

***DETERMINANTS OF PROJECT SUCCESS IN NON-GOVERNMENTAL  
ORGANIZATIONS: THE CASE OF LOCAL BASED NGO'S POVERTY  
ALLEVIATION PROJECTS IN ADDIS ABABA, ETHIOPIA***

*A thesis Submitted to the School of Graduate studies of Jimma University in  
Partial Fulfillment of the Requirements for the Award of the Degree of Master of  
Arts in Project Management and Finance*

**BY**

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College of Business and Economics

Department of Accounting and Finance

JUNE, 2020

Addis Ababa, Ethiopia

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**By**

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**Under the Guidance of;**

**Kenenisa Lemi (ph.D, Associate Professor)**

**And**

**Mr. Beyene Yosef (MA)**



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## DECLARATION

I, Meskelu Legesse hunde, declare that this thesis is my original work and prepared on under the guidance of Kenenisa Lemi (Ph.D, Associate Professor) & Mr. Beyene Yosef (MA). All sources of materials used for this thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or full to any other higher learning institutions for the purpose of earning any degree.

Declared by

Meskelu legesse hunde

(MA, Candidate)

\_\_\_\_\_  
Signature

## CERTIFICATE

We certify that the Research Report entitled “determinants of project success in nongovernmental organizations: the case of local based NGO’S poverty alleviation project in Addis Ababa, Ethiopia was done by Meskelu Legesse Hunde for the partial fulfilment of Master’s Degree under our Supervision.

Kenenisa Lemi (Ph.D, associate professor)

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## Acronyms

ChSA: charitable and society agency

CRDA: Christian relief and development association

GDP: growth domestic product

NGO's: nongovernmental organizations

PMI: project management institutions

SPSS: statistical package for social science

UNDP: united nation developmental

USAID: United States Agency for international development

USD: United States dollar

## ABSTRACT

*The prime concerns of the donor agencies are to improve the livelihood of the people; despite of their crucial role in poverty alleviation, most nongovernmental organizations have been recorded not successful in terms of completing projects on time within allocated resources and in terms of stated project objective as well. The purpose of this study is to identify the determinants of project success in local based NGO's. This paper examined project success, Study objectives includes the following to assess how the project planning stage factors affect the project success, how project execution phase factors affect the project success, how project monitoring and evaluation practice affects the project success. The method employed to undertake the study of problem was to utilize descriptive research design; the survey was distributed for 179 project managers and the questionnaires were well filled giving (83.2%) response rate, a pilot study was conducted to test the validity and reliability of the semi structured questionnaire. Data was organized, cleaned and coded for descriptive analysis using SPSS version 23. This paper provides a significant contribution to the local based NGO's knowledge of project success. The findings of the study revealed that; schedule and cost variance, poor project evaluation practice, ineffective resource utilization, poor resource managing, lack of team competency and poor communication have far worst effect on local based NGO's poverty alleviation projects. The study recommended that local based NGO's should work on improving project performance by paying attention to its planning, implementing and controlling practices and using a more advanced and internationally recommended models. Particularly, prepare adequately work breakdown structures with the expected outcomes to reducing project ineffectiveness and inefficiency and avoidance of over optimism is important and diversify resource mobilization that should have various cope up strategies in response to shrinking international donors funding, beside strongly worked on for the improvement of transparency and accountability, increase the level of team competency by providing relevant training programs and boozing proper communication to resolve the issue of project quality, as these factors will delivered high level of successful completion of projects.*

Keywords: project success, poverty alleviation project, project success criteria

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1. Background of the Study

Non-governmental organizations are defined as nonprofit entities independent of governmental influence and individual interest nongovernmental organizations are promoting the interests of the poor, provide basic social services, or undertake community development Kerstin & Pete, (2000). There are two types of NGO's international based NGO's and local based NGO's were first called such in Article 71 in the Charter of United Nations in 1945 They are generally not created for profit making and have primarily humanitarian rather than commercial objectives World Bank, (2000).

the most common comprehensive definition all can agree up on Poverty is inability of getting choices and opportunities, which is a violation of human dignity and it includes low incomes households which are inability to acquire the basic goods and services necessary for survival with dignity United Nation, (2017). It also encompasses low levels of accessibility health and education, poor access to clean water and sanitation, inadequate physical security, lack of voice, and insufficient capacity and opportunity to better one's life. Poor are those who had no access to the basic necessities of life such as food, clothing and decent shelter. In addition, who had unable to meet social, economic, political Obligations World Bank, (2016).

Project management is defined as the discipline of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria Dennis, (2009). Project success is an important project management issue and one of the most frequently discussed topics Mir & Pinnington, (2014). Furthermore, The Project Management Institute (PMI) defines project success as finding an adequate balance between the competing demands for project quality, scope, time, and cost, as well as meeting the varying concerns and expectations of the project stakeholders PMI, (2008).

According to Camilleri, (2011) eleven critical success determinants for project success are outlined. These are project strategic fit, Project Scope, Project Organization Structure, Project Teams Structure, Project Planning and Control, Information Flow and Knowledge Management, Project Risk Management, Project Competency Development, Management and Leadership, Employee Commitment and Participation and Internal and External Communication.

The eleven success factors Camilleri are too many even broader factors to usefully manage and apply daily. Project success approaches must be narrowed down to a useful level of management. The Standish Group, (2015) amended the critical success factor of project success outlined. These are Executive Support, Emotional Maturity, User Involvement, Optimization, Skilled Staff, Standard Architectural Management Environment, Agile Proficiency, Modest Execution, Project Management Expertise and Clear organizational Objectives.

Project success determinates could be grouped into project context and technical and behavioral dimensions. The project context includes; factors related to the nature of a project and environment, such as project type, and complexity of the implementation environment Nahod & Radujković, (2013). The technical dimension involves factors such as resource allocation, scope management, sharing information and knowledge across organizations, utilizing effective tools and methodologies, and managing project resources and schedules. The behavioral element encompasses factors such as team competency, stakeholder's cooperation, planning user training programs, resolving conflicts, creating a harmonious climate, and involving project beneficiaries Yen & Niehoff, (2008).

Particular to the context of charitable organization projects, Khang & Moe (2008) point out that the critical project success factors can be grouped into as managerial and organizational issues. Specifically, managerial and organizational issues can further be broken down into imperfect project design, poor stakeholder involvement, weak risk management, delays between project identification and start-up, delays during project implementation, cost overruns, coordination failure, and so forth (Youker, 1999; Fortune & White, 2006; Gunawan & Ahsan, 2010).

Successful Project implementation is complex, usually requiring simultaneous attention to a wide variety of human, budgetary, and technical variables. As a result, the organizational project manager has responsibility to handle all of the elements essential for project success. In addition, projects are implemented in the dynamic environment therefore identifying factors that are critical to project success can help to focus on important areas and set differential priorities across different project elements (pinto & Slevin,1987).

This study was conducted on local based non-governmental organizations poverty alleviation projects. The research aimed to identifying the cause of ineffectiveness of projects on local based

NGO's poverty alleviation project success from the perspective of meeting the project budget, schedule and quality standard, based on descriptive and confirmatory design. The study has used literature review and empirical evidence to construct relevant factors for the study and designed questionnaire for assessing the perspective of selected respondents. The relevance of the data collected was tested for reliability using diagnostic tests and final interpretation and prediction on effects of identified factors was given based on hypothesis of the study and statistical analysis.

## 1.2. Statement of the problems/ Rationale of the study

Globally, a number of project successes continue to fall below their targets, A lot of invested funds in these projects have gone down the drain with no tangible outcomes or results, there are a number of projects that have so far proved defunct and futile ventures in relation to their objectives across the world, project failures have often been reported more than project success Baily, (2012). World Bank has invested more than US\$5 billion in more than 700 projects in Africa over the past 20 years, its project failure rate was found to be over 50% in Africa Dugger (2007). World Bank, reported the project failure rate in African countries was over 50% Meltzer, (2002).

Nongovernmental organization has undeniable role on poverty alleviation by assisting the destitute family. Despite of their tremendous involvement and contribution to the poor nations, the success of nongovernmental organizations projects was not as intended. However, many projects still fail to achieve and realize expected benefits Baily, (2012) Project success is the most important confirmation that project funds have been utilized appropriately to deliver the project goals and targets. In addition, McKinsey-Devex survey suggests that 64% of donor-funded projects fail Hekala, (2012)

According to, the World Bank's private arm, the International Finance Corporation has discovered that only half of its African projects succeed Chauvet, (2010). In Ethiopia, about 57.9% of Pact international nongovernmental organizations employing projects implementation have been experiencing challenged in their projects. Metalign, (2017).

As developing countries, Ethiopia also faces project success challenges. Many of the projects implemented within the country failed to meet at least the golden triangle. Cost overrun, time

overrun and problem with related to quality become common for those projects conducted in Ethiopia, The resources committed to NGO's and to the various projects were enormous but their impact was negligible. As various studies have addressed some of the factors that affect the success of NGO's projects on divergent perspectives.

There are diminutive studies are conducted related to project success determinant in Ethiopia especially on local based nongovernmental organizations. Unpublished research conducted by Metalign, (2017) on PACT international organization the project success determinants, and Selam, (2017) studied success factors for implementation on developmental projects.

This study analyzed the factors affecting of local based NGO's project success in Addis Ababa, Ethiopia. There are six main factors affecting project success in nongovernmental organizations, these factors include the project planning stage, project implementation phase, project team, project risk management skill, project information management and project monitoring and evaluation. In addition, government involvement and support are also considered factors that affect project success in nongovernmental organizations according to Action Aid Case Report (2010). Within this background that the researcher set out to explain the factors lead to successful implementation of projects in Nongovernmental organizations. Successful implementation is based on keeping to the time schedule, ensuring the project is based on the budget and according to stakeholder specifications to ensure quality projects and stakeholder satisfaction.

In response to the problem, the researcher proposes to make detail study to bridge the gap of literatures within the local based nongovernmental organizations, The gaps were identified by the researcher from the research reviewed to find a study under the topic however; researcher couldn't find much in Ethiopian case or in the case of local based NGO's poverty alleviation projects. furthermore, the study which the researcher reviewed in the case of Ethiopia is descriptive study and it doesn't show inferential analysis on local based NGO's as well as cannot addressed the complex issues that limited our understanding of emergent determinants of project success factors in local based charitable organizations which are increasing affecting poverty alleviation projects.

### 1.3. General objective

The general objective of this study is to assess the determinants of project success: the case of local based NGO's poverty alleviation projects in Addis Ababa.

#### 1.3.1. Specific objective

- To assess the financial resource of fund to the project in local based NGO's
- To assess the influence of project plan stage factors on project success in local based NGO's
- To determine the project implementation stage factors on project success in local based NGO's
- To examine the project evaluation practice on project success in local based NGO's

### 1.4. Research questions

- What are the project plan stage factors in local based NGO's?
- What are the determinants of project execution factors in local based NGO's?
- How the project evaluation practice in local based NGO's?

### 1.5. Hypothesis

HO: project planning stage factors haven't positive and significant impacts on project success

HA: project planning stage factors have positive and significant impacts on project success

HO: project implementation phase factors haven't positive and significant impacts on project success

HA: project implementation phase factors have positive and significant impacts on project success

HO: project team competence factors haven't positive and significant impacts on project success

HA: project team competence factors have positive and significant impacts on project success

HO: project risk evaluation factors haven't positive and significant impacts project success

HA: project risk evaluation factors have positive and significant impacts project success

HO: project information factors haven't positive and significant impacts on project success

HA: project information factors have positive and significant impacts on project success

HO: project monitoring and evaluation factors haven't positive and significant impacts on project success

HA: project monitoring and evaluation factors have positive and significant impacts on project success



## 1.6. Limitation of the study

The researcher faced potential weakness of the study. The major limitation is doesn't included the wide array of project management practice and specific analogies. This paper also doesn't cover detail financial and work analyses of the organizations performance rather it will analyze measure undertaken to avoid ineffectiveness of project implementations. Even though this research has tried to assess the actual trend of determinates of project success based on the presented evidences, it also has the below limitations to grant acceptability and implement changes in the system.

