operations, 23 undergoing desk review and preparing to begin fieldwork, and 21 in various procurement processes (SFD, 2019). However, its number of sub-projects under implementation has reduced from 1,000 in December 2018 to \$127 million in 2019. That's also due in part to the delays in EMSP approval as well as a decrease in funding received during the year from \$157 million in 2018 to \$127 million in 2019. In contrast, 696 sub-projects were finished in 2019.

However, the Yemeni crisis has put many people's lives at risk. When the crisis in Yemen erupted in 2014 and 2015, the need for development projects exploded (DeRoche, 2017). Development projects are more important these days than before because of the current situation in Yemen as well as the need for many development projects as an alternative to projects that were destroyed by the war.

2.4 International Development Projects Challenges

Any projects face challenges and problems that occur during implementation projects, these challenges prevent the success of delivering the project's objectives. ID projects as well face challenges but these challenges are more because of the nature of ID project and its complicated environment and conflicting stakeholders' interests. However, many projects are performed as planned, on time, on budget, and meet the expected plan, but

they end up being total failures because they do not deliver actual customer needs (Dvir et al., 2003). However, according to Kwak (2002), many factors that cause the failure of ID projects, these factors are categorized into ten factors, these factors are, political factors, which include policy and regulatory inconsistency; political uncertainty, conflict, and revolution; import restrictions it's a low-probability event with a big effect, these factors can cause return on investment is uncertain in the environment. Second is legal factors, which consist of unplanned changes in rules and regulations, currency converting, a lack of adequate legislative systems, and the position of local courts in arbitration these factors can cause a lack of a suitable market for foreign investment; technological transfer restrictions. Third, cultural factors, which include different stakeholders' social-cultural backgrounds who have different thinking processes which result from the executive conflict of interest and additional pressure; inefficient usage of resources. Fourth, using technology that is incompatible with the project, as well as production and operation requirements that are incompatible, results, stakeholder dissatisfaction due to a project that is underperforming or unsustainable. Fifth, managerial/organizational factors because of project management are insufficient or ineffective a shortage of suitable procedures or tools and will lead to stakeholder dissatisfaction and project failure. Sixth, economic factors, because of domestic economic dynamics are changing; there is more competition, and there are regulatory reforms, which results in the project is either unsustainable or has to be canceled. Seventh, social factors, can be because of ethnic hostility; religious destabilization, stakeholder security, beneficiaries' resistance to new social values, and these factors can cause a lack in international funding and technology flow. Eighth, corruption factors, can be because of some politicians that are investing in contribute in

making decisions and these led to inefficient allocation of development funds. Ninth, environmental factors, could be because of the noise pollution, air pollution, water pollution, and visual pollution; unsustainable use of natural resources, which results in degradation of the environment; social resistance to economic change. The last factor is a physical factor, which is uncontrol by anyone's these factors are natural disasters, wars, coups, and acts of terrorism, these factors will lead to a lack of foreign investment and financing projects. Furthermore, AL-Ashwal (2021) mentioned that many factors cause a delay in rural access programs projects in Yemen such as institutional weaknesses in the government, lack of skills in project management units, and weakness in the contracting sector. Additionally, there are some challenges facing ID projects in terms of cost and schedule, as compared to cost overrun and budget underrun projects, the proportion of schedule overrun and cost underrun projects in Bangladesh, China, India, and Thailand is higher (Ahsan & Gunawan, 2009). There are many challenges facing ID projects, these challenges can be related either to the project's environment or the stakeholders, table below summarized some challenges face ID projects in different regions.

Table 2.1 A summary of challenges of ID projects in some developing countries

Category	Challenge	Country	References
Donor	The donors' bureaucratic management	South Africa	(Sophie Brière & Daou, 2015)
	Monitoring is ineffective. Monitoring and evaluation issues	Afghanistan	(Shafieia & Puttannab, 2021) (Kiprop et al., 2016)
	Unsuitable selection of projects managers	Afghanistan	(Shafieia & Puttannab, 2021)
	Failure to include a penalty or fines in the contract with the contractor for late or non-delivery of deliverables	Maldives	(Yammai et al., 2017)

	Lack of communication between the organization in the host country and the donor	South Africa	(Sophie Brière & Daou, 2015)
	Fail to achieve the deadline for submitting the Project Implementation Plan to the sponsor	Maldives	(Yammai et al., 2017)
Contractor	Project delay	Some South Asian countries Maldives	(Ahsan & Gunawan, 2009) (Yammai et al., 2017)
	Cost Overrun	Some South Asian countries	(Ahsan & Gunawan, 2009),
	Contractor's financial capability	Benin	(Akogbe et al., 2012)
	The contractor's insufficient planning and schedule. Lack of project planning	Benin Bangladesh South Africa	(Akogbe et al., 2012) (Ahsan & Paul, 2018) (Kiprop et al., 2016) (Sophie Brière & Daou, 2015)
	Contractor's equipment availability	Benin	(Akogbe et al., 2012)
	Contractor's and consultants fail to deliver the products and services	Maldives	(Yammai et al., 2017)
Community	Conflicts and security issues	Afghanistan	(Shafieia & Puttannab, 2021)
	launching the project postpone due to political issues.	Maldives	(Yammai et al., 2017)
	Insufficient resources	<i>Not mentioned</i>	(Youker, 2005)
	Community participation	<i>Not mentioned</i>	(Kiprop et al., 2016)
	Different stakeholders social-cultural backgrounds	<i>Not mentioned</i>	(Kwak, 2002)
	Ethnic hostility, religious destabilization, stakeholder security	<i>Not mentioned</i>	(Kwak, 2002)
	Have no clear agreement on the project's goals and objectives.	<i>Not mentioned</i>	(Youker, 2005)
	Not involving in the planning stage	<i>Not mentioned</i>	(Kwak, 2002)
	Noise pollution, air pollution, water pollution, and visual pollution	<i>Not mentioned</i>	(Kwak, 2002)

Project Team	Issue of interpersonal relationships, trust and communication on project success	Saharan Africa	(Diallo A, 2005)
	limited feedback by the project team	South Africa	(Sophie Brière & Daou, 2015)
	Insufficient risk evaluation	South Africa	(Sophie Brière & Daou, 2015)
	Financial management/reporting activities that are out of compliance,	Maldives	(Yammai et al., 2017)
	Procurement implementation activities that are undue	Bangladesh	(Ahsan & Paul, 2018)
	Procurement's employees are inexperienced.	Bangladesh	(Ahsan & Paul, 2018)
	High-risk factors are analyzed insufficiently or not at all.	<i>Not mentioned</i>	(Youker, 2005)
	Project schedules have been impacted by procurement delays.	Vietnam	(Kaimasu et al., 2018)
	Incompatible technology	<i>Not mentioned</i>	(Kwak, 2002)
Local Organizations	Lack of communication between the organization in the host country and the donor	South Africa	(Sophie Brière & Daou, 2015)
	Corruption	Afghanistan	(Shafieia & Puttannab, 2021)
	Subcontractor's poor performance,	Benin	(Akogbe et al., 2012)
	Managerial/Organizational issues	<i>Not mentioned</i>	(Kwak, 2002)
Governments	Corruption	Afghanistan	(Shafieia & Puttannab, 2021)
	Interference by politicians	Afghanistan	(Shafieia & Puttannab, 2021)
	Monitoring and evaluation issues		(Kiprop et al., 2016)
	The consultant inspects the completed work slowly.	Benin	(Akogbe et al., 2012)
	The government bureaucracy and procurement interference	Bangladesh	(Ahsan & Paul, 2018)
	Policy and regulatory inconsistency	<i>Not mentioned</i>	(Kwak, 2002)
	domestic economic dynamics	<i>Not mentioned</i>	(Kwak, 2002)
	Politician's corruption	<i>Not mentioned</i>	(Kwak, 2002)

2.4.1 International development projects challenges related to project's environment

ID projects face many challenges that prevent the project's success these challenges can be related to the internal or external environment of the projects, for example, in the internal environment the corruption, the limit of resources, and political instability in the host country can prevent the projects to deliver the service or products as planned, as well as the factors that are related to the external environment such as the sponsor's policy, communication, and government's rules.

Thus, many challenges in the internal environment such as limited feedback by the project team, corruption in the local organization that implement the projects, and the communities that do not have awareness about the benefits of the projects which results collide with the project's team and other stakeholders, as well as the project's delay because of the limitation in the resources and other issues.

On the other hand, the challenges in the external environment can be related to the donors, the government of the sponsors, or the host country, for example, Sophie Brière and Daou (2015) mentioned that the bureaucratic management of the donors is a big issue for project success, furthermore, the challenges can be because of political issues either from the government of the host country or the donor's country. Moreover, because the ID project's sponsors are from different countries and different culture, there are challenges in communication between the financier and projects team and beneficiaries, according to Diallo A (2005), there is a strong relationship between the coordinator and his national supervisor and this relation depend on communication and understanding each other if

there is a lack in communication between them the project may fail, as well as the communication between other stakeholders. According to Youker (2003) because of literacy, volume, distance, and communication issues, it is challenging to include local beneficiaries' stakeholders in project discussions.