The study focused on determinates of project success in local based NGOs poverty alleviation projects on the aspects of project management that affects the project success, but there are various factors that causes project time and project cost overrun, as internal and external factors.

Lack of adequate resource for the research could also be taken as important limitation in this research as increasing sample size or incorporating additional research designs require much more resource both in terms of time, cost and quality.

The scope of the research is on poverty alleviation projects handled in Addis Ababa city only, whereas there are various projects that are being carried out of Addis Ababa city, Due to time and cost not included, so for the future studies these projects should be included for vast view.

## 1.7. Scope of the Study

The scope of this paper is limited on the general determinants of project success in local based NGO's which had implemented for the last five years' poverty alleviation projects. Since poverty and its impact is a vast topic in content, it cannot be exhaustively discussed in this research. Therefore, the study is delimited particularly to assess the determinants of project success in local based NGO's poverty alleviation projects in Addis Ababa city only.

## 1.8. Significance of the study

The research findings will help local based NGO's to improve understanding on determinants of project success and also help to avoid some of project problems and this study has analyzed the actual scenarios of poverty alleviation projects in local based NGO's. Moreover, to contribute towards a reduction on the rate of projects' non-successful/ failure by providing relevant information that would help to improve the success of the projects in local based NGO's. In a

broader view this research is significant in alleviating the problems facing the local based NGO's projects. Create an understanding and foundation for future academic studies on studying determinants of project success in local based NGO's by identifying and studying the determinate factors of project success. Furthermore, the importance of this study would be providing additional information about local based non-governmental organizations how their poverty alleviation projects fails and would contribute to identify challenges on non-governmental organization sector with regard to project management. By identifying challenges and cause of ineffectiveness in the area and suggest measures to be taken to overcome as well as other researchers may also use this study as a bench mark or as a reference in their studies.

The Beneficial Bodies Used by This Study Are:

**Non-Governmental Organizations:** after conducting this research nongovernmental organizations would be beneficiary in that the manager see the identified problems and recommended solutions of the study and take corrective action

**The Student Researcher:** the student proposes is beneficiary on getting knowledge about the study and experience on conducting such assessment and get satisfaction when the study would get the solution for the problem

**Other Researcher:** other proposed can take this study as reference for conducting other similar assessment.

**Other Similar Organizations:** the study can be used for other urban non-governmental organizations which are similar by taking this study and they can check themselves with identified problem and if the problems are originate on them, they can take their corrective measure.

## 1.9. Organization of the study

This paper would be organized in five chapters. Chapter one is the introduction which includes: back ground of the study, statement of the problem, objectives of the study, significance of the study, scope of the study, limitation of the study and definition of terms. Chapter two would contain review of related literatures. Chapter three research design and methodology, includes data sources, sampling techniques, data gathering tools and procedures of data collections. Chapter four includes data presentation, analysis and interpretation and finally, chapter five would contain summary of major findings, conclusion and recommendation of the study.

## CHAPTER TWO

### 2. REVIEW OF RELATED LITERATURE

This chapter deals with literatures that are related with the determinants of project success in nongovernmental organizations. In this section both empirical and theoretical literatures are included.

#### 2.1. Non-governmental organizations History in Ethiopia

Ethiopia was hit with two devastating famine in almost in a decade. The first famine occurred in 1973/74 and the second most devastating one in 1984/85. These famines contributed for the influx of international Nongovernmental organizations and for the emergence of indigenious one sin the country. The second famine relatively magnified the Nongovernmental organizations significance and widened the roles of Nongovernmental organizations in Ethiopia. After the famine situation subsided in the country Nongovernmental organizations started involving in rehabilitation and development works World Bank, (2000), The first groups that started operating in Ethiopia as Nongovernmental organizations in 1930s were faith-based organizations CRDA, (2006: 2).

Self-help groups as a logical starting point for various development interventions and as counterparts for international Nongovernmental organizations and donor organizations USAID, (2009). Debo is one such self-help system, and its role is to provide mutual aid to member farmers. Ekub is similar to a savings and credit association, with a lottery component providing periodic rewards to participants. Some Ekub are established for particular groups of individuals, it formed by individuals interests they might be friends or colleague soon such as women and merchants as well.

An ezen is a self-help group that assists families after the death of a member. An idir is a larger group within this system that serves as a local neighborhood association, taking on various functions, depending upon the community. For example, an idir may provide emergency insurance assistance to its members. Idirs are known as mutual associations to many outside observers, who are impressed with their level of support in the local communities. National Nongovernmental organizations more traditional Due to these national Nongovernmental organizations first formed in Ethiopia in the 1960s, Jeffrey, (2000).

## 2.2. The recent Civil Society Proclamation No. (1113/2019) NGO's Defined

“Foreign Organization” means a non-governmental organization formed under the laws of foreign countries and registered to operate in Ethiopia;

“Charitable Organization” means an organization established with the aim of working for the interest of general public or third party;

“Religious Institution” means an institution established by believers to organize and propagate their religion and shall not include organizations established by the religious institutions to advance charitable purposes. It does not include an organization organized by the religious institution;

## 2.3. Non-governmental organization main role

Nongovernmental organizations providing the service are known to be involved in providing services such as basic goods to surviving the life of poor. They have the ability to fill in the gaps in society through mobilization of resource to provide services for those who need them Willets, (2002); Lewis & Kanji,(2009); Banks,(2015). In spite of the tedious and complex nature of their service provision activities, engaging in such activities has boosted the recognition of nongovernmental organizations as capable channels. And over the last two decades, have been increasingly contracted by governments and donors to undertake specific tasks in return for payment Lewis & Kanji, (2009).

The advocacy element of Nongovernmental Organizations activities is also very popular, as various nongovernmental organizations have been seen to take the leading role in enforcing and demanding change in various ways. In relation to this author have classified them as catalysts; campaigning; advocacy; political and having civil society functions Hudson, (2000); Willets, (2002); Lewis & Kanji, (2009); Holmen & Jirstrom, (2009); Banks, et al., (2015). According to Lewis & Kanji (2009), the catalytic nature of nongovernmental organization is evident in their ability to bring about positive transformation by facilitating agendas and contributing to improved thinking and action amongst individuals, groups, local communities or other stakeholders in developments such as government, businesses or donors. Willets, (2002) and Banks, et al., (2015).

nongovernmental organizations, whether national or international organizations and religious institution have huge role on poverty alleviation and are high- profile actors in the field of international and national development Morris-Suzuki (2000: 68). Religion based institution aid and local nongovernmental organizations mainly focused on fill the gap in public services that are not provided by federal or regional government Habib, (2002). Religion-based institution they do this by mobilizing private funds from believers and distribute funds for who has low-income households. Example; - Muslim- Zekah, orthodox aid, catholic and protestant religious institutions have great contribution fund on poverty alleviation projects.

## 2.4. Theoretical review

### 2.4.1. Project

A project, as defined by Wysocki, Beck & Crane (2000), is a sequence of unique, complex, and connected activities having one goal or purpose that must be completed by a specific time, within budget, and according to specification. This can be contrasted from a routine set of activities or daily operations which are intended to be continuous process without a planned end. Projects are also characterized by general attributes such as the purpose, life cycle, uniqueness, interdependencies and conflict (Meredith & Mantel Jr., 2000). Merna & Al-Thani (2008) also defined a project as a unique investment of resources to achieve specific objectives, such as the production of goods or services, in order to make a profit or to provide a service for a community. A project is an irreversible change with a life cycle and defined start and completion dates. A key characteristic of projects is the role played by a key actor aptly named as project manager. While the project manager is central to the process of project management, s/he is only as good as the project team s/he leads. Thus, it might be an underestimation to propound that the success or otherwise of a project depends solely on the project manager.

### 2.4.2. Stakeholders in nongovernmental organization

Projects are likely to be influenced by the agenda of various stakeholders such as project beneficiaries, sponsors, governments, and other key external stakeholders (Beringer et al., 2013; Sutterfield et al., 2006). In connection with this, Jaafari (2001) underlines project stakeholders as one of the sources of project uncertainty that result in project failure. Similarly, in their theoretical work, Ramasesh and Browning (2014) show that a project that does not properly

entertain the desires of its stakeholders, such as clients and end users, faces challenges in meeting its objectives.

A stakeholder is an individual or group which has an interest that the nonprofit fulfills its mission. Anyone who is interested or affected by the nonprofit organization and its services is a stakeholder. Stakeholders in the nonprofit sector include the following: (beneficiaries, the people and parties who actually use the services and goods created, distributed, or allocated by the nonprofit organization are the users). (Donors and funding sources, those who help in funding the operations of the nonprofit organization are the donors and the funding sources). (Community, the surrounding community as a whole has a stake in how well a nonprofit organization completes its mission and objectives). (Employees & volunteers, provide vital services to keep the nonprofit running and are important stakeholders for nonprofit organizations. in return it seeks emoluments or recognition of its services. it also seeks protection from personal liabilities. government at all levels is an important stakeholder for nonprofit organizations. it requires the organization to furnish periodical reports of various kinds and in return it provides the organization with benefits like tax exemptions. tax deduction, government grants and several other benefits. ([www.startnonprofitorganization .com](http://www.startnonprofitorganization.com)))

#### 2.4.3. Project success criteria and critical success factors

Some researchers suggested that project success criteria should be specific to each project and that they should therefore be determined by stakeholders at the start of each project Baccarini, (1999). (Nelson, 2005 & Turner, 2004) The critical success factors are those components that are necessary to deliver the project success criteria Davies, (2002).

(Müller, 2007 & Wateridge, 1995) determined project success could be described as the set of situations factors or actions that contribute to the final results or the achievement of success criteria Lim,(1999). The Project success criteria are used to measure project success whilst Critical success factors facilitate the achievement of success (Collins, 2004 & Turner, 2008). Projects are developed in different contexts and environments and naturally have different critical factors for consideration. Accordingly, cost, time and quality criteria are the classic answer to the problem of how to measure project success. It is easily applied and normally gathers consensus within stakeholders Pinto & Slevin, (1989).

McGraw, (2008) defining project success became broader with the addition of dimensions like beneficiary's satisfaction, realization of beneficiaries' dream, end-user direct and indirect beneficiary's life improvement and the satisfaction of other groups of stakeholders Baccarini, (1999).

**Benefits Management Approach and Benefits Dependency Network** The purpose of Benefits Management process is to improve the identification of the achievable benefits and to ensure that decisions and actions taken over lifetime of the donors lead to realizing all the feasible beneficiary Munns, (1996).

Allows the sponsor to have the correct information for the donation viability studies and clearly shows the way for the delivery of the expected benefits (Ward, 2006). The Benefits Dependency Network is the core technique of methodology First introduced by (Ward, 2006) was developed to promote the relationship between the donation objectives and its promised benefits linked strategically and structured.

Based in the theoretical model of Markus, (1995) the framework explains the steps involved in creating value from information technology and highlights the importance of change in this process. Benefits Dependency Network provides explicitly the linkage between donors' objectives and the related benefits (the ends) organization transformation necessary to deliver the expected benefits and Information Technology capabilities (the ways) and the facilities that enhance the changes.

The Benefits Dependency Network construction starts with understanding of the internal and external driver's context and the general agreement on the stakeholder's benefits identification that will result if the stakeholder's objectives are achieved Ward, (2006). Is also needed to identify the changes to the ways individuals and groups works that are a fundamental part of realizing the potential benefits identified.

A wide range of different types of organizational changes could be performed, namely: redefined or new processes, updated roles or responsibilities, changing of governance rules, redefined measures and metrics and new practices and politics for managing and disseminating the information Ward, (2006).



There is also a set of changes that may be necessary in order to address the expected changes in the mainly through training, design new processes, defining new roles, redefinition of responsibilities, changing organizational structures, establishing rules and practices or defining new governance structures Ward, (2006).

#### 2.4.4. The success of NGO's project

The NGOs in developing countries have been generally successful in building an alternative institutional framework that can effectively reach the poor, The aid donors have become increasingly confident in the ability of most NGOs to provide services to a large number of poor households. The NGOs are also better able provider than the government, to identify the appropriate target groups and secure their active participation in project implementation, which is particularly important for long-term sustainability of development projects (IOB 1996).

By capitalizing on the donors' generous patronage, the NGOs have created an enormous service network by operating in virtually all critical sectors such as family planning, education, public health, women's development, child development, orphanages, relief and rehabilitation, legal aid, human and civil rights, income generation and training, agriculture, fisheries, environment, forestry, and integrated development plans. They have also made significant contributions in the areas of social and institutional empowerment. Many NGO projects rely on the group-based mobilization of the target groups, which also raise social consciousness and community strength (Begum 2003).

#### 2.4.5. Criticism of NGO's project

Despite their success, and indeed, perhaps because of their success, developmental NGOs are not without critics. Some hold that these organizations are beholden to foreign interests and agendas since they derive the bulk of their financing from foreign sources. They have been called the tools of international capitalism because they allegedly attempt to subvert the inevitable revolution. Skepticism of NGOs is now spreading in the contemporary literature. Indeed, nestled as they are between the state and society and attempting to change both, NGOs almost invite critique. The Left believes that such organizations can only dissipate radical energies by effecting cosmetic change while the Right wants all recipients to rapidly become self-sufficient and avoid social or political radicalism. NGOs cannot be radical or neither the Government nor

the foreign donors will tolerate them for very long; if the NGO projects really were financially viable, the market will serve to do the job there are also systemic problems, As NGOs need to compete for funds from Donors, and this strips them of much-needed autonomy. Current NGO culture has been critically described as follows: “They are apolitical, professional, accountable to foreigners, and often very large and wealthy relative to other civil society actors” (Stiles 2002).

The NGOs frequently become captive clients who have to undertake whatever the foreign donor decides to finance. While this is stated about NGOs in developing countries, it probably reflects a wider problem. In such circumstances, the needs of the poor can become secondary to the need of the NGO to survive. The list of criticisms can be extended others have charged that NGOs represent foreign interest and undermine national interests, culture, and agenda. They introduce alien ideas, religious and others, and agenda harmful to the indigenous culture. NGOs are too small and localized to make a substantial dent in poverty that necessitates macro level and substantive interventions. Finally, NGOs operate below local laws in a non-transparent manner and are not accountable— conditions that breed corruption and mismanagement (Stiles 2002).

NGOs are often unable to fulfill their mission of bringing the disenfranchised under their functional coverage due to a variety of organizational deficiencies such as weak planning and management capacity, insufficient technical and professional skills, inadequate attention to monitoring and evaluation, etc. (IOB 1996).

In the context of developing countries, the critics point out that many NGO projects often fail to reach the extreme poor. Lack of coordination among the NGO community often leads to overlap, duplication of efforts, and a waste of resources. The capital city of Dhaka has a high concentration of NGOs, many of which limit their activities to a short perimeter of the city; this has resulted in many reported cases of project duplication in the same area (IOB 1996).

Lack of coordination between the NGO community and government agencies led to similar problems, the emergence of a more democratic political regime helped diffuse the tension. Now, there is close NGO-government collaboration in many areas such as disaster relief, public health, family planning, non-formal education, environment, and micro-credit (Begum 2003).

Although the NGOs are generally considered more highly corrupt, they are not entirely immune to corruption and irregularities. There are also allegations on NGOs, which are created only to funds from unsuspecting foreign donors as well as self-serving NGOs, which are propped up by publicity-seeking politicians and others. Some NGOs are even established by unemployed professionals as a means of self-employment. Monitoring the NGO activities is generally poor. Some believe that successive governments have generally taken a laissez faire approach to this sector, partly due to pressure from the donors Shahedur, (2006).

## 2.4.6. Factor affecting project success

### 2.4.6.1. Lack of Good Planning

Planning, in general, can best be described as the function of selecting the enterprise objectives and establishing the policies, procedures, and programs necessary for achieving them. Planning in a project environment may be described as establishing a predetermined course of action within a forecasted environment. Project planning must be systematic, flexible enough to handle unique activities, disciplined through reviews and controls, and capable of accepting multifunctional inputs. Successful project managers realize that project planning is an iterative process and must be performed throughout the life of the project (Kerzner, 2013).

Organizations should create an overall project work plan before the project starts. Before the project work begins, you must make sure that the work is properly understood and agreed to by the project sponsor and key stakeholders. You need to work with the sponsor and stakeholders to ensure that there is a common perception of what the project will deliver, when it will be complete, what it will cost, who will do the work, how the work will be done, and what the benefits will be. The larger the project, the more important it is that this information be mapped out formally and explicitly. All projects should start with this type of upfront planning to prevent problems caused by differing viewpoints on the basic terms of the project Kerzner (2013).

In addition, it is very helpful to have an agreed-on set of project management procedures that are used to manage the project. These include how you will manage scope, issues, risks, communication, the work plan, etc. Again, the key is to define these all up front to better manage expectations. For instance, if you define and get agreement on the procedure for approving scope change requests, you should have a much easier time managing change once the project begins.

One of the objectives of project planning is to completely define all work required (possibly through the development of a documented project plan) so that it will be readily identifiable to each project participant. This is a necessity in a project environment because: if the task is well understood prior to being performed, much of the work can be preplanned, if the task is not understood, then during the actual task execution more knowledge is gained that, in turn, leads to changes in resource allocations, schedules, and priorities and the more uncertain the task, the greater the amount of information that must be processed in order to ensure effective performance. Without proper planning, programs and projects can start off —behind the eight ball. Lack of proper planning produce uncertainty, affects efficiency of project operation and there will be lack of better understanding of project objectives by all project teams (Kerzner, 2013).

The first indicator, good planning, requires excellent forward planning, which includes detailed planning of the process implementation stages, task timeliness, fall-back positions, and re-planning Notice that initial planning is not enough. Projects often take wrong turns, or initial solutions prove unfounded. the project manager who does not prepare to re-plan, or has not considered and planned fall-back positions when initial plans fail, will often find that the project first stalls, and then fails. We must remember that project management is not a straight-line process, but an iterative process that requires agile rethinking as the known environment changes before our eyes.

Projects often involve a lot of detail and require the efforts of a lot of people to be coordinated. In such a situation work needs to be properly organized if effective progress is to be made. Where the level of organization is insufficient the project team can quickly loose control. Conversely, where the controls put in place are more than are needed (or inappropriate for the type of project being run) the project can be weighed down by unnecessary inefficiencies.

If you've ever attended an end-of-project meeting on a project that had major problems, chances are good that one of the major themes you heard is —we should have spent more time planning. Many project managers think that they need to jump right into the project by gathering business requirements. They think that if they do a good job with that, they're ready to run on the project. That is simply not true. In fact, you must complete a definition and planning process before you start gathering the business requirements.

#### 2.4.6.2. Poor Project Implementation

Effective project implementation is looked at in many ways to include a large variety of criteria. However, in its simplest terms, effectiveness of project implementation can be thought of as incorporating four basic facets. A project is generally considered to be successfully implemented if it comes in on-schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion), and is accepted and used by the clients for whom the project was intended (client satisfaction criterion). By its basic definition, a project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics. Further, the project is usually targeted for use by some client, either internal or external to the organization and its project team. (Kerzner H., 2003).

#### 2.4.6.3. Inefficient use of resources

Estimating costs and activity levels, scheduling resources, and continually monitoring and adjusting them requires intense planning to ensure a project is moving in the right direction. Effective planning identifies the tools and techniques required to accomplish these tasks and reduce the risk of having unclear roles and responsibilities. Resources, whether financial or human are usually limited these days and of high value to any business, so if wasted unnecessarily, it has the potential to be disastrous. Given the consequences, this is an area where companies should carefully plan how, when and where to employ limited resources to best maximize effectiveness.

#### 2.4.6.4. Poor Communication

The state of the internal information and communication systems within an NGO is an integral component of how successfully the organization is able to implement its projects. Internal communication system is not only connected to the technological capacity of an NGO, but also to its mission, culture, structure, people, policies, and administrative strategies. While this is true for all organizations, NGOs and other relief organizations face particularly complex issues and challenges to the establishment and management of an effective communication system. Therefore, having effective communication system will have an adverse impact on project implementations.

#### 2.4.6.5. Project team incompetence

Appointing a project management team is the first step towards establishing the project environment; the physical existence of the project, however, it is important to note that every project has its ideal staff requirements. Recruiting skilled professionals to occupy various project roles is achieved after the project roles and the number of people to occupy those roles has been clearly identified. In every case the first appointee is the project manager, this is because the project manager is responsible for selecting the right persons for the vacant roles. In ensuring that the right people occupy the right spots the project manager has to outline a complete job description for each role. In the job description, the manager can mention the roles and responsibilities of each position. The manager must also specify a recruitment process that would help gather the various skills, key competences, experiences, and qualification needed to undertake each role identified. In some cases, interpersonal traits and special conditions associated with particular roles are prerequisites for appointment Method, (2008).

#### 2.4.6.6. Risk related factor

Identifying risks and performing qualitative and quantitative risk analysis and developing risk management strategies are key to successful project outcomes. These activities can require a lot of time and considerable coordination to complete because they can range from simple to sophisticated and complex depending on project, scope, size, and a range of other factors. The more risk points or the greater the consequences, the more planning is required.

Project planning is not a guarantee that projects will go according to plans. In fact, despite all of the planning that may surround a project, uncertainty is always there, lurking in the background waiting to jump in and disrupt those plans. The key to having great project outcomes is to first recognize from the project's inception why careful project planning is a critical component to reducing risks and increasing success. It may seem more time consuming up front, but will save substantial undue stress, time and costly rework later.

Project planning with precision can be an iterative process, but it's worth it to measure twice and cut once, when compared to the risks associated with poor planning. The important point here is to remember that planning is vital to reducing project risks, which in turn increases the likelihood of a successful project

Project Success in nongovernmental organizations Is a result of success or a failure of specific project. the way to determine or measure the success or failure of a project in nongovernmental organizations Success is perceived in different ways in particularly in Nongovernmental organizations project it inquiries togetherness of stakeholders (Donors, government, beneficiaries and the NGOs skilled manpower) involvement.

Project success definition, authors agree on the inclusion of the (cost, time and quality) triple constraint, in an attempt to define the achievement or attainment of project objectives. Atkinson, (1999) notes the project success definition has been studied and developed from the simple attainment of cost, time and quality criteria but these criteria are part of a multi-dimensional variable, which includes factors involving not only the project results, but also the beneficiary's satisfaction and ultimately the organization goal.

The definition of success is so broad John, (2009) explained that it's meaning varies across the different communities or cultures. Shenhar, (2002) claimed that no conclusive evidence or common agreement has been reached so far to determine whether a project is a success or failure. Meredith & Mante, (2009) argue that what appears to be realized as failure in a certain project; can be perceived as a success in another.