2.4.2 International development projects challenges related to stakeholders



Figure 2.1: ID challenges that related to stakeholders (source: developed by author)

Because of many parties that are involved in the projects, the probability of challenges that facing ID projects are higher compare to other projects, according to Boakye (2015) there are three parties are involved in ID projects, these parties are the financing agency, who pays for the project to be implemented but does not use the project outcomes directly, the project execution team, and the target recipients, who profit from the project deliverables but do not generally pay for it.

Thus, the success of ID projects is dependent on all of these stakeholders, each of them has different goals and viewpoints. Moreover, the biggest challenges for international development non-government organizations in targeting vulnerable recipient communities have been described as a lack of social links and poor management of knowledge resources (Miković et al., 2020). Thus, ID project challenges can be categorized based on the stakeholders, according to Aaltonen (2010) international project stakeholders are governments, donors, policymakers, suppliers, project team, contractors, beneficiaries, local organization, and so on. Because of the complexity of ID stakeholder's interests, the challenges that face ID project are higher than other projects, for example, Youker (2003) mentioned that the role of donors in ID project is unclear and do not have vested interest form the projects, which cause neglecting in the outcomes of the project. Additionally, communities are not involved in project planning because of many reasons such as literacy, communication, different interest from the beneficiaries themselves. Moreover, contractors can cause for project's failure. According to Akogbe et al. (2012) insufficient planning scheduling by the contractors caused a delay in the project's progress in Benin. In conclusion, ID projects involve many stakeholders with different interest which create many challenges for ID projects.

Considering Yemen's complicated circumstances, which includes political, security, and infrastructure issues, implementation need specific arrangements in order to produce effective and meaningful results. To supplement this intervention, the IsDB is collaborating with strategic implementing partners like the Arab League Educational Cultural and Scientific Organization (ALECSO), the Social Fund for Development in Yemen, and the Tunisian Agency for International Cooperation via Reverse Linkage (IsDB, 2020). Furthermore, the project is working closely with Yemen's Ministry of Education and other foreign partners involved in the country's education field, such as Save the Children, GiZ, the World Bank, and several UN organizations.

Chapter 3: Research Methodology

3.1 Introduction

Research methods are research strategies and processes that cover everything from general assumptions to particular techniques of data collecting, analysis, and interpretation. It is critical to consider the research methodology that characterizes the research process before beginning any form of research. According to Saunders et al. (2007), the research philosophy one chooses includes assumptions about how someone sees the universe. As a result, a detailed understanding of the research philosophy allows us to explain the research approach as well as identify the most appropriate methods. Accordingly, according to Creswell and Creswell (2017) the ultimate decision entails determining which method should be employed to investigate an issue. Philosophical assumptions brought to the study by the researcher; processes of inquiry (called research designs); and particular research methodologies of data collecting, analysis, and interpretation should all inform this conclusion.

Thus, this research is adopting a descriptive research design because of the nature of the information that this research is looking for. According to (Mugenda & Mugenda, 1999) when the problem is well defined and the researcher has some knowledge of the problem, a descriptive research design is used. In this research, the researcher will use a qualitative research method in order to collect the data according to Creswell and Poth (2018) we do qualitative research to investigate a topic or issue. This exploration is required as a result of the requirement to investigate a group or community, find factors that are difficult to quantify or hear suppressed voices. These are all valid reasons to investigate a topic rather than depend on predetermined knowledge from the literature or the findings of past

research works. Accordingly, qualitative research is conducted when there is a required complicated, in-depth grasp of the problem. This level of information can only be obtained by speaking directly with individuals, visiting their homes or workplaces, and enabling them to relate their tales without regard for what we expect to discover or what we have read in the literature (Creswell & Poth, 2018).

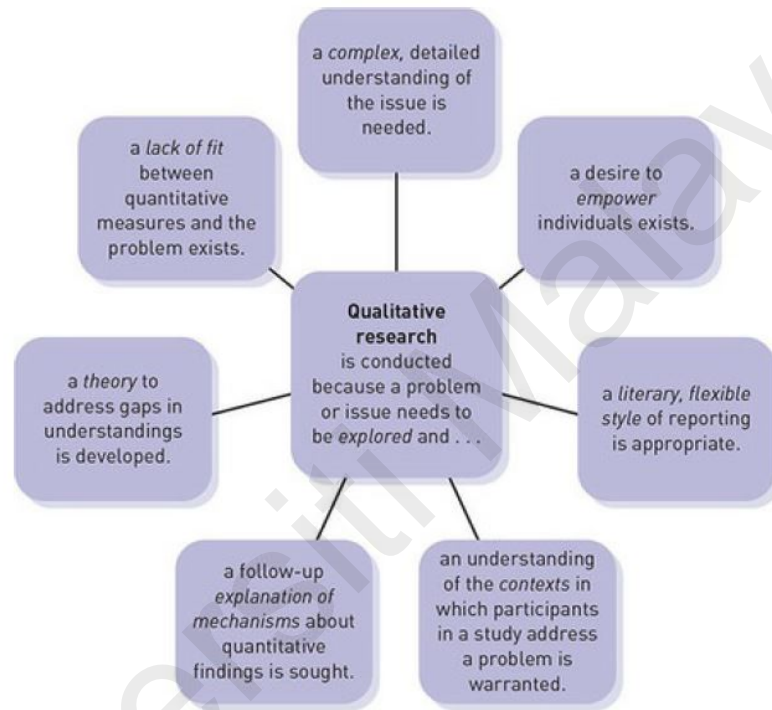


Figure 3.1 The Use of Qualitative Research (Creswell & Poth, 2018).

3.2 Research Approach

The Definition of Qualitative Research according to Creswell and Poth (2018) is that “Qualitative research is a situated activity that locates the observer in the world”. Qualitative research consists of a set of interpretive, material practices that make the world

visible. These practices transform the world. They turn the world into a series of representations, including field notes, interviews, conversations, photographs, recordings, and memos to the self". Additionally, qualitative research at this level entails an interpretative, naturalistic approach to the world. It also tends to mean that qualitative researchers investigate phenomena in their natural contexts, attempting to understand the meanings phenomena in accordance with the definitions that people attribute to them (Denzin & Lincoln, 2011). The nature of the research topic or problem being addressed, the study's target audience, and personal experiences of researchers all these have an effect on the selection of the research approach. Qualitative methods take a different approach to the academic investigation than quantitative methods. Although the techniques are similar, qualitative approaches rely on text and picture data, have distinct data processing phases, and use a variety of designs (Creswell & Creswell, 2017). According to Miles and Huberman (1994) there are some common features of the qualitative method:

- Qualitative research is undertaken in a naturalistic context with extensive and/or sustained interaction with participants to examine the ordinary and/or extraordinary lives of people, groups, societies, and organizations.
- The researcher's duty is to obtain a comprehensive (systemic, all-encompassing, and integrated) understanding of the setting under study: its social structure, modes of operation, and explicitly and implicitly rules.
- There is a shortage of standardized instruments. The primary instrument in the study is the researcher himself or herself.

- The researcher strives to collect data about local participants' impressions from the inside through a process of thorough listening, sympathetic understanding, and suspending or bracketing assumptions about the subjects under discussion.
- The majority of the analysis is conducted with the use of words. The words can be assembled, subclustered, or segmented. They can be restructured to allow the researcher to compare, contrast, evaluate, and create patterns from them.
- Reading over these primary sources (i.e., data), the researcher may identify themes and patterns that may be discussed with participants.
- The primary objective is to describe how individuals in certain contexts come to comprehend, account for, act on, and generally manage their daily conditions.
- There are several interpretations of this content that are feasible, but some are more persuasive for theoretical or credibility and trustworthiness reasons.

The nature of qualitative method, one major feature of well-collected qualitative data is that they focus on naturally occurring, ordinary events in natural settings, so that we have a strong handle on what “real life” is like. That confidence is buttressed by local groundedness, the fact that the data were collected in close proximity to a specific situation, another distinguishing feature of qualitative data is that its richness and holistic capacity for exposing complexity; such facts give "thick descriptions" which are vivid, embedded in a true context and have a ring of reality that has a powerful influence on the reader (Geertz, 2010).