Project success became a relevant project management topic and is one of the most frequently debated issues. Nevertheless, there is a lack of consensus regarding the criteria by which success is evaluated. (Baccarini, 1999, Davis, 2014 & Turner, 2009)

Project success and stakeholders (donors, government and beneficiaries) perception and as project success depends more on the perceptions of the stakeholders, probably there is no absolute success in project management, but simply a perceived success Baker, (1998). Projects that failed to meet the original goals of the cost, time and quality criteria were not necessarily perceived as failed projects Baker, (1998). In the literature found many examples of projects that successfully fulfill the cost, time and quality criteria, but turned to be an unsuccessful nongovernmental organization project Shenhar, (2005)

On the other hand, there are projects that haven't meet the time, cost and quality constraints, but later became successful Pinto & Slevin, (1989) after analyzing a sample of more than 650 project managers' opinions, concluded that achieving project success is

undoubtedly more difficult and far more complex than simply meet the cost, time and quality criteria. Extending the project performance perspective, several authors state that even a project incorrectly managed can achieve success and, conversely, cannot achieve the expected results, despite being well managed (De Wit A. 1988 & Munns, 1996).

Project management objectives differ from project objectives, the cost, time and quality are directly tied to a project management and for this reason is easy to measure, and therefore there is a tendency to evaluate project success by project management success. Munns, (1996). Project success is evaluated against the overall objectives of the project, whilst project management success is mostly evaluated against the cost, time and quality Cooke, (2002). As project management evolved. However, there was an increased focus on the behavioral aspects of project management and on the management skills of project managers (Kerzner, 2000, Kloppen, 2002 & Shenhar, 2002). In the last decades, a growing consensus has been reached where upon that project success requires a wider definition than project management success Jugdev, (2005).

## 2.5. Empirical review

A review of literature reveals that a lot of research on analysis of project success in nongovernmental organizations has been undertaken in developed countries context and their applicability in the developing countries such as Ethiopia is yet to be explored. While in Ethiopia the studies have focused on challenges of NGO in developmental project rather than determine of project success.

A study on the analysis of project implementation success and Ashley, (2007) concludes that effective project implementation is repeatable and requires a great deal of work to understand it for achieving cost efficiency. They identify planning effort; project team motivation; project manager goal commitment; project manager technical capabilities; control system; and scope and work definition as the important factors.

Project Planning and Project Performance study investigated on project planning and its role in the success of project management, Novo, Landis & Haley (2017) The study was carried out to discover project manager skills together with its competency in leadership and how they can lead to project success. The study results revealed that planning process are directly related with the



project manager competency. Similarly, the project managers leadership skills and project success is strongly correlated

Yang, Huang & Wu (2011) carried out a study on the association among project planning and project success. The study used questionnaires to measure the leadership style of the project manager, the success of the project in regard to scope, budget, quality and client satisfaction. The study finding shows that better project management leadership leads to better project team members relationships. The study also revealed that teamwork spirit has a statistical significance influence on project performance.

Stakeholder Involvement and Project Performance Njogu (2016) carried out a study on the Influence of Stakeholders Involvement on Project Performance, the study revealed that stakeholder Involvement in project monitoring has a positive and significance influence in Automobile Emission control project Performance.

Adan (2012) study investigated the Influence of stakeholders' role on performance of constituency development fund projects, this study found that the role of project implementation by project managers and government officials' role led to better performance of projects.

Monitoring and Evaluation on Project Performance Phiri (2015) did a study on how monitoring and evaluation influence project performance, The study concluded that M&E needs to be implemented in full and systematically in order to influence project performance. Considering that projects are implemented by institutions that have structures, it is hereby recommended that an M&E unit should be part of an institution.

The Study looked at institutional determinants of participatory monitoring and evaluation systems implementation among community-based development projects, the study Ngatia (2016) concluded that the factors Influencing Performance of Monitoring and Evaluation of Government Projects have numerous weaknesses, which if not redressed will seriously affect the success of the program.

The critical areas for project success processes Thi & Swierczek (2010) determined are; understanding the organizations goals and objectives, a strategic vision and plan, selecting the right teams, management relationships, a properly structured project plan, open communication

with project beneficiaries and involvement, careful attention to personnel issues and finally short-term financial justification.

Most of the projects succeed due to managerial skills and leadership styles of project managers according to Kraeger, (2011) describes Well performing projects start with organizations which have a mission that is clearly defined and have created a vision of what they want their impact to be and, in their activities, and plans.

Chan, (2004) examined 3 case studies of key performance indicators for measuring project implementation success in Hong Kong. Concluded that cost, time and quality were still three most important indicators of success in projects, other measures such as safety, functionality and satisfaction are attracting increasing attention

On the other hand, analyzed factors which are critical to cost overruns and established five factors which contribute and these are; project organization, environment, project management, project definition and infrastructure Karimi, (2008).

Mwadali, (2006) conducted a case study on major factors that affect project management locally, Concluded that inexperienced project managers, poor communication, poor monitoring and control systems negatively affected the project management efficiency.

The recently studies in Ethiopia procurement has one of the reasons for project failure in various sectors including in nongovernmental organizations projects Metalign, (2017). The studies have assumed that if a project completion time exceeds its due date, or expenses overrun the budget, or outcomes did not satisfy an organization's predetermined criteria then the project is a failure. It is clear that from the literature review that a project might not meet one of these criteria and yet is regarded as a success.

## 2.6. Summary of the literature review

Currently, Total Nongovernmental organizations existing in Ethiopia according to CHSA (2019) report 3000 international and local non-governmental organizations are registered with the government. Not only formal charity or Nongovernmental organizations are participating on poverty alleviation projects any number of groups or volunteers could be functioning to some extent. Example: students during summer time volunteering collecting goods to distribute for needy peoples. Institutionally as a course student take community-based education in Jimma University.

Strengths and weakness of charitable organizations: As any institutions Nongovernmental organizations has own strengths and weakness, In general, the following are the most common strengths and weaknesses of Nongovernmental organizations determined by Shastri, (2009) as strength of NGO's described they are compassionate and closeness to grass root levels. However, the weakness of NGO's stated that dependence on donors, limited financial management experienced, limited institutional capacity, high corruption rate, high risk project and high time and cost overrun.

1.3 billion Peoples are in severe starvation across the world UNDP, (2019). Ethiopia is one of the countries in sub-Saharan Africa not able to feed its population sufficiently and therefore, relies on outside assistance. Estimated that almost 50% of the population in sub-Saharan Africa lives on under \$1 a day World Bank, (2011), Ethiopia is the second most populous nation in Africa after Nigeria, currently, the country's population growth is (3.02%), that is expected to reach by 2050 G.C 188 million World population, (2019). and one of the highest poorest with a per capita income of \$783 the economy has progress on GDP. However, inequality increased; it remained low, with a Gini index of 0.33. The other the main challenges are sustaining the positive economic growth and accelerating poverty reduction rate Tom, (2019).

Majority of NGOs face criticism from different parties are particularly opposed to their work related to promoting policies of other countries. These critics believe that NGOs undermine the traditional customs and values of the society and its culture.

In addition, Literature showed that project success measured by the golden triangle which is cost, quality and time. Nongovernmental organization project has poor implementation on that as

literatures indicated. In the literature review that to optimize the achievements of project Objectives, it is crucial to be conscious on the processes of project implementation, it starts from the planning phase to project delivery. Every mistake made in the project cycle will have an influence on the project output. To be an effective and efficient the management should be performed their duties aggressively in order to achieve the project objectives.

However, Project success depends more on the perceptions of the stakeholders, probably there is no absolute success in project management, but simply a perceived success Projects that failed to meet the original goals of the cost, time and quality criteria were not necessarily perceived as failed projects. In the literature found many examples of projects that successfully fulfill the cost, time and quality criteria, but turned to be an unsuccessful in nongovernmental organization project. Poverty has had direct correlation with human psychology.

In various studies have been conducted in relation to the influence of external organizational factors on the project success in nongovernmental organizations. The studies have assumed that if a project completion time exceeds its due date, or expenses overrun the budget, or outcomes did not satisfy the organization's predetermined criteria then the project is a failure. It is clear that from the literature review that a project might not meet one of these criteria and yet is regarded as a success. However, these studies have been limited to specific places, sectors and have focused on different independent and dependent variables. This study therefore aims to determine the project success factors in local based charitable organizations.

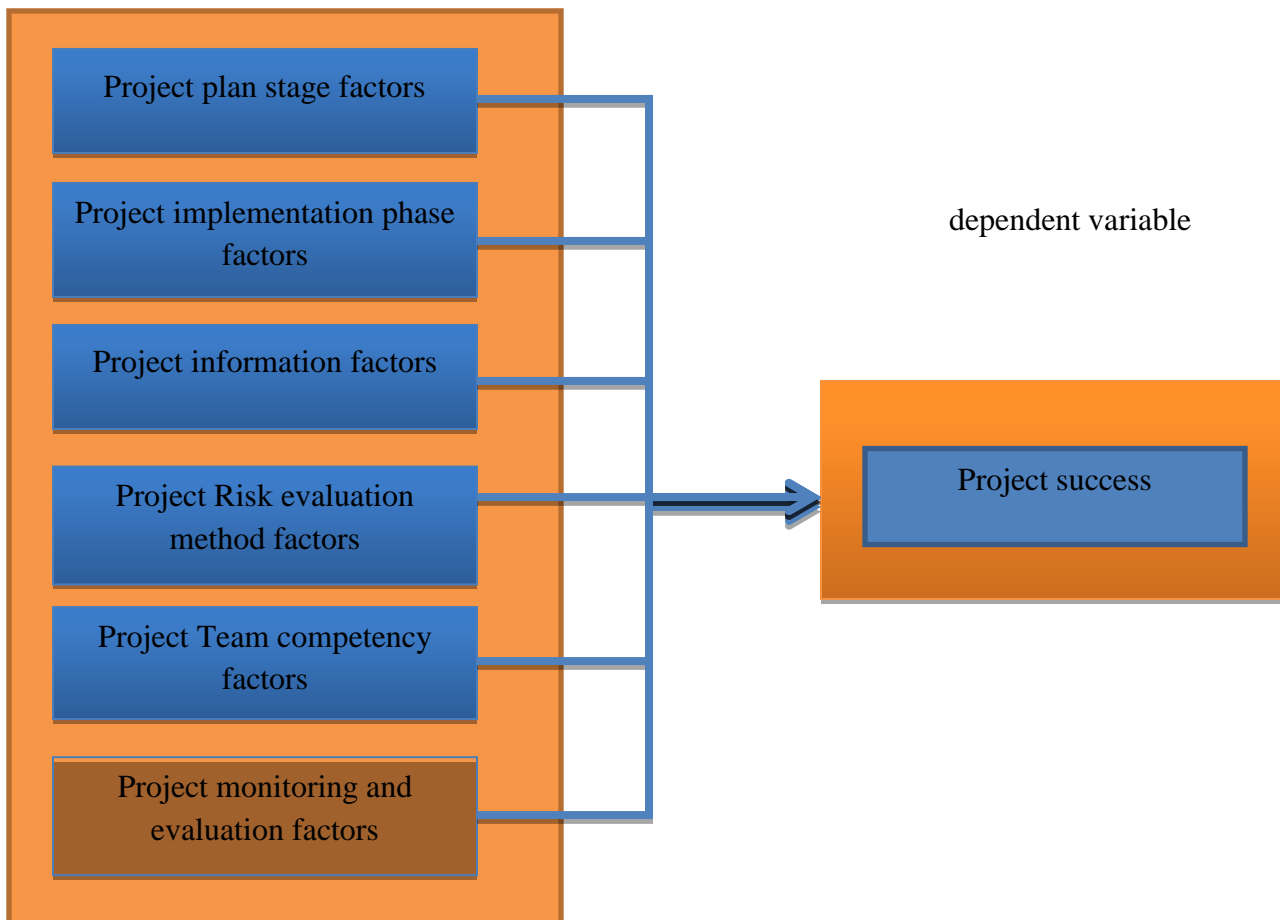
## 2.4. Conceptual framework

Project success is a variable that depends on known as project success factors. These independent variables determine success in the different stages of the project cycle including planning, execution and evaluation.

A project is said to be successful if it is completed on schedule, within the budget and in quality of the service provided to project beneficiaries. Project success was measured whether or not these parameters are met.

For the study of the problem, the following variables will select as independent Variables: project planning, team competence, risk evaluation method, project information and project evaluation: as dependent variable selects project success in terms of effectiveness and efficiency.

Independent variable



Source; own constructed (2020)

## CHAPTER THREE

### 3. RESEARCH DESIGN AND METHODOLOGY

According to Kothari, (2004) the formidable problem that follows the task of defining the research problem is the preparation of the design of the research project, popularly known as the “research design”. Decisions regarding what, where, when, how much, by what means concerning an inquiry or a research study constitute. A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research design is the conceptual structure with in which research is will conducted; it constitutes the blue print for the collection, measurement and analysis of data.

#### 3.1. Research design

This research used an explanatory and descriptive research design, because it aimed at examining the relationship between project success as a dependent variable and project planning, project implementation, project information, project risk management, project monitoring and evaluation practice, project team competency as independent variables and to describe and explain the findings of the study by relating to different pervious research. The subject is being observed in a completely natural and unchanged natural environment.

#### 3.2. Research Approach

Both qualitative and quantitative research method is used to conduct this particular study, the qualitative method of research explains the experience of people in detail and permits to study and understand people in detail in their own perception. These approaches, in combination, allow gathering complementary information on the issue and help to make the existing situation to be comprehensible. The focus of the study is primarily quantitative and supported with qualitative approach where the logical flow of the analysis permits to interpreting the near-term impacts on project success and anticipated long-term effects of projects.

### 3.3. Data source

The researcher would use both primary and secondary data sources; questionnaires that are administered to senior project team members that have a key role in non-governmental organization poverty alleviation projects. The secondary data obtained from document review, published journals, books, conference papers, reports, research works, magazines and newspapers, and the internet.

### 3.4. Population and Sampling technique

The total local NGOs existing in Addis Ababa are 321, the population size for the study consist of Local based NGO's who have activity participates on poverty alleviation projects in Addis Ababa city only. The sampling techniques to be used in this study are simple random sampling and deliberate sampling method jointly, a simple random sampling technique which each organization has an equal probability of being chosen. Deliberate sampling is assigning to select the representative of the senior project team members intentionally as respondents' member to collect the desired information.

### 3.5. Sampling and sample Size

Sampling helps to draw inferences about the population from which the sample is drawn. This means sampling technique helps to understand the characteristics of the population by examining only a small part of it. The sample size is calculated by Yemane, (1967) will the sample size be determined by considering the confidence level, the degree of variability and level of precision. The formula used to calculate the sample size is:

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

Where, n = sample size,

N = population size, 321 organizations

(e)<sup>2</sup> = error (5%) level of precision. The level of precision is the range in which the true value of the population is estimated to be; it is expressed in percentage points (±0.05).

Source: Yamane (1967, p. 258)

$$n = \frac{321}{1+321 (0.05)^2}$$

Accordingly the sample size will be 179 local based non-governmental organizations

### 3.6. Data collection procedure and tools

The questionnaire and interview guideline was developed after the evaluation of expertise personnel. The data collectors explain each question to the select respondent to help them understand the questions well and fill their own response on questionnaire. The research adviser would follow and control over all the data collection process.

### 3.7. Method of Data Analysis and interpretation

The study would use multiple regression as well as descriptive statistics to see the effect of independent variable on the dependent variable. The term analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data-groups. Thus, in the process of analysis, relationships or differences supporting or conflicting with original or new hypotheses should be subjected to statistical tests of significance to determine with what validity data can be said to indicate any conclusions. Both quantitative as well as qualitative techniques of data analysis would uses percentage, tables and charts with the help of IBM SPSS Statistics version 23 statistical computer software.

### 3.8. Regression model

Linear regression equation was used to find out what relationship use for this research if any, exists between the independent variables and the dependent variable.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \varepsilon$$

Dependent variable Y= project success

Independent variable  $\beta_0$ = is the regression coefficient/constant/ Y-intercept

Independent variable  $X_1$ = project planning stage factors

Independent variable  $X_2$ = project implementation phase factors

Independent variable  $X_3$ = project team competency factors



Independent variable  $X_4$ = project risk method

Independent variable  $X_5$ =project information factors

Independent variable  $X_6$ = project evaluation

While  $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$  and  $\beta_6$  are coefficient of each independent variable and  $\epsilon$  is the error term

### 3.9. Reliability and Validity

According to Saunders et al. (2009), internal validity in relation to questionnaires refers to the ability of the questionnaire to measure what the researcher intends it to measure. To achieve this, questions in the questionnaire are emanated from the broad research questions tailored to meet research objectives.

Content validity, on the other hand, refers to the extent to which the measurement device, in this case the measurement questions in the questionnaire, provides adequate coverage of the investigative questions. This is achieved by providing a 5 scale likert scale for addressing a range of alternatives.

Criterion-related validity, sometimes known as predictive validity, is concerned with the ability of the measures (questions) to make accurate predictions. This is achieved by providing a range of different sets of questions that cover main project success issues at the same time giving rich and in-depth information.

Reliability, on the other hand, refers to consistency. It refers to the extent to which the data collection techniques or analysis procedures will yield consistent findings. According to Gliem (2003), when using Likert-type scales it is essential to calculate and report coefficient for internal consistency reliability. But because Cronbach's alpha does not provide reliability estimates for single items, the analysis of the data must use the summated scales or subscales and not individual items. In this study, Cronbach's alpha test is calculated for the 28 Likert-style items using SPSS statistical software and the result is presented in the following table.

Table 3.1: Cronbach's Alpha reliability test

Reliability test	
Cronbach's Alpha	No of items
0.889	28

Source: own survey 2020

Cronbach's alpha measures the reliability of research tools. For this study the Alpha coefficient for the overall scale calculated as a reliability indicator is .889. The values of Cronbach's alpha more than 0.7 is good. The alpha values in this study are far more than 0.7 and which are; therefore, it had very good reliability for the questionnaires.

### 3.10. Ethical Consideration

Considering the importance of ethics in research work, the researcher ensured that high level of ethics is reflected as much as possible. The participants would be approached and request their willingness to involve in the study before the actual data gathering date. The researcher would ensure that participates the idea of the study and its purpose beforehand. Furthermore, the researcher maintains the respondents' right to decline to answer a question or to participate in any activity or to refuse to discuss any topic if they have felt uncomfortable. Whatever information in the interviews and discussions are also kept confidential.

## CHAPTER FOUR

### 4. RESULTS, ANALYSIS AND DISCUSSION OF FINDINGS

Data analysis, presentation and interpretation were done here. The study has been carried out to assess the determinants of project success in nongovernmental organizations: The case of local based NGOs poverty alleviation projects in Addis Ababa, Ethiopia. A total of 179 questionnaires were distributed to the respondents (project managers) and 149 questionnaires were duly completed and returned giving a response rate of excellent. A higher response rate is very important as it ensures there is sufficient data for analyzing and running statistical analyses. The descriptive analysis using frequency graphs and percent was presented for qualitative variables. Moreover, numerical results such as means and standard deviations for the Likert-scale variables were presented. The regression Analysis was also performed to find out the determinant factors of project planning stage factors, project implementation stage factors, risk evaluation method, project information factors, project team competence and project monitoring and evaluation factors.

#### 4.1 Response rate

	<b>Questionnaires administered</b>	<b>Questionnaires filled and returned</b>	<b>Personage</b>
<b>Respondents</b>	179	149	83.2%

Source; own survey (2020)

As response table shows: The questionnaires were distributed to 179 participants out of whom 149 completed and mailed back the questionnaires representing an acceptable rate of response at 83.2%. The response rate was found satisfactory and a basis to make conclusions from the study since the sample size was representative by all measures. Statistically, a rate of response of above fifty (50%) or more is adequate to enable analysis and interpretation of data; with a rate of 60% being judged to be good enough while return rate above of 70% and over being seen as excellent.

## 4.2 Descriptive data analysis

### 4.2.1 Summary Statistics for quantitative Variables

Demographic information usually represents the selected characteristics of the respondents or study participants. Sex, age compositions and level of education of the respondents in the local based NGOs poverty alleviation projects as presented in the following tables.

**Table 1: Sex, Age, and Level of Education of the Respondents**

Respondents Characteristics	Categories	Frequency	Percent
Sex	F	48	32.2
	M	101	67.8
Age	20 to 30 years	35	23.5
	31 to 40 years	67	45.0
	41 to 50 years	38	25.5
	51 to 60 years	7	4.7
	Above 60 years	2	1.3
Level of Education	Degree	127	85.2
	Post Graduate	14	9.4
	Other	8	5.4
Total		149	100

Source; own survey (2020)

As a Table 1 shows: The sex composition shows that out of the total respondents, 101 (67.8%) are males and 48 (32.2%) are females; this was an indication that their disparity among project director staff since the number of males exceed than females.

The age distribution of the respondents result indicate that (23.5%) of the respondents were 20-30 years, (4.7%) of the respondents between the age of 51-60 years, (1.3%) of the respondents between the age of above 61 years and the majority of the respondents are in the age of 31 - 40 years (45%), followed by the ages from 41 to 50 (25.5%).

Regarding the level of education, the majority of the participants of the study (or respondents) are degree holders (85.2%) and the reaming 14.8% is equally shared between the post graduates

and other level of education, Further analysis on education level revealed that there were no respondents with O-level or certificate level of education. These findings imply that the respondents had sufficient level of education to comprehend and answer the questions without difficult (See Table 1).

**Table 2: Work experience and Year worked in the project of the Respondents**

Respondents Characteristics	Categories	Frequency	Percent
Had Work Experience	Below 2 years	24	16.1
	3-5 years	36	24.2
	6-10 years	31	20.8
	11-15 years	41	27.5
	above 15 years	17	11.4
Years worked in the current Project	Below 5 years	101	67.8
	5-10 years	35	23.5
	11-15 years	5	3.4
	Above 16 years	8	5.4
Total		149	100

Source; own survey (2020)

Additional information related to the respondents is also summarized in Table 2. The summary includes work experiences of the respondents and their length of years they stayed in the project. The results show that the respondents having less than 2 years are 16.1%, those having 3 to 5 years are 24.2%, those having 6 to 10 years are 20.8%, those having 11 to 15 years 27.5% and those having more than 15 years are 11.4%. The majority of the respondents who have stayed in the organization for at most 5 years are 67.8%.

**Table 3; found source for the projects**

Respondents Characteristics	Categories	Frequency	Percent
Funding from international donor	No Donors Fund	10	6.7
	50-80%	9	6.0
	Above 80%	130	87.2
Total		149	100
Funding from local donors/private sector	No Local Donors/Private Sector	131	87.9
	50-80%	8	5.4
	Above 80%	10	6.7
Total		149	100
Membership contribution	No Membership Contribution	133	89.3
	Below 50-80%	16	10.7
	Above 80%	0	0
Total		149	100
From income generation activities	-	0	0
Government fund	-	0	0
Other sources	-	0	0

Source; own survey (2020)

Table 3; indicated that funding source of local based NGO's highly depended on international donors and monies collected from the community of abroad countries. As majorities of the respondent 131(87.2%) have responded that, 80 % of their funds relies on international funds the other source of funds such local donors/ private sector fund and membership contribution funds have contributed not greater than 20% of the projects. However, government fund, and income generating activities have contributed insignificantly. Thus, this result clearly indicated that majorities of local based NGO's practice poor fund diversification.

**Table 4; reasons for insufficient of fund**

	Categories	Frequency	percent
Major reason for the insufficient budget	Absence of donors'	70	46.9
	Limited capacity of the organization to secure fund	58	38.9
	Government restriction	39	26.1
	I don't know	2	1.3
Total		149	100

Source; own survey (2020)

NB; the total respondents increased by 20, because; respondents are allowed to choose more than one reasons.