However, there are many approach the researcher can use when he or she conducts qualitative method, according to Creswell and Poth (2018) these approaches are Narrative

Research, Phenomenological Research, Grounded Theory Research, Ethnographic Research and Case Study Research. Because of the nature of the research and its objectives, the researchers is using the case study research on order to conduct the research, according to Hollweck (2015) case study research entails the investigation of a case (or cases) in a real-world, contemporary context or environment. This case might be a physical entity, such as an individual, a small group, an organization, or a partnership. (Stake, 2005) mentioned that, the case study method is a decision of what to explore rather than a methodology. On the other hand, Thomas (2015) argues that “Your case study is defined not so much by the methods that you are using to do the study, but the edges you put around the case”. However, Creswell and Poth (2018) stated that case study research can be defined as a qualitative approach wherein the researcher investigates a real-life, contemporary bounded framework (a case) or multiple bounded structures (cases) over time thru a detailed, in-depth collection of data involving information from multiple sources (e.g., interviews, observations, documents, and audio-visual material and reports), and case themes and reports a case description.

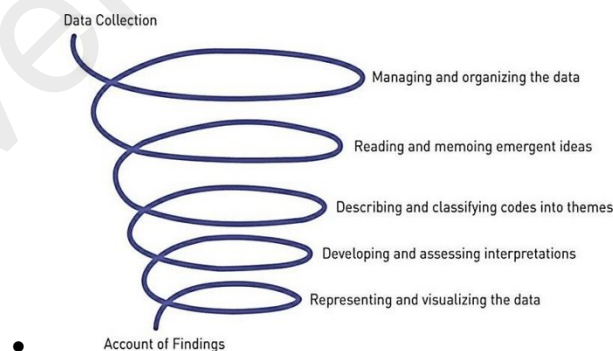


Figure 3.2 Data analysis method (Source: Creswell and Poth, 2018)

3.2.1 Characteristics of Case Studies

According to Creswell and Poth (2018) a study of several qualitative case studies described in the literature reveals many distinguishing features of the majority of them:

- The identification of a specific case to be described and evaluated is the first step in case study research.
- The key to case recognition is that it is bounded, which means it could be defined or described within specific boundaries.
- The purpose of doing the case study also is important in order to focus the methods for the specific category.
- An excellent qualitative case study is distinguished by in-depth knowledge of the case.
- In a case study, the technique for data analysis will be different.
- Identifying case themes is an important step in creating a case description. In each case, these themes may also reflect concerns or specific scenarios to be studied.
- Case studies frequently conclude with the researcher's findings regarding the important process given by the case (cases).

4.3 Data collection

New types of qualitative data appear in the literature on a regular basis (Creswell, 2012), however, Creswell and Poth (2018) mentioned that all forms may be classified into four main sorts of information:

- Interviews that range from face-to-face in-person interactions to group web-based interactions.
- Observation, extending from nonparticipant to participant.
- Documents (spanning from the private to the public).
- Audiovisual materials (ranging from images to objects made by participants).

Therefore, the interview is a valuable data collection technique that involves verbal dialogue between the researcher and the subject. Interviews are frequently utilized in survey designs as well as exploratory and descriptive research. Mathers et al. (1998) mentioned in their book that, there are several techniques to interviewing, ranging from fully unstructured, in which the respondent is free to talk about whatever they want, to highly structured, in which the subject's answers are restricted to answering pointed questions. Because of the nature, the objectives, and questions this research is aiming to answer, the researcher is using Semi-structured interviews to collect the data from the respondents, according to Mathers et al. (1998) semi-structured interviews consist of a sequence of open-ended questions depending on the topics the researcher wants to discuss. Additionally, the open-ended nature of the inquiry specifies the issue under examination while also allowing both the interviewer and the interviewee to address particular topics in more depth. Moreover, in a semi-structured interview, the interviewer may additionally push the interviewee to comment on the original response or to continue a line of inquiry initiated by the interviewee. Furthermore, semi-structured interviews are effective for gathering large amounts of attitudinal data, or when the study is exploratory and it is difficult to generate a list of probable pre-codes due to a lack of knowledge about the issue. However, Mathers et al. (1998) mentioned that, analyzing interview data using open

questions seems to be more difficult than analyzing data from closed questions since more effort must be done before individuals' sometimes various replies can be compared.

This research is aiming to explore what are the challenges that face projects funded by many international institutions and donors in Yemen and currently conducting by PWP in different areas such as, road projects, education projects, water and sanitation projects.

To collect the data, the researcher will interview the stakeholders of PWP in order to explore the challenges that face the current project in different area in YEMEN. The researcher will conduct Semi-structured interviews with different respondent from different background according to Mathers et al. (1998) semi-structured interviews consist of a sequence of open-ended questions depending on the topics the researcher wants to discuss. The open-ended character of the inquiry specifies the issue under examination while also allowing both the interviewer and the interviewee to address particular topics in more depth. Additionally, semi-structured interviews are effective for gathering huge amounts of attitudinal data, or when the study is exploratory and it is impossible to produce a list of probable pre-codes due to a lack of knowledge about the issue (Mathers et al., 1998).

3.4 The target sample in the research

Designing and selecting study samples is a common feature of social research. This is true regardless of whether the research is qualitative or quantitative in nature. According to Ritchie et al. (2013) when explaining sampling strategies for social research, a crucial difference is drawn between probability and non-probability samples, even when a study includes very low populations or individual case studies, decisions about people, settings,

or actions should be made (Burgess, 1982). Accordingly, when describing social research sampling strategies, a crucial distinction is made among probability and non-probability samples. A probability sample is made up of elements derived at random from a population with a known probability of selection. When the probability of selecting units is equal, groups will be represented in the sample in their true proportions. Therefore, Probability sampling strategies include simple random sampling, systematic random sampling, stratified random sampling, and multi-stage sampling. On the other hand, in a non-probability sample, components are purposefully chosen to reflect particular characteristics of or groups inside the population's sample. According to Ritchie et al. (2013), the sample is not designed to be fully representative: the probability of selection for every element is unknown; instead, demographic characteristics are utilized as the foundation of selection. Purposive sampling, according to Ritchie et al. (2013) members of a sample are selected with the goal of representing a position or type in regards to a key criterion. The first thing is to make sure that all of the key constituencies relevant to the subject matter are addressed. Second is to make sure that some diversity is included within each of the key criteria so that the impact of the characters involved can be explored. According to Creswell and Poth (2018) the purposive sampling strategy in qualitative research is guided by three principles, which vary depending on the approach. They are the selection of participants (or locations) for the study, the type of sampling procedure used, and the size of the sample to be investigated. Accordingly, purposive sampling can be approached in a variety of ways, each of which produces a different type of sample composition depending on the study's aims and coverage. These are defined as follows:

- Homogeneous samples are chosen to provide a detailed picture of a specific phenomenon, such as individuals from the same subculture or with similar characteristics. This enables for a more in-depth examination of social processes in a specific context (Holloway & Wheeler, 1996), (Patton, 2002) and (Robson, 2002).
- Heterogeneous samples, also known as maximum variation sampling, are those in which there is a deliberate strategy to include phenomena that differ greatly from one another. The aim is to discover central themes that run through a variety of cases or people (Robson, 2002) and (Holloway & Wheeler, 1996).
- Extreme case or deviant sampling Cases, are selected because they are unusual or unique, and thus possibly very illuminating. The logic goes that looking at exceptions or extremes improves learning about phenomena (Bryman, 2012).
- Stratified purposive sampling, is a hybrid method wherein the goal is to choose groups that show variation on a specific phenomenon but are fairly homogeneous so that subdivisions can be compared (Patton, 2002).
- Critical or typical case sampling, where what cases are selected based on demonstrating a specific position or being pivotal in the delivery of a process or activity. According to the logic, these cases would be "critical" to any understanding provided by the research (Patton, 2002).

In a case study, it is preferable to pick unusual cases and use maximum variation as a sampling approach to represent various situations and completely convey multiple views on the cases (Creswell & Poth, 2018). Accordingly, Marshall and Rossman (2014) stated that the conceptualization of who offers an example of sampling four aspects: people,

actions, events, and/or processes, which might improve the decision about who or what should be sampled. They also point out that sampling can alter during a study and that researcher should be adaptable; therefore, researchers should prepare ahead of time as much as possible for their sample method. Moreover, there are various qualitative sampling methods can be used in research project, such as Maximum variation, Homogeneous, Critical case, Snowball or chain, and so on. Because of the nature of the research, the researcher will use more than one approach to choose the participants in this study, the first one is maximum variation sampling, Creswell and Poth (2018) mentioned that Maximum Variation Sampling method involves identifying certain criteria that distinguish the locations or participants in advance, and then picking sites or participants that differ significantly on the criteria. This method is frequently used because maximizing differences at the start of a study enhances the possibility that the findings would represent differences or various perspectives—an ideal in qualitative research. Furthermore, due to the large number in some stakeholders of PWP the researcher is using the method of snowball sampling, when the possible purposeful sample is too large, snowball sampling adds credibility to the sample (Creswell & Poth, 2018). Consequently, the researcher is aiming to choose samples from all the stakeholders of the PWP, for example, participants from the government, communities, donors et, which will led to efficient and credibility results. Accordingly, the researcher is using the approach of the saturation data, the concept of saturation is derived from grounded theory. according to Charmaz (2006) when the categories (or themes) are saturated, the researcher can stop collecting data: when gathering new data no longer generates new insights or reveals new properties.