As table 4 shows: among 149 respondents who were agreed with insufficiency of the fund amount to meet their project anticipated goal, 70 (46.9%) were agreed with the reason that absence of donors, 58(38.9%) limited capacity of the organization and 39 (26.1%) government. And the remaining 2 (1.3%) responded that, S/he didn't know the reason. Besides, some of the respondents were added that global economic crisis is also another reason. Therefore, absence of donors, limited capacity of the organization to secure funds and Government restriction are the major reason for limited resource for local based NGO's.

**Table 5; to what extent the project suffers from unable to meet project objectives (behind schedule and cost overrun)**

	Categories	Frequency	percent
project suffers from unable to meet project objective (behind schedule, cost overrun)	Usually	99	66.4
	Sometimes	39	26.2
	Never	11	7.4
Total		149	100

Source; own survey (2020)

As a table 5 shows: According to the sample respondents 99(66%) responded, their project faces “usually” unable to meet the specific stated project objective, those having 39(26.2%) are “sometimes” unable to meet the project objective, the remains 11(7.4%) of the projects meet the specific project objectives highly.

**Table 6; project pass through evaluation process**

	Categories	Frequency	percent
Project pass through evaluation process	End line evaluation	125	83.9
	Mid-term evaluation	7	4.7
	Baseline evaluation	17	11.4
Total		149	100

Source; own survey (2020)

Table 6 shows: Project evaluation is a key milestones or points in the project schedule where project correction to be made and evaluating their effectiveness throughout the project life cycle are all activities in an effective for the project success. Concerning such practice, the projects are doing very goodly with 17(11.4%). But as shown in the table above, 7(4.7%) have mid-term evaluation practice but the majority of respondents indicate that 125(83.9%), end line project evaluation practice it needs still improvement.

**Table 7; techniques use to assess the probability of risk occurrence in the project**

	Categories	Frequency	percent
techniques used to assess the probability of risk occurrence in the project	Quantitative assessments/ Numerical analysis	2	1.3
	Subjective assessments based on expert judgment	2	1.3
	Ranking the importance of risks based on past experience	64	42.9



	Qualitative assessment based on historical data	23	15.4
	I don't know	76	51
Total		149	100

Source; own survey (2020) NB; the total respondents increased by 18, because; respondents are allowed to choose more than one reasons.

As table 7 indicates: From among the various methods available for risk techniques used to assess the probability of risk occurrence in the project 4 of them were selected based on the literature review and the prior discussions with practitioners, The result implies that 2(1.3%) of the respondents believe that quantitative assessments/numerical analysis is the primary method used to identify the occurrence of project risks, 2(1.3%) stated that subjective assessments based on expert judgment is primarily used and 64( 42.9%) said ranking the importance of risks based on past experience is primarily used, 23(15.4%) said qualitative assessment based on historical data and among the respondents 76(51%) of them said they do not have risk identification techniques.

**Table 8: Item Statistics for Project success**

	Mean	Std. Deviation	Level	Rank
Project sustainability	3.72	.938	low	4
Project-beneficiary satisfaction	3.73	1.206	low	3
Project-donors satisfaction	4.01	.997	low	1
To what extent the project attained the goals	3.78	.943	low	2
Summary	3.809	.018	low	

Source; own survey (2020)

As Table 8 describes: the results generated for Project success in which the mean is 3.809 with the highest mean being 4.01 and lowest 3.72, and their standard deviation were 0.997 and 0.938 accordingly. The overall level of agreement is low from the respondents' perspectives. This represents a low level of agreement towards the Project success in the organizations.

According to the respondents from their experience the sustainability of Ethiopian Charities are under question. They also explain that a number of Ethiopian Charities have closed either being unable to maintain the proclamation or unable to secure sufficient fund. The respondents added that significant number of Ethiopian charities have requested change to Ethiopian resident charity and have been changed based on the criteria. The respondents respond as a conclusion that Ethiopian Charities less sustainable than Ethiopian resident charities.

The respondents have also mentioned the reasons for low sustainability among Ethiopian Charities are absence of fund, Founder syndrome un able to work in networking other likeminded organization dependency on foreign donors unable to practice the technical supports given by ChSA, lack of trust by donors, weak system and organizational structure, loose follow-up by board of directors, poor collaboration amongst Ethiopian charities and limited technical, material, man power and financial capacity.

All the respondents are agreed with the declination of Ethiopian Charities. And their common reasons were: Due to shortage of fund Ethiopian Charities has changed to Ethiopian resident charities, Due to shortage of fund and then give-up re-turn their silence and closed, Due to lack of commitment among founders, Due to unable to maintain the rules and regulation closed by ChSA The above to consecutive interview question responds indicates that the sustainability and engagement in the country development endeavors with full effort is highly under question.

**Table 9: Item Statistics for Project planning stage factors**

	Mean	Std. Deviation	Level	Rank
To what extent SWOT analysis done on the preparation of strategy plan	3.46	.527	moderate	5
To what extent the project objectives are SMART	3.89	.319	low	3
To what extent the project evaluate by project expertise	4.74	.441	Very low	1
To what extent the project has a detail work plan and does it consist the due date and cost breakdown	3.49	.664	moderate	4
How do you rate the resource allocation of the project	2.11	.683	high	7
Does the project beneficiaries participate on project plan	4.07	.546	low	2
Does the project donors participate on project plan	2.15	.597	high	6
Summary	3.416	.952	moderate	

Source; own survey (2020)

Table 9 describes: the results generated for Project planning stage factors in which the mean is 3.416 with the highest mean being 4.74 and lowest 2.11, and their standard deviation were 0.441 and 0.683 accordingly. The overall level of agreement is moderate from the respondents' perspectives. This represents a moderate level of agreement towards the Project planning stage factors in the organization.

**Table 10: Item Statistics for Project implementation phase factor**

	Mean	Std. Deviation	Level	Rank
To what extent is the organizational structure appropriate to the project implementation	3.41	.805	moderate	3
To what extent the organization have conducive environment for maximum support to provide	1.96	.799	high	5
political instability a major factor to the project implementation	1.35	.478	Very high	6
project has enough resources allocated to the implementation of the project	3.11	.879	moderate	4
The project implementation procedure follows manual	3.56	.672	low	2
What extent the top project managers emotional intelligence to the implementation	3.56	.954	low	1
Summary	2.825	.954	moderate	

Source; own survey (2020)

Table 10 describes: the results generated for Project implementation phase factors in which the mean is 2.825 with the highest mean being 3.56 and lowest 1.35, and their standard deviation were 0.954 and 0.478 accordingly. The overall level of agreement is moderate from the respondents' perspectives. This represents a moderate level of agreement towards the Project implementation phase factors in the organizations.

**Table 11: Item Statistics for Project Team Competence**

	Mean	Std. Deviation	Level	Rank
Based on your experience the project has sufficient and qualified staff's members	3.62	.674	low	1
The organization provides frequent training to improve staff skills and competence	2.72	.999	moderate	2
Summary	3.171	.398	moderate	

Source; own survey (2020)

Table 11 describes: the results generated for Project Team Competence in which the mean is 3.171 with the highest mean being 3.62 and lowest 2.72, and their standard deviation were 0.674 and 0.999 accordingly. The overall level of agreement is moderate from the respondents' perspectives. This represents a moderate level of agreement towards the Project Team Competence in the organization. For a project to achieve the set objective, appropriate training on utilization of the available resources shall be a priority, the availability of qualified and sufficient staffs determined to attain the project specific goals.

**Table 12: Item Statistics for Project Information factors**

	Mean	Std. Deviation	Level	Rank
To what extent enough information provided to the donors	3.19	.935	moderate	2
To what extent enough information provided to the project beneficiaries	4.03	.667	low	1
Summary	3.611	.346	low	

Source; own survey (2020)

Table 12 describes: the results generated for Project Information factors in which the mean is 3.611 with the highest mean being 4.03 and lowest 3.19, and their standard deviation were 0.667

and 0.935 accordingly, the overall level of agreement is low from the respondents' perspectives. This represents a low level of agreement towards the Project Information factors in the organizations.

**Table 13: Item Statistics for Project evaluation**

	Mean	Std. Deviation	Level	Rank
To what extent the project attains the project goal	3.04	.947	moderate	6
Your organization has clearly stipulated how resources should be used in the organization	3.54	.704	low	4
Based on your evaluation how could you explain your current organization the funding/budget amount compared with the project goal	3.61	.762	low	3
Based on your evaluation do think the amended new policy of ChSA 1113/2019 supportive for the project	4.21	.703	low	2
Based on your experience and observation the board of directors' contribution in fund raising is	4.27	.715	low	1
Based on your experience how could you explain funding availability in the past 5 years?	3.04	1.118	moderate	5
Summary	3.61	.601	low	

Source; own survey (2020)

As Table 13 describes: the results generated for Project evaluation in which the mean is 3.61 with the highest mean being 4.27 and lowest 3.04, and their standard deviation were 0.715 and 0.947 accordingly. The overall level of agreement is moderate from the respondents' perspectives. This represents a moderate level of agreement towards the Project evaluation in the organization. Evaluations conducted systematically helps projects to know whether or not the project is on track against high level objectives and key result areas and why. The learning thus extracted from periodic evaluations are critically important not only to take rectifying measures that ensures successful completion of the project, but also provide lessons for other on-going and future projects.

## 4.3 Regression analysis

A multiple linear regression was conducted to test the relationship among variables (independent) on the project success. SPSS version 23.0 was used to code, enter and model the relationship between the six independent variables and the dependent variable.

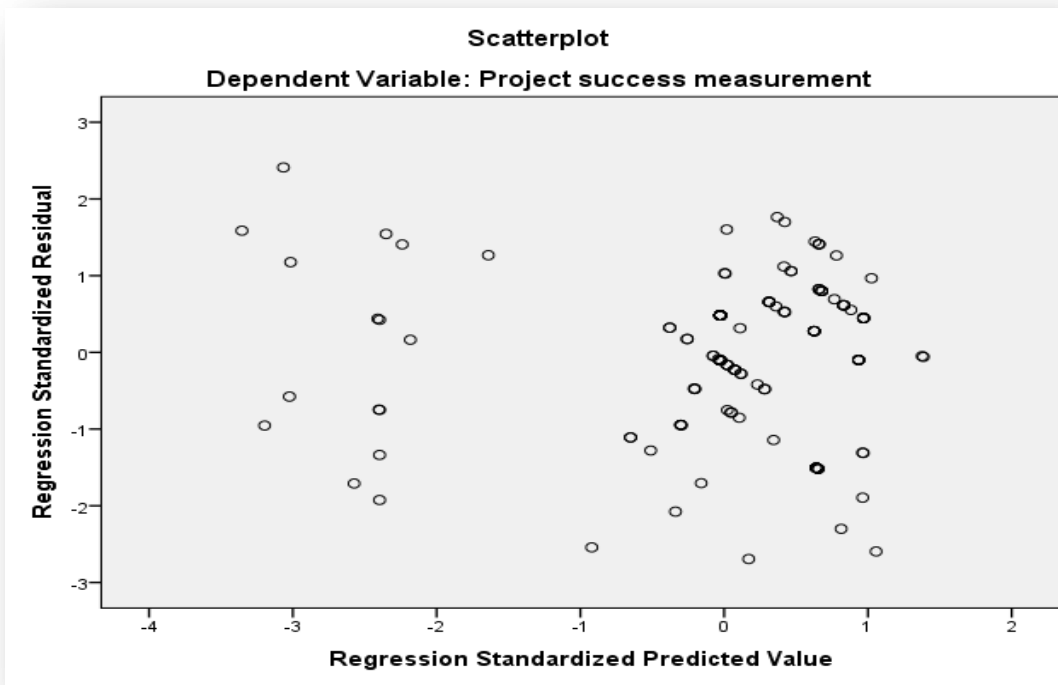
Coefficient of determination explains how magnitude of changes in the dependent variable can be explained or attributed by a change in the independent variables or the percentage of variation in the dependent variable (in this case project success) that is explained by all the six independent variables (planning, implementation, information, risk, team competence and evaluation).

### 4.3.1 Assumptions Diagnostics

As mentioned in the methodology part of this study, as far as the assumptions of classical linear regression model hold true, the coefficient estimators of both  $\alpha$  (constant term) and  $\beta$  (independent variables) that are determined by ordinary least square (OLS) will have a number of desirable properties, and usually known as Best Linear Unbiased Estimators (BLUE). Hence, the following sections discuss results of the diagnostic tests (i.e., heteroscedasticity, autocorrelation, multicollinearity, and normality) that ensure whether the data fits the basic assumptions of classical linear regression model or not. We employ plots and some descriptive values to complete the model diagnostics.

### 4.3.2 Assumption Checking

Heteroscedasticity test is very important because if the model consists of heteroscedasticity problem, the OLS estimators are no longer BEST and error variances are incorrect, therefore the hypothesis testing, standard error and confident level will be invalid. In order to check the assumption of homoscedasticity, a scatterplot of standardized predicted value (ZPRED) on the x-axis and the standardized residuals on the y-axis (ZRESID) is generated.



Source; own survey (2020)

Figure1: Scatter plots

The scatter plot does not have an obvious pattern, there are points (randomly) equally distributed above and below zero on the X-axis, and to the left and right of zero on the Y-axis. Therefore, it can be concluded that there is no evidence for the presence of heteroscedasticity.

Multicollinearity will occur if some or all of the independent variables are highly correlated with one another. It shows the regression model has difficulty in explaining which independent variables are affecting the dependent variable.



**Table 14: Multicollinearity Test: High Pair-Wise Correlation Coefficients**

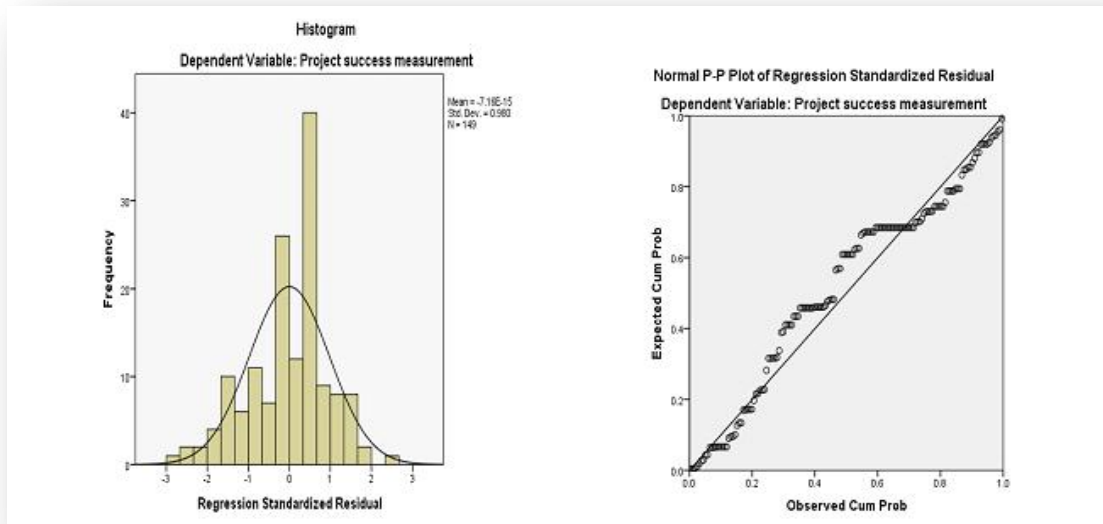
	Project success	Project planning stage factors	Project implementation phase factors	Project Team competence	project risk evaluation method	Project Information factors	Project Monitoring and evaluation
Project success	1.000						
Project planning stage factors	.507	1.000					
Project implementation phase factors	.723	.687	1.000				
Project Team competence	.562	.768	.725	1.000			
project risk evaluation method	.770	.507	.653	.682	1.000		
Project Information factors	.649	.681	.664	.735	.437	1.000	
Project Monitoring and evaluation	.673	.575	.577	.661	.621	.597	1.000

Source; own survey (2020)

The Table 14 above shows that there is no strong pair-wise correlation between the independent variables project planning stage factors, project implementation phase factors, project team competence, project risk evaluation method, project information method and project evaluation. As a rule of thumb, inter-correlation among the independent variables above 0.80 signals a possible multicollinearity problem. In this study the pairwise correlation coefficients are below 0.80 between the independent variables. Thus, it can be concluded that all variables have low correlation power; as a result, there is no multicollinearity problem in the independent variables.

On the other hand, we can refer to the VIF value for which all are less than 10 indicating that the assumption is met (Table 17).

**Normality:** test is used to determine whether the error term is normally distributed. Visual inspection is employed here using histogram and normal probability plots. Figure 2 suggests that the residual is normally distributed.



Source; own survey (2020)

Figure 2: Histogram and P-P plot

**Autocorrelation:** is assumed that the distribution errors are uncorrelated with one another and that the errors are linearly independent of one another. The Durbin Watson test reports a test statistic, with a value from 0 to 4, where: 2 is no autocorrelation; 0 to less than 2 is positive autocorrelation (common in time series data); greater than 2 to 4 is negative autocorrelation (less common in time series data). A rule of thumb is that test statistic values in the range of 1.5 to 2.5 are relatively normal. In this case, DW is 0.767, which suggests for positive autocorrelation.

## 4.4 Regression Results

The regression assumptions were checked in the previous section. In this section, we proceed to produce regression results.

**Table 15: Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.778 <sup>a</sup>	.606	.589	.425738	.767
a. Predictors: (Constant), Project evaluation, Project implementation phase factors, Risk evaluation method, Project Information factors , Project planning stage factors , Project Team competence					
b. Dependent Variable: Project success					

Source; own survey (2020)

Table 15 shows: Coefficient of determination was applied to appraise the model fit, the adjusted  $R^2$  Referred to as the coefficient of multiple determinations, represents a percentage variance in the dependent variable explained differently or together by the independent variables. From the model fit, we got an average adjusted coefficient of determinations ( $R^2$ ) of 58.9 suggesting that 58.9% of the variations in NGO's project success could be explained by the independent variables under the study research (project evaluation, project implementation phase factors, risk evaluation method, project information factors, project planning stage factors and project team competence.) the difference of 41.1% is attributable to other factors that are not the subject of this study.

**Table 16: ANOVA Table**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.561	6	6.593	36.377	.000 <sup>b</sup>
	Residual	25.738	142	.181		
	Total	65.299	148			
a. Dependent Variable: Project success						
b. Predictors: (Constant), Project evaluation, Project implementation phase factors, Risk evaluation method, Project Information factors, Project planning stage factors , Project Team competence						

Source; own survey (2020)

Table 16 on the other hand depicts that the model is a good fit ( $F=36.377$ ,  $DF1=6$ ,  $DF2=142$ ,  $p < 0.0001$ ). That is, the sum of squares of variation in the Project success due to the effects of the latent variables ( $SSR=39.561$ ) is more than the variation imposed by random effects (25.738).

**Table 17: Parameter Estimates**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.085	.139		5.558	.000
Project planning stage factors	.836	.176	.391	4.102	.018
Project implementation phase factors	1.120	.182	.525	6.154	.000
Project Team competence factor	.725	.107	.309	3.987	.024
project risk evaluation method factors	.660	.067	.288	3.452	.031
Project Information factors	.512	.120	.215	2.874	.043
Project monitoring and evaluation factors	.895	.136	.467	4.984	.007
a. Dependent Variable: Project success					

Source; own survey (2020)

Table 17 the coefficient table shown that, B column shows the values for the regression for predicting the dependent variable from the independent variable. Std. Error column shows the

standard errors associated with the coefficients. Beta (standardized coefficients) is a measure of how strongly each predictor variable influences the criterion variable. These are the coefficients obtained if all of the variables in the regression are standardized, including the dependent and all of the independent variables, and the magnitude of the coefficients can be compared to see which one has more of an effect. The Beta ( $\beta$ ) coefficient is the standardized regression coefficients. Their relative absolute magnitudes for a given step reflect their relative importance in predicting perceived model value.

The SPSS generated outputs as presented in table above the equation,  $(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \epsilon)$  becomes:  $Y = (1.085) + (0.836X_1) + (1.120X_2) + (0.725X_3) + (0.660X_4) + (0.512X_5) + (0.895X_6)$

the latent variables such as Project success ( $t=5.558$ ,  $p<0.0001$ ), project planning stage factors ( $t=4.102$ ,  $p=.018$ ), project implementation phase factors ( $t=6.154$ ,  $p<0.0001$ ), project team competence factors ( $t=3.987$ ,  $p=.024$ ), project risk evaluation method factors ( $t=3.452$ ,  $p=.031$ ), project information factors ( $t=2.874$ ,  $p=.043$ ) and project monitoring and evaluation factors ( $t=4.984$ ,  $p=.007$ ) are statistically significant at 5 % level of significance factors of project effectiveness and efficiency. From the regression equation, all of factors taken to account; project planning stage factors, project implementation phase factors, project team competence factors, project risk evaluation method factors, project information factors and project monitoring and evaluation factors. On the other hand, holding other factors constant, a unit change in project planning factors when holding the other factors constant would lead to a 0.836 improvement in project success, a unit change in project implementation phase factors when holding the other factors constant would lead to a 1.120 improvement in project success; a unit change in project team competence factors when holding the other factors constant would lead to a 0.725 improvement in project success; a unit change project risk evaluation method factors when holding the other factors constant would be lead to a 0.660 improvement in project success; a unit change in project information factors when holding the other factors constant would lead to 0.512 improvement in project success while a unit change in project monitoring and evaluation factors when holding the other factors constant would lead to a 0.895 improvement in project success.

## CHAPTER FIVE

### 5. CONCLUSION AND RECOMMENDATION

#### Introduction

This chapter gives a conclusion and recommendations of the study presented according to the objectives of the study, Conclusions are drawn from the findings and recommendation are also provided

#### 5.1 Conclusion

It was possible to conclude the following based on the objectives and research questions of the study,

Adequate funding was the most essential ingredients and determinants of local NGOs' project sustainability, funding is necessary for the survival and to sustain Local NGO's projects, The study concludes that project funds depending on only international donors has risks, it is essential to comprehend the possible revenue sources for the projects But more importantly, it can be concluded that increases resources efficiency utilization.

The research established positive and statistically significant relationship between Project planning and successful project implementation, more specifically intentionally planned and properly implemented resources enables project success in terms of the golden triangle, Select the right resources as the project manager based on their qualification and related disciplines. Focus on identifying and solving problems early, quickly, and cost effectively.

The study concludes that information is an important component of project implementation. Communication process involves in project implementation, failure in communication can negatively impact the project and careful communication planning and setting the right expectations with all the project stakeholders is extremely important. Furthermore, the study concludes that project stakeholders' participation is very critical in any project to guarantee successful implementation.

Success factors determine the positive outcomes of implementing projects; it has to be identified before projects' implementation from the conception phase. The study concludes that project implementation affects positively project success thus, a permanent monitoring of these factors is

needed and whenever necessary the project manager should influence certain factors in order to increase chances of accomplishing success criteria, in addition to this ensuring that not misuse the project resources.

The study result indicates that the risk management practices of projects were found to be low indicating that the practice was not done as such in a systematic way. As a literature review also revealed that risk mitigation strategies were part of the project plan only for those projects that the donor demands as a requirement to donate, risk management process which includes risk identification, analysis, response and monitoring.