Chapter 4: Data analysis and results

The respondents were divided based on their backgrounds (Stakeholders), in the first, X1, X2 and X3 represented the public work project and X4, X5, and X6 represented the contractor's side. In terms of interviewees X7 and X8 they represented community and ultimate beneficiary. In the end of the table, X9 and X10 represented the government.

Table 4.1 Respondents Background

Interviewee	Stakeholder	Position	Experience
X1	PWP	Manager of Monitoring and Evaluation in the Public Works Project	7
X2	PWP	Procurement Specialist at the Public Works Project	13
X3	PWP	Consultant	12
X4	Contractor	Manger	7
X5	Contractor	Manger	4
X6	Contractor	Manger	6
X7	Local Community	-	-
X8	Local Community	-	-
X9	Government	Local Councilman	-
X10	Government	Financial Manager	-

To analyze the data, the researcher uses thematic analysis Dawson (2009) stated that thematic analysis refers to the process of analyzing data based on a certain subject. This type of analysis is very inductive, which means that the themes arise from the data rather than being imposed by the researcher. In this sort of study, data gathering and analysis occur concurrently. Background reading can also be used as part of the analytical process, especially if it can assist to explain a developing topic. Moreover, Creswell and Creswell (2017) mentioned that these interpretations include presenting lessons learned, relating the findings to previous literature and theory, raising issues, providing personal perspectives, identifying limits, and advocating a reform agenda.

The researcher divided the respondents into four categories, first, respondents from PWP, the second respondents represent the contractors, third, respondents from the community (ultimate beneficiary) the last category were chosen to represent the government side. Accordingly, because of the significant number of interviewees, the researcher converted the collected data to codes, these codes represented the data that the researcher obtained from the respondents. Therefore, in order to decrease a large number of the codes, the researcher used the technique of converting the codes to themes to minimize the codes.

4.1 Challenges of PWP Based on PWP Team

Table 4.2 shows the PWP team answers, the main question that the researcher asked the PWP team is that (from your point of view, what are the challenges and issues that facing international development projects in Yemen and implemented by the Public Works Project generally?) and then the researcher conducted some specific questions related to the organizational structure of PWP, projects' progress, issues related to other stakeholders (donor, government, community, and contractors). Table 3 shows the answers of the respondents from the PWP team. There are many challenges that the respondents highlighted, due to the huge number of respondents' answers, the researcher created codes for these challenges and stated them in themes. These themes are: community issues, economic and security issues, organizational issues, project management issues, and issues related to weak infrastructure in the country.

Table 4.2 Challenges identified based on PWP team

Interviewee	Answer	Code	Theme
X1	Many parties interfere in the work of the PWP and ask for permits and details, who is the financier and what are its requirements, and so on intervention.	Interference	Community issues
X2	The goal was shifted from developmental to humanitarian, and this is reflected in the nature of the interventions, the type of intervention, and the nature of the intervention.	Interference	Community issues
X3	In some cases, the beneficiaries' committee is transgressing and constitutes an obstacle to the progress and progress of the project	Transgressing	Community issues
X1	The security situation in the country is considered one of the most important problems facing the public works project.	Security Issues	Economic and security issues
X1	As well as the current economic situation of the country with the different prices of materials in different Yemeni regions.	Unstable prices	Economic and security issues
X2	These projects were suspended for a period of time due to the war in Yemen and then resumed.	Limited funding	Economic and security issues
X2	There are some complications in cash transfers from the financier, and this leads to conflicting priorities within the public works project.	Limited funding	Economic and security issues
X2	There are issues related to the continuous change in the quality of materials and their prices, as well as the availability of this, of course, for imported materials as well as the import period is long.	Material issues	Economic and security issues
X2	There is a great difficulty in controlling market information	Unstable prices	Economic and security issues
X3	There are many issues and challenges related to the donors, after the War in Yemen started, many donors stopped funding projects, especially the projects that depend on loans from World Bank for their finance.	Limited funding	Economic and security issues
X3	The country's security condition is regarded as one of the most serious issues affecting the PWP's works.	Security Issues	Economic and security issues
X 1	For each sub-project, it is necessary that the PWP employs consultants for the purpose of the study, and then it should be sent to the donor (the World Bank and its advisors) in order to review it and then approve it.	Red tapes	Organizational issues
X1	There are also problems related to the organizational structure of the public works project, due to the lack of clarity on the affiliation of the public works project, it is not governmental or private.	Organizational structure	Organizational issues
X1	The bureaucracy in the PWP. There are many processes that must be gone through in order to approve the project, from communication with donors, to the time of delivery of the project, for example, in the absence of an official, the project is stopped completely.	Red tapes	Organizational issues
X1	There is a conflict or duplication of tasks due to the presence of two governments in Yemen, a government in Sana'a and a government in Aden, a decision must be delivered to the two governments and coordinated with the two governments, and also in the Sana'a government there is also the	Task duplication	Organizational issues

	Supreme Council for Humanitarian Affairs and International Cooperation, this is a third party besides the two governments that must be dealt with.		
X2	The World Bank has updated many procedures regarding development interventions in Yemen in particular and in the world as a whole, and these updates coincided with the conditions of the country	Complicated procedures	Organizational issues
X2	There is some conflict between the priorities of the various parties within the public works project,	Priorities conflict	Organizational issues
X2	There is a problem in the external funding channels, and the funds were transferred through the United Nations program and units	Task duplication	Organizational issues
X2	Additionally, the World Bank withdrew from Yemen and left all work through the United Nations because Yemen entered the stage of high risk, and the United Nations has many agencies such as UNESCO, UN-Habitat, UNDP, UNICEF, and every organization has its own special view, meaning not to unify the vision and each branch has its own goals.	Unclear requirements	Organizational issues
X3	In terms of the projects' feedback, there is insufficient information; this is due to the rapid changes in the environment.	Insufficient information	Organizational issues
X3	As well there is a lack of cooperation by some stakeholders, such as government agencies, to shift towards digitization.	Lack cooperation	Organizational issues
X3	There are some requirements from the donors that are difficult to be implemented with the current situation	Red tapes	Organizational issues
X 1	Considering the negotiation period before the initiation of the project is part of the project life.	Delay	Project management issues
X1	Regarding the issue of supply chains, there are some materials that the project must import from abroad, and due to the current situation of the country, there are additional costs other than transportation or insurance of resources.	Cost overrun	Project management issues
X1	The projects have been suspended due to Covid-19, which led to the maintenance of projects before resuming, this results additional cost for these projects.	Cost overrun	Project management issues
X1	The moodiness and their preconditions of the donors, which lead to delays in initiating projects (knowing that the period of negotiation with the donor is considered part of the life of the project), and this leads to a delay in the implementation and the delivery.	Delay	Project management issues
X1	Every agency that works under the UN has its own special view, meaning not to unify the vision and each branch has its own goals.	Delay	Project management issues
X1	When the contractors submit for the tender, a price that they offer is lower than the specified budget is submitted, which may reach 30 or 40 percent. Which results in, unable to fulfill the requirements of the project.	Inappropriate Procurement	Project management issues
X2	There are also issues related to financial transfers by donors to the PWP due to the current situation, these problems are represented in delaying the transfer process.	Delay	Project management issues
X2	Poor and inefficient preliminary study for projects	Inefficient planning	Project management issues
X3	No clear vision from some new donors, what are the indicators that must be adhered to by the PWP (how reports should be delivered and when they should be delivered)	Cost overrun	Project management issues

X3	In terms of material, some materials for the project must be imported from outside the nation, and because of the country's existing circumstances, there are additional expenses beyond transportation and resource insurance.	Cost overrun	Project management issues
X3	The donors considering the engagement phase prior to project start-up is an element of the project life cycle. which is one of the most ways to waste time in conducting the projects.	Delay	Project management issues
X1	There is a great shortage of highly experienced engineers who are assigned to prepare studies for sensitive projects, and capable engineers demand high wages.	Skill shortage	Weak infrastructure
X1	I think that the lack of experience of contractors is the reason for the poor quality	Skill shortage	Weak infrastructure
X1	There is still a gap and problems that may be due to the weakness of the cadre, the capacity of the cadre is limited, and the lack of experience.	Skill shortage	Weak infrastructure
X1	The country's law does not support the transition to digitization and the use of technology, for example (electronic signature on papers). The second issue is that the weak infrastructure of the country in this aspect negatively affects the project.	Weak infrastructure	Weak infrastructure
X2	There is a kind of imbalance in absorbing external funds from the government side, especially after the 2015 period.	Absorbing capacity	Weak infrastructure
X2	Due to the business interruption after the period 2015 many contractors changed their activities.	Skill shortage	Weak infrastructure
X3	There are some conflicts between the different parties in the PWP, this conflict is because of the priorities.	Skills shortage	Weak infrastructure
X3	There are many challenges we face in terms of technology for example the weak infrastructure in the country.	Weak infrastructure	Weak infrastructure

4.2 Challenges based on contractors

Tables 4.3 shows the answer of the contractors, there were two parts of the question, in part one the researcher asked them about the most important issues that face them as contractors before, during, or after the implementation of projects? And then the researcher conducted more specific questions based on previous studies. Based on the respondents' answers, there are many challenges from the perspectives of contractors appeared, because of the big amount of the contractors' answers, the researcher created codes for these challenges, then, the researcher established themes for these codes, these themes are community issues, construction management issues, contractor-related issues, economy and security, inefficient resources and organizational issues.

Table 4.3 Challenges of PWP based on contractors

Interviewee	Answer	Code	Theme
X4	Preventing the contractor from carrying out the work by community or other parties, and the failure of the owner or financier to cooperate in providing the necessary protection by the competent authorities.	Community intervention	Community issues
X5	There are disputes between community members, which leads to preventing any actions by one of the parties.	Community conflict	Community issues
X4	Delay or procrastination by the supervising consultant in giving permission to the contractor to start work or receiving it during implementation.	Delay	Construction management issues
X4	Failure to promptly approve the financing for the contractor by the supervising consultant.	Payment delay	Construction management issues
X4	Deficiencies in studies and designs (drawings and specifications) submitted by the PWP or deficiency in them or in the description of items.	Design deficiency	Construction management issues
X4	Changing the sequence of implementation schedule or work program by changing priorities, which leads to confusion and delay.	Schedule modification	Construction management issues
X4	Not considering some items that were implemented by the contractor due to their absence in the bill of quantities or other reasons for which the contractor has no fault in not adding them.	Inefficient planning	Construction management issues
X4	A change in the sequence of implementation and the priority of its operations, the inability to understand the financier's intentions, the difficulty in implementation, the changes resulting from the actions of the owner or financier are considered major sources of disputes in construction projects.	Uncontrollable change	Construction management issues
X5	The preparation period for the project is relatively long compared to the implementation period. This leads to the urgent implementation of projects in order to avoid the end of the grant provided by the donor.	Inefficient planning	Construction management issues
X5	There are shortcomings and urgency in planning before implementing the project	Inefficient planning	Construction management issues
X5	When setting the estimated budget for any project, the lowest prices are chosen, and this leads to the stability of the tender for the contractors who offered the lowest prices, and thus causes losses to the contractors and failure to the projects.	Bidding issue	Construction management issues
X6	There is always insufficient planning for the time of the projects.	Inefficient planning	Construction management issues
X4	The financial ability of the contractor and the lack of sufficient cash to meet the needs of the project until the receipt of the funding.	Financial capacity	Contractor-related issues
X4	Procrastinating in implementation and searching for loopholes that would enable contractors to adjust prices or manipulate the implementation of items according to specifications.	Unethical practice	Contractor-related issues
X4	Issues related to circumstances such as wars, storms, or other circumstances beyond the control of the contractor, financier or owner, and the resulting losses.	War and security	Economy and security
X4	The absence or rise of oil derivatives and the consequences that affect the workflow and increase the costs of implementation.	Unstable price	Economy and security

X4	Sudden and significant price increase in the value of building materials such as cement, iron, and others.	Unstable prices	Economy and security
X5	The security situation inside the country is one of the significant issues that we face as contractors, projects usually target remote areas and conflict areas, and this poses a danger to our team in general, as well as the absence of law in these areas, is affecting the implementation of the projects.	War and security	Economy and security
X5	Additionally, prices vary in Yemen regions, and prices are also constantly rising.	Unstable prices	Economy and security
X4	Lack or inability to implement the project according to what is stated in the plans and specifications, according to the available equipment or capabilities available for implementation.	Equipment and material shortage	Inefficient resources
X4	Unavailability of materials or products in the local market and the difficulty of importing them from abroad under the current circumstances.	Equipment and material shortage	Inefficient resources
X4	Inefficiency or lack of experience of the consultant assigned by the PWP to prepare the study, designs, and schedules of estimated quantities.	Skill shortage	Inefficient resources
X4	The technical ability of the contractor, such as the lack of qualified technical staff with the experience to enable him to implement the project.	Skill shortage	Inefficient resources
X4	There are some contractors who does not own any equipment and rent equipment from the market, which increases the losses resulting from the lease, especially during periods of downtime for any reason.	Equipment and material shortage	Inefficient resources
X5	There are many contractors who agree to implement the project, and this leads to the failure of the project, and the reason for this is due to the poor experience of some contractors in the labor market.	Poor experience of contractor	Inefficient resources
X5	Consequently, there is a lack of knowledge of the consultant of the organization with the nature of work.	Poor experience of consultant	Inefficient resources
X5	There is an inefficiency of the consultants of the PWP, which leads to the lack of clarity in the terms of the tender, and this leads to the emergence of additional costs when implementing the project.	Poor experience of consultant	Inefficient resources
X6	Difficulty or inability to execute according to the plans and specifications, due to the available equipment or capacities for execution.	Equipment and material shortage	Inefficient resources
X6	Inefficiency or lack of skill on the part of the consultant designated by the PWP to create the studies, designs, and estimate quantity schedules.	Skill shortage	Inefficient resources
X4	Lack of coordination with service agencies such as electricity, water, sewage, and communications to identify places where services conflict with the project.	Lack of coordination	Organizational issues
X4	The supervising engineer adhered to literally implementing the same specifications or sources of materials despite the difficulty of implementing them or the impossibility of providing them and not accepting any other alternatives that do not harm the quality of work and facilitate the implementation process.	Consultant inflexibility	Organizational issues

X4	There are many authorities that we have to deal with in order to approve importing materials from overseas.	Red tapes	Organizational issues
X5	Donor contracts are not subject to change or negotiation. that's mean when there are any amendments, the main donor must be referred to, and this requires a lot of time and causes delays in the project.	Bureaucracy	Organizational issues
X5	There are issues related to the long process of any transaction	Red tapes	Organizational issues
X6	There is a shortcoming in the PWP's study and plans illustrations and standards, as well as in the specifications of the objects.	Unclear specifications	Organizational issues
X6	There is a conflict between what is the consultant needs and the reality for example the type of materials.	Consultant inflexibility	Organizational issues
X6	The consultant doesn't accept another specification of the project, that's mean there is no flexibility in accepting the work; we change some specification due to the current situation, in the country which there is a great shortage in the resources in the local market.	Consultant inflexibility	Organizational issues
X6	We must engage with a number of authorities in order to obtain approval to import goods from other countries.	Red tapes	Organizational issues

4.3 Challenges based on the Community

Table 4.4 illustrates the answers of community members for the interview questions, the main question is that in your point of view, what are the challenges that face international development projects in your area and conduct by PWP? Then the researcher conducted some specific questions related to the community such as the current situation and its impact on projects and the side effect that development projects cause to the environment. Based on the researcher's questions, the respondents mentioned many challenges related to development projects such as the selection of the projects, project side effects, and so on. Regarding the extensive number of the respondents' answers, the researcher created codes for these enormous challenges and after that put them in themes, these themes are personal interest and favoritism, poor project outcome, poor project planning, and project delay and suspension.

Table 4.4 Challenges of PWP based on community

Interviewee	Answer	Code	Theme
X7	There are some parties that benefit greatly from these projects, meaning that there is favoritism in this type of project, for example, if you are related to one of the officials in the PWP, you will be involved in the implementation of the project.	Favoritism	Personal interest and favoritism
X7	There are many qualified cadres that can participate in the implementation of projects, but they are excluded because they do not know one of the officials in the PWP or one of the government agencies.	Favoritism	Personal interest and favoritism
X7	The members of the local council are involved in the planning of the project, and most of these members consider their personal interests and not the interests of the community as a whole.	Personal interests	Personal interest and favoritism
X8	Some parties gain considerably from these projects, implying that favoritism exists in this sort of project; for instance, if you are linked to one of the PWP officials, you will be engaged in the project's execution.	Favoritism	Personal interest and favoritism
X8	There are some projects' funds that are exploited by some government officials in order to implement their personal interests.	Personal interests	Personal interest and favoritism
X7	Most of the international development projects have a weak quality.	Poor quality outcome	Poor project outcome
X8	When implementing a road paving project, the main road is blocked off and this leads to the emergence of many problems such as traffic jams and others of problems.	Project side effect	Poor project outcome
X8	Yes [there is a side effect of project], in some projects that were implemented, but it negatively affects some other services, there was a project to deliver water, but the contractor excavated parts of the road and it was not well backfilled.	Project side effect	Poor project outcome
X7	There are many requirements that our region needs, but less important projects are being implemented than the rest.	Ineffective project selection	Poor project planning
X7	We do not participate in the planning and implementation of the project, in the sense that, as I have heard, representatives of the community are involved, but in fact, they do not represent our real needs.	Lack of community participation	Poor project planning
X7	There is a huge shortage of basic services in which projects must be established, such as roads, energy projects and other projects that benefit society.	Poor infrastructure	Poor project planning
X8	Most of the projects focus on remote areas and neglect urban areas, which leads to less benefit from the projects that are implemented, for example, a project is conducted in a remote village with a small population, and cities with a large population are excluded. The needs for projects are changed continues and the projects that currently implemented its study is somehow old, for example, in this year the need for water projects is needed than paving projects.	Inefficient project selection	Poor project planning
X8	Some of the projects that were implemented are delayed, due to many problems related to government agencies, the contractor, or the donors, and this leads to many issues.	Delay	Project delay and suspension
X8	There were some projects that were suspended due to the political instability in our region, and when they resume that project, it took a long time to finish them.	Project suspension	Project delay and suspension

4.4 Challenges based on government stakeholders

Table 4.5 shows of the government official answers, the main question is that, in your perspective, what are the challenges that face international development projects in Yemen and conduct by PWP? Then the researcher conducted some specific questions such as, how can some politicians impact the project and there were some questions related to the government's role toward international development projects. The respondents' answers were wide; accordingly, the researcher formed the answers to codes, and based on these codes the researcher established themes for codes, these themes are, beneficiaries' awareness, ethical issues, government limited capacity, political issues, sustainability, and side effect and weak government role.

Table 4.5 Challenges of PWP based on government stakeholders

Interviewee	Answer	Code	Theme
X9	There is a lack of awareness among beneficiaries of the benefits of development projects in most of the areas that projects are being established, which leads to peoples' lack of cooperation to facilitate the implementation of these projects.	Lack of beneficiaries' awareness	Beneficiaries' awareness
X10	Projects are implemented in areas where there is an official who has an influence on decision-making, meaning that the areas are chosen according to the desires of the officials and not according to the needs of the people.	Favoritism	Ethical issues
X10	In some cases, foreign aid leads to rampant corruption among government officials, and these projects are exploited for their own benefit.	Corruption	Ethical issues
X10	Agencies who implement projects in collaboration with international development organizations in general and the PWP, in particular, are more concerned with their reputation for donors than with the outcome of the implemented projects, meaning that a specific project may be implemented in order to satisfy the donors and not for the sake of community development.	Personal interest	Ethical issues
X9	Some officials take advantage of their positions in order to obtain bribes in order to facilitate projects, and this leads to delays in implementation.	Bribes	Ethical issues
X9	Because of the weak foundation, many issues appear in the communities towards development, such as intolerance to the party and to the tribe in choosing and implementing projects, and this leads to injustice in the places of project implementation.	Favoritism	Ethical issues
X9	There are many issues that a local council faces. In the beginning, the election of local council members is based on the party's norms or according to the person's tribe, and not according to his or her knowledge and ability to deal with other parties, such as the Public Works Project.	Favoritism	Ethical issues
X10	A lot of money is spent in favor of administrative work compared to executive work, which leads to poor quality of implemented projects.	Improper budgeting	Government limited capacity
X10	To be honest, there is a shortage of qualified personnel who are able to deal with the donor indirectly or with organizations that conduct development projects in particular, and this leads to the emergence of many issues such as communication and the formation of relations with other stakeholders.	Skill shortage	Government limited capacity
X10	Relying on foreign donors in carrying out projects, leads to the inaction of many parties to be responsible for development.	Over reliant on foreign aids	Government limited capacity
X9	There is a lack of ability to manage the project systematically, most of the current cadres working in this field were hired for personal reasons, and specialization in the job is not taken into account.	Weak project management	Government limited capacity
X10	Usually, the donor is highly promoted because of some project and this leads to change the loyalty of the community from government to the donor	Propaganda	Political issues
X10	In addition, international development project implemented by the Public Works Project are exploited for political patronage	Political patronage	Political issues

X9	Several projects were conducted, but it has a detrimental impact on other services.	Project side effect	Sustainability and side effect
X9	There are some projects that are being implemented and do not take into account sustainability.	Lack of sustainability	Sustainability and side effect
X10	Projects funded by external parties sometimes lead to government inaction and leniency in performing its role in financing and implementing projects, especially in remote areas.	Lack of government support	Weak government role
X10	The absence of the role of the government due to the current situation of the country	Lack of government support	Weak government role
X9	The lack of the monitoring function as a result of the country's current circumstances.	Inefficient monitoring	Weak government role
X9	There is a weakness in the cadre assigned to monitor the implementation of development projects by government agencies, meaning that, there is an absence of government agencies to play their role in this type of project, especially in remote areas	Lack of monitoring	Weak government role

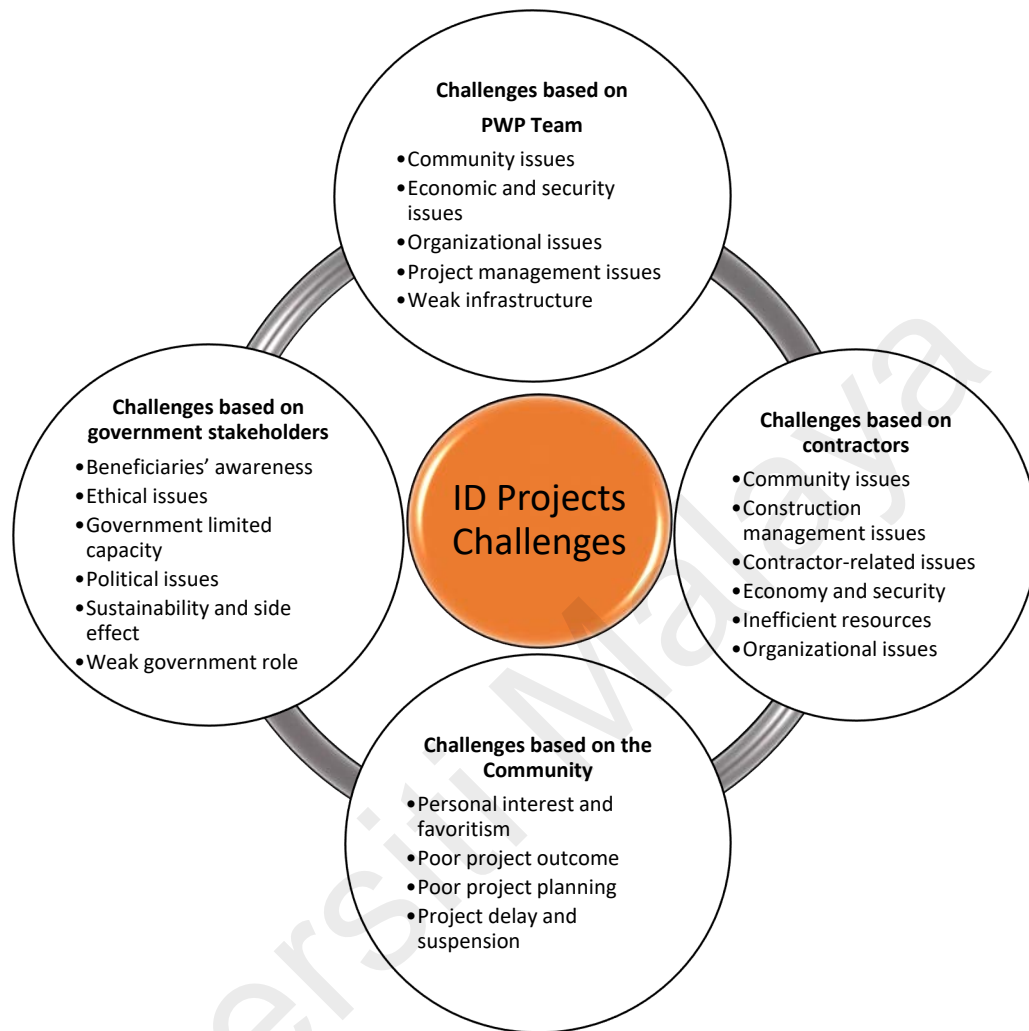


Figure 4.1 Summary of the challenges that face ID projects (developed by the author)

Chapter 5: Discussion

To achieve the first objective of this research, the researcher identified the challenges that face ID projects in developing countries by reviewing previous literature in the same field, many researchers stated some challenges of ID projects in developing countries such as Shafieia & Puttannab (2021), Yammai et al., (2017), Sophie Brière & Daou, (2015) and so on.

The researcher categorized the challenges based on the stakeholders' perspective in chapter two. From in donors' perspective, there are many issues that cause failure or delay to the projects such as the donors' bureaucratic management, ineffective monitoring, unsuitability of projects managers selection for the projects, and lack of communication between the local authorities in the host country and the donor (Sophie Brière & Daou, 2015), (Shafieia & Puttannab, 2021) and (Kiprop et al., 2016). In terms of contractors, many issues face ID projects such as project delay, cost overrun, Contractor's financial capability (Ahsan & Gunawan, 2009), (Akogbe et al., 2012). Additionally, many problems face the ID project from the perspective of the project team such as insufficient risk evaluation, Project schedules, Incompatible technology (Diallo A, 2005), (Sophie Brière & Daou, 2015) and (Kwak, 2002). Moreover, in terms of issues that related to community, there are some challenges such as conflicts and security issues, launching the project postpone due to political issues, community participation, and so on, (Shafieia & Puttannab, 2021) (Youker, 2005), (Kiprop et al., 2016) and (Kwak, 2002). From the government perspective, many issues can impact negatively ID projects such as corruption, interference by politicians,

monitoring and evaluation, government bureaucracy and procurement interference, and so on (Shafieia & Puttannab, 2021), (Akogbe et al., 2012) and (Ahsan & Paul, 2018).

Moreover, to achieve objective two, three and four the researcher conducted ten interviews with the PWP team and other stakeholders, 3 interviews were conducted with the PWP team from different levels in order to get various answers. three interviews were conducted with contractors who work with PWP to gain their opinions about the challenges that face ID project in Yemen and implemented by PWP as well as the researcher conducted two interviews with respondents from the community (ultimate beneficiary) to obtain their opinion about the challenges that face ID project from their perspective. In addition, the researcher did two interviews with two respondents from the government side to gain their opinion about the issues of ID projects conduct by PWP in Yemen. Moreover, the respondents provided some recommendations to overcome some challenges based on their opinions and experiences, the interviews answers are discussed in details below:

5.1 Challenges from PWP Team Perspective

Regarding to PWP team, the researcher developed themes for the codes, these themes are issues related to project management, organizational issues, issues related to economic and security and issues related to the weak infrastructure in the country.

Many issues face PWP projects in terms of community, X1 mentioned that there are many interventions in the projects that implemented by PWP by many parties as well as X2 and X3, stated that there are intervene by many parties in PWP works such as government, community and donors, Shafieia and Puttannab (2021) mentioned that, there is interference by politicians in Afghanistan in term of ID projects, additionally, Ahsan and Paul (2018)

mentioned that, there is an issue related to the government bureaucracy and procurement interference. In addition, there are many issues related to economic and security issues in Yemen, X1 said that “the security situation in the country is considered one of the most important problems facing the public works project”, as well as the economic situation in the country led to unstable prices which affect negatively on ID projects that conducted by PWP. Kwak (2002) mentioned that domestic economic dynamics can significantly impact ID projects in the host country. Moreover, the current situation caused many issues such as unstable prices, limited funding, and issues related to materials quality. Shafieia and Puttannab (2021) mentioned that insecurity and the prevalence of wars are the most influential factors that affect ID projects failure in Afghanistan. Accordingly, there are many issues related to organization management, red tape as mentioned by X1 is a problem that affects projects, according to Sophie Brière and Daou (2015), there are many factors that can lead to project failure, one of them is the bureaucratic management by the donors. In addition, there are some issues in terms of organizational structure in PWP, according to X2, there is an issue in terms of priorities conflict in the organizational structure in PWP. Moreover, there are many issues related to organizational management, X3 stated that there is insufficient information, this is due to the rapid changes in the environment. Furthermore, in terms of organizational issues, X3 said that there is a lack of cooperation by some stakeholders. Additionally, there are many challenges face PWP in from the perspective of project management, X1 expressed that there is a delay in conducting the project due to the negotiation period before the initiation of the project, as well as there is a cost overrun because of many issues such as unavailability of materials in local market and they have to import them, which lead to extra fees for transportations and so on... In

the case of the weak infrastructure in the country, there are many issues that PWP's projects face, there is huge shortage in term of skills in the contractors and cadre as well as in digitization. Kwak (2002) mentioned that the lack of a suitable environment for international investment, due to the lack of technology transformation impacts ID projects negatively.

To overcome these challenges, the respondents mentioned some solutions to settle these issues, regarding to delaying because of the long period of negotiation with the donor, the respondents recommended that "at least, the general framework of UN agencies must be unified, this leads to a short time period for negotiations". As well as donors must have a clear vision about the indicators that must be adhered to by the PWP (how reports should be delivered and when they should be delivered). In addition, the government and other parties should adopt digitization in administrative work in order to avoid delays in implementing projects. Moreover, in order to prevent tasks duplication, the public works project must be dealt with as a neutral agency that does not belong to any political party. Furthermore, the beneficiaries' committees must be trained and informed of their responsibilities, duties, and limits in order not to transgress their limits and be an obstacle.

5.2 Challenges from Contractors' Perspective

In terms of contractors' answers, the researcher conducted three interviews with contractors who work with PWP, based on their answers, the researcher developed codes for the answers, to reduce the huge numbers of codes, the researcher created themes for these

codes, these themes are community issues, economic and security issues, organizational issues, issues related to project management and issues related to weak infrastructure.

Accordingly, many issues face PWP's projects from the perspective of contractors, X4 and X5 stated that there are some challenges they face in terms of community, X1 said that, in some cases, the community prevents them to carry out the work for projects, which lead to delay and cost overrun, on the hand X5 mentioned that, there are some conflicts between the community itself which impacts the implementation the projects. According to Youker (2005) in some projects funded by World Bank, there is no clear agreement on the project's goals and objectives, which leads to conflict between the different stakeholders.

Regarding the issues of economy and security, many issues face ID projects in Yemen and conducted by PWP, the respondents stated that there are procurement shortages, unstable prices, and issues related to the current situation which impacts the projects that are conducted by them. Kaimasu et al. (2018) reported that project schedules have been impacted by procurement delays. Furthermore, based on the contractors' answers, there are many organizational issues, for example, X4 said that there is inefficient Planning, lack of coordination, supervisor intransigence, task duplication, unclear requirements, and unethical practice which these issues are related to organizations management and cause a negative impact on projects and lead to failure the projects. There are many reasons for the failure of the projects some of them are financial management/reporting activities that are out of compliance (Yammai et al., 2017). As well as X5 and X6 came out with the same issues that X4 mentioned. In addition to this, the contractors stated that there are some issues related to project management, X4 and X5 said that there is a delay in projects due to many reasons most notably related to PWP, as well as this delay because of the

consultant that assigned by PWP. Moreover, X4 mentioned that there is a lack of planning for projects because the PWP does not consider some details of projects implementation. In terms of weak infrastructure from the perspective of contractors, the contractors complained about the skills shortage whether in equipment or human resources inside the country.

To overcome the challenges that face the public work project from the perspective of contractors, there are some solutions based on the contractors' point of view, X4 mentioned that there are appropriate solutions for the challenges of ID projects conducted by PWP, these solutions are, setting strict prerequisites and controls to qualify the contractor technically before accepting it to enter the competition through the following:

- Previous experience in implementing similar projects.
- Qualified technical staff with good qualifications and experience.
- A list of the minimum requirements for the equipment needed for implementation.
- Extrapolation of the contractor's ability through the presentation of the plan, the implementation mechanism, the time schedule, the risk management plan, etc., through which the contractor's experience in carrying out similar works is known.

X6 stated that PWP has to set conditions for providing large guarantees, whether to submit the bid or a guarantee of good implementation, with the submission of documents proving the financial ability of the contractor. Furthermore, the issues of shortage of equipment and the financial ability can be overcome by: obligating the contractor to provide a subcontractor who owns what the main contractor does not own, whether in terms of equipment or cash. In terms of the issues of ineffective planning and scheduling, X5

mentioned that the contractors can overcome this problem by making planning and schedule that touches and serves the reality of implementation, raising it, and baptizing it by the consultant and the owner early.

5.3 Challenges from Community Perspective

In term of community answers, the researcher conducted interviews with two respondents from the community and then their answers were developed to codes, and because of the large number of the code, the researcher reduced the codes into themes, these themes are economic and security issues, organizational issues, and project management issues. X7 mentioned that there is a lack of funding projects due to the current situation in the country. Because of the conflict in the country, many donors withdraw from Yemen such as the World Bank which leads to a limit in funding the projects. In addition, there are many organizational issues that ID projects face from the perspective of the community, X7 and X8 stated that there is favoritism in PWP when they are hiring people in the projects. Moreover, some parties use the outcomes of the project to gain personal interests. Kwak (2002) mentioned that political interference is unavoidable in international development projects, as is a lack of transparency and regulatory institutions, bribery, and corruption, all of which result in inefficient use of development resources. Additionally, there are some issues related to project management, according to X8 and X7 there is a lack in the planning stage, which results in weak outcomes and negative side effects from the projects. Moreover, the respondents from the community stated that there is a delay in conducting the projects due to many reasons, these reasons maybe because of the government, donors,

PWP, or even by the community itself. Insecurity and the prevalence of civil wars were discovered to be the highest overall-ranked factors that affect the failure of ID projects in Afghanistan (Shafieia & Puttannab, 2021).

To overcome these challenges the respondents recommended that, qualified and specialized cadres should be hired without favoritism, meaning that employees are selected according to their specializations as well as the areas of project implementation must be selected according to recent data. In addition, the involvement of civil society organizations, local communities, and the private sector will be critical to the projects' success. Moreover, the number of cash-for-work programs should be increased to resuscitate local infrastructure, which will involve the community in implementation the projects. In addition, high-quality materials must be used and high-quality implementation must be considered, for the sake of sustainability

5.4 Challenges from Government' Perspective

In term of government respondents' answers, the researcher conducted interviews with two respondents from the government side. Their answers were developed into codes, because of the significant number of codes, the researcher created themes for the codes, these themes are community issues, governmental issues, organizational issues, issues related to project management, and issues related to weak infrastructure. Accordingly, in terms of community issues, X9 mentioned that there is a lack of awareness among beneficiaries of the benefits of development projects as well as there is a lack of government support as mentioned by X10. Moreover, there are many issues related to organizational management

such as personal interest, unethical practice, and weak productivity. Kiprop et al. (2016) stated that there is an absence of the government role in monitoring and evaluating ID projects in some developing countries. In addition, X9 mentioned that, in some ID projects implementation, sustainability is not considered as the main goal for projects. In terms of issues related to project management, X9 and X10 mentioned that there is inefficient planning as well as inefficient monitoring. Akogbe et al. (2012), Ahsan and Paul (2018), and Sophie Brière and Daou (2015) mentioned that there was inefficient planning in terms of ID projects that were conducted in Benin, Bangladesh, and South Africa. Add to that, X9 stated that in some ID projects, there are negative side effects because of ID projects, Kwak (2002) mentioned that there are many issues caused by some ID projects one of them related to the environment. Furthermore, there are many issues regarding the weak infrastructure in Yemen, there is a huge shortage in the skilled cadre, shortage in officials' skills... etc.

To overcome these issues, the respondents recommended some solutions, communities should be aware of the project's success. when they hold the project in high regard and devote adequate time and effort to it the projects will be successful as planned. Moreover, enhanced community involvement in project planning and implementation, as well as a greater sense of community responsibility in the ownership and maintenance of community service facilities and infrastructure. As well the government must play an important role in project planning and coordination, the local implementation should be actively encouraged which leads to sustainability and critical success.

Chapter 6: Conclusion

This chapter contains the conclusion of the research project, in the first section, the researcher stated an overview of objectives and results and how did the researcher achieve them. Additionally, in the second section, the researcher indicated the results of the research and in the third section, the researcher stated the implications of the study as well the contribution of this study toward the community and academic field, in the last section the researcher identified the limitations of the study and the obstacles that the researcher faced during the study if this research.

6.1 Overview of the Research

International Development (ID) projects like any projects that face challenges, and these challenges can cause a failure or delay to the projects. In the last three decades, there were many development projects conducted in Yemen, these projects were funded by many international organizations in a form of loans or grants. Due to the current war in Yemen, many projects have been postponed or stopped, add to that many agencies in Yemen have stopped. However, the Public Work Projects (PWP) still working despite the conflict that happens in the country. Accordingly, this research aimed to explore the challenges of ID projects in developing countries generally, and in Yemen particularly from the perspective of PWP and its stakeholders, analyze these challenges and overcome these challenges.

6.2 Overview of the Objectives and Results

The aim of this research was to identify the issues of ID projects generally as well as identifying the main challenges that facing Public Work Project in Yemen. Furthermore, this research aimed to determine the issues of the stakeholders of Public Work Project; and develop recommendations to overcome the challenges.

6.1.1 Objective 1: Identify the Challenges of ID projects.

To achieve the first objective, the researcher identified the challenges that face ID projects in developing countries by reviewing previous literature in the same field, there are many challenges related to donors such as donors' bureaucratic management, ineffective monitoring, and Lack of communication between the organization in the host country and the donor. Additionally, there are some challenges face ID project in term of contractors such as project delay, contractor's financial capability, insufficient planning and scheduling and contractor's equipment availability. In term of the challenges that face ID project from the community, there are some challenges such as conflicts and security issues, community participation and ethnic hostility. Within the challenges that related to project team, there are some challenges such as limited feedback, insufficient risk evaluation, inexperienced procurement's employees and so on. The challenges that face ID project regarding to government, there are many challenges like, corruption, interference by politicians, inefficient monitoring and evaluation and government bureaucracy and procurement interference.

6.1.2 Objective 2: Challenges from Public Work Project Perspective.

In order to achieve the second objective, the researcher conducted three interviews with the PWP team to gain the challenges that face ID project from their own perspectives.

Additionally, Maximum Variation technique was used to choose the sample from the PWP team. To analyze the data, the researcher used the technique of thematic to analyze the collected data by minimizing the data into codes then categorizing the codes into themes. From the perspective of PWP team, there are many challenges were identified such as limited funding, red tapes, weak infrastructure, interference, transgressing, security issues, and so on. See table 4.2 for more details.

6.1.3 Objective 3: Challenges from Public Work Project's Stakeholders.

To achieve the objective three, the researcher used Snowball technique in order to choose the sample from the PWP's stakeholders, as-well the researcher used the thematic technique to analyze the data that were collected from the respondents by minimizing their answers into codes and distributing the codes into themes. There are many challenges found from the perspectives of PWP's stakeholders such as payment delay, inefficient planning, ineffective project selection, over reliant on foreign aids and so on. See table 4.3, 4.4 and 4.5 for more details.

6.1.3 Objective 4: Recommendations to Overcome the Challenges.

To overcome the challenges that identified by PWP and other stakeholders, the respondents came out with some recommendations such as, the general framework of UN agencies must

be unified, this leads to a short time period for negotiations, donors must have a clear vision about the indicators that must be adhered to by the PWP, to reduce delays in project implementation, the government and other parties should use digitization in administrative activities, establishing stringent requirements and procedures to certify the contractor on a technical level before allowing it to compete, without favoritism, qualified and specialized cadres should be hired and increasing community participation in project planning and execution

6.3 Final Results

Any project face challenges that can cause cost overrun, delay and failure, as well as ID project face many challenges can result unsuccessful outcomes, this research identified the challenges that face ID project in developing countries from the previous studies. in addition, this research explored the challenges that face PWP project from the perspective of PWP team and other stakeholders. Due to the enormous information that the researcher collected from the respondents, the researcher divided the information into codes based on the nature of the challenges. Because of the large number of codes that reflect the nature of the issues, the researcher categorized these codes into some themes, which are; 1) beneficiaries' awareness, 2) community issues, 3) construction management issues, 4) economic and security issues, 5) ethical issues, 6) government limited capacity, 7) inefficient resources, 8) organizational issues, 9) sustainability and side effect, 10) personal interest and favoritism, 11) political issues, 12) poor project outcome, 13) poor project planning, 14) project delay and suspension, 15) project management issues, 16) weak government role, 17) weak infrastructure. These challenges are related to project management practices, organizations administration, government, community, economic

and security in the country, weak infrastructure, and limitation of the resources in the country.

6.4 Implications of the Study

This research would be useful, particularly to the field of international development in Yemen, and generally to the international development project in other developing countries with the same situation as Yemen. By applying the recommendations that this research highlighted as well as considering the identified issues, the international organizations and other donors can take advance solutions in order to avoid the failure, overrun cost, and delay in the international development project.

6.5 Contribution of the Study

This research contributes to the development of the academic aspect in the field of international development project management in Yemen and other developing countries, furthermore, this research contributes to Yemen's academics' knowledge base. Consequently, this research is contributing to developing the industry of the international development projects in Yemen generally, and PWP particularly by considering what are the challenges that face this field and being prepared to take to appropriate action in order to avoid these challenges in the future. Moreover, the researcher recommended that, future studies should be conducted in this field deeply in order to optimize the utilization of these type of projects.

6.6 Research Limitation

This research focused on identifying and exploring the challenges of ID projects conducted by PWP, the study's findings may apply to international development projects in other developing countries or agencies that work in ID projects. However, semi-structured interviews were used to collect primary data for this study. Therefore, there was an inability to conduct some interviews with the donors and PWP's director due to their unresponsiveness, this can lead to biased responses, which can lead to bias in the findings; however, such minor bias does not affect the overall research findings of the research. Furthermore, due to the time, the researchers used the technique of saturation data, which can lead to missing some important information.

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