The research established positive and statistically significant relationship between project team competences with project success, the study concludes the project management should continue building the capacity of project teams to handle various project challenges and obstacles they may encounter. Furthermore, project team management activities enable projects to be responsive to issues related to organizational structure and ultimate goals of the project, which are critical towards ensuring the continuity of the management practices in addition, the availability of qualified and sufficient staffs determined project success.

The descriptive research result revealed that the extent to which project evaluation is practiced affects project success. However, there are still rooms for further improvement by emphasizing on dissemination mechanisms and utilization of monitoring visit and periodic evaluation reports, Evaluations conducted systematically helps projects to know whether or not the project is on track against high level objectives and key result areas and why. The learning thus extracted from periodic evaluations are critically important not only to take rectifying measures that ensures successful completion of the project, but also provide lessons for other on-going and future projects.

## 5.2 Recommendation

To overcome challenges and maximize the opportunities the study result and review literatures clearly indicated that NGO's have multi-dimensional challenges.

As stated in the literature review, inaccurate project time estimates are amongst leading cause of project failure. Life of projects determined in a scientific way usually yields realistic project schedule, The researcher recommended Local based NGO's needs to be conscious on the good

practices it built so far work breakdown structure, activity duration estimating, target setting and use of due dates to further the practice one step high to develop project schedule using appropriate project management tools and techniques including the Critical Path Method.

To strengthen the capacity of local based NGO's, it should also be able to deploy well qualified and experienced staff and improve their infrastructure in a way to avail more resources for the sustainability of the organization as whole. The study recommends that the organization should conduct team building workshops to discuss project success, feedback and generate solutions to the challenges.

The other side of the study finding to Diversification of their Income Sources and strengthen financial feasibility the study has noted that local based NGO's are highly relies on foreign donors. The researcher recommended that NGO's should use various cope up strategies in response to shrinking donor funding. The strategies include involving volunteers through their governance structures to mobilize resources, look for options of domestic resource mobilization schemes and design ways of retaining regular donors and hold consultative meetings with likeminded organizations, NGO's should reduce of administrative costs is the other strategy should be adopted by Local based NGO's to cope up with the current funding challenges.

Integration of modern technology into the local based NGO's sector in regards to the improvement of the project evaluation systems. Developing technology-based system will provide efficient and effective project management systems and engage more stakeholders. The management should identify the appropriate technologies into the project activities as well as ensure a good interaction between the staffs, procedures, data and key stakeholders. The study therefore recommends that the management must to be innovative as well as interrelate with all aspects of the project evaluation system.

The management should work on their emotional intelligence and stop neglecting behaviours, Moreover, Transparency and Accountability are the two most significant factors noted as determinant to project sustainability, this would imply having sound project management system or adopt a project management methodology, better financial and resource control system and enhanced credibility to donors and their constituencies has paramount significance. In addition, team commitment to meet the specific project objective.



Finally, the study recommended like any other organizations local based NGO's are implementing projects in a dynamic social, economic and political environment in which the future is uncertain. If this uncertainty is not managed in a systematic way, it can negatively affect the golden triangle cost, time, quality of the projects.

### 5.3 Suggestions for Future studies

Day in day out researchers can come up with different theories under the same research topic. Literally, it's impossible to walk in the same footpath at different times, towards the same direction. In the same vein, a researcher would always have something to add or subtract when asked to revise a version of s/he work. Obviously not all questions have been answered through this research; there are many more things that could be researched into so as to enhance this piece of writing. In future, when asked to re-do this project again there are many things that would be taken into consideration in order to produce a better outcome.

Furthermore, in constructing the questionnaire more open-ended questions would be used so as to give respondents the opportunity to give detailed reasons for choosing certain answers. In future, respondents would be given the chance to explain their answer choices better. Another possible and better future research would be to compare and contrast the INGO's versus LNGO's poverty alleviation projects in a particular area so as to get a vivid and clearer stand, in order provide better analysis for a stronger conclusion.

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# Appendix



JIMMA UNIVERSITY

SCHOOL OF GRADUATE STUDIES

MASTER PROGRAM IN PROJECT MANAGEMENT & FINANCE

(QUESTIONNAIRE)

DEAR SIR/MADAM,

The purpose of this questionnaire is to collect data for the study entitled “determinants of project success in nongovernmental organizations; the case of poverty alleviation project in charitable organizations Addis Ababa, Ethiopia ” for partial fulfillment of Master of Arts in Project Management and Finance. The genuine responses you forward will be used as input for the study and have great contribution to the success of the study. Your privacy will be kept anonymously and any information you provide in the questionnaire will be kept confidential and only used for the purpose of the study. Therefore, you are kindly requested to provide your genuine responses to the questions below.

If you have any question concerning this questionnaire, please contact me: Meskelu Legesse via Mobile no: 0913385551; E-mail: [ethiopianmlu@gmail.com](mailto:ethiopianmlu@gmail.com).

Thank You in advance for your cooperation!

General Instruction: Please, put “√” mark in the appropriate columns for your response for closed-ended questions among the provided alternatives but write your response in the space provided for open-ended questions.

A, Organization Name (optional) \_\_\_\_\_

B, respondent Current job position held \_\_\_\_\_

Part I: General questions on demographic characteristics of respondents						
1.	Gender	1. female <input type="checkbox"/>	2. male <input type="checkbox"/>			
2.	Age	1. 20-30yrs <input type="checkbox"/>	2. 31-40yrs <input type="checkbox"/>	3. 41-50yrs <input type="checkbox"/>	4. 51- 60yrs <input type="checkbox"/>	5. Above 60 <input type="checkbox"/>
3.	Level of Education	1. Diploma <input type="checkbox"/>	2. Degree <input type="checkbox"/>	3. Postgraduate <input type="checkbox"/>	4. Other <input type="checkbox"/>	
4.	Years of work experience	1. Below 2 Yrs <input type="checkbox"/>	2. 3 - 5 Yrs <input type="checkbox"/>	3. 6 - 10 Yrs <input type="checkbox"/>	4. 11 - 15 Yrs <input type="checkbox"/>	5. Above 15 Yrs <input type="checkbox"/>
5	How many years you have had working on this project?	1. Below 5 Yrs <input type="checkbox"/>	2. 6-10 Yrs <input type="checkbox"/>	3. 11 - 15 Yrs <input type="checkbox"/>	4. Above 16 Yrs <input type="checkbox"/>	

Part 3: Project success						
1	Do you think that your project have sustainability	1, highly sustainable <input type="checkbox"/>	2, sustainable <input type="checkbox"/>	3, moderate <input type="checkbox"/>	4, unsustainable <input type="checkbox"/>	5, Badly unsustainable <input type="checkbox"/>
2	How much your project beneficiaries are satisfied	1, very satisfied <input type="checkbox"/>	2, satisfied <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, not satisfied <input type="checkbox"/>	5, Very unsatisfied <input type="checkbox"/>
3	Does your project donors satisfied within the project result	1, very satisfied <input type="checkbox"/>	2, satisfied <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, not satisfied <input type="checkbox"/>	5, Very unsatisfied <input type="checkbox"/>
4	To what extent the project attained the goals	Very high extent <input type="checkbox"/>	High extent <input type="checkbox"/>	Moderate <input type="checkbox"/>	Low extent <input type="checkbox"/>	No extent at all <input type="checkbox"/>
Part 4; source of funding for the project			Below 20%	20-50(%)	50-80(%)	Above 80%
1	Funding from international donor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Funding from local donors/private sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Membership contribution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	From income generation activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Government fund	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Any other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part 5; Project success factors						
Project Planning stage factors						
1	To what extent SWOT analysis done on the preparation of strategy plan for the project	1, Very great extant <input type="checkbox"/>	2, Great extant <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Low extent <input type="checkbox"/>	5, No extant at all <input type="checkbox"/>
2	to what extent the project objectives are SMART	1, Very great extant <input type="checkbox"/>	2, Great extant <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Low extent <input type="checkbox"/>	5, No extant at all <input type="checkbox"/>
3	To what extent the project evaluate by project expertise	1, Very great extant <input type="checkbox"/>	2, Great extant <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Low extent <input type="checkbox"/>	5, No extant at all <input type="checkbox"/>
4	To what extent the project has a detail work plan and does it consist the due date and cost breakdown	1, Very great extant <input type="checkbox"/>	2, Great extant <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Low extent <input type="checkbox"/>	5, No extant at all <input type="checkbox"/>
5	How do you rate the resource allocation of the project	1, Excellent <input type="checkbox"/>	2, Good <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Poor <input type="checkbox"/>	5, Not good at all <input type="checkbox"/>
6	Does the project beneficiaries participate on project plan	1, Very high <input type="checkbox"/>	2, High <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Low <input type="checkbox"/>	5, Very low <input type="checkbox"/>
7	Does the project donors participate on project plan	1, Very high <input type="checkbox"/>	2, High <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Low <input type="checkbox"/>	5, Very low <input type="checkbox"/>
Project implementation phase factors						



8	To what extent is the organizational structure appropriate to the project	1, Very appropriate <input type="checkbox"/>	2, Appropriate <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Inappropriate <input type="checkbox"/>	5, Very inappropriate <input type="checkbox"/>
9	Does your project implementation highly affected by the corona virus pandemic	1, Very high <input type="checkbox"/>	2, High <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Low <input type="checkbox"/>	5, Very low <input type="checkbox"/>
10	To what extent the organization have conducive environment for maximum support to provide for the beneficiaries	1, Very high <input type="checkbox"/>	2, High <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Low <input type="checkbox"/>	5, Very low <input type="checkbox"/>
11	Does the political instability a major factor to the project implementation	1, Very high <input type="checkbox"/>	2, High <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Low <input type="checkbox"/>	5, Very low <input type="checkbox"/>
12	Does the project has enough resources to the implementation of the project	1, Very agree <input type="checkbox"/>	2, agree <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, disagree <input type="checkbox"/>	5, Very disagree <input type="checkbox"/>
13	Does the project follows the procurement policy/manual	1, Very agree <input type="checkbox"/>	2, Agree <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Disagree <input type="checkbox"/>	5, Very disagree <input type="checkbox"/>
14	What extant the top project managers emotional intelligence to the implementation	1, Very great extant <input type="checkbox"/>	2, Great extant <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Low extent <input type="checkbox"/>	5, No extant at all <input type="checkbox"/>
Project team competence						
15	Based on your experience does the project has sufficient and qualified staffs members	1, very sufficient <input type="checkbox"/>	2, Sufficient <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Insufficient <input type="checkbox"/>	5, Very insufficient <input type="checkbox"/>

16	Does the organization provides frequent training to improve staff skills and competence	1, Strongly agree <input type="checkbox"/>	2, agree <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, disagree <input type="checkbox"/>	5, Strongly disagree <input type="checkbox"/>
Project Risk evaluation method						
17	Does the project has a defined or standard risk management process	1, Very agree <input type="checkbox"/>	2, Agree <input type="checkbox"/>	3, Uncertain <input type="checkbox"/>	4, Disagree <input type="checkbox"/>	5, No at all <input type="checkbox"/>
18	Which of the following techniques are used to assess the probability of risk occurrence in the project? You are allowed to choose more than one from the given list.	1, Quantitative assessments/ Numerical analysis <input type="checkbox"/>	2, Subjective assessments based on expert judgment <input type="checkbox"/>	3, Ranking the importance of risks based on past experience <input type="checkbox"/>	4, Qualitative assessment based on historical data <input type="checkbox"/>	5, I don't know <input type="checkbox"/>
Project Information factors						
19	To what extent enough information provided to the donors	1, Very high <input type="checkbox"/>	2, High <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Low <input type="checkbox"/>	5, Very low <input type="checkbox"/>
20	To what extent enough information provided to the project beneficiaries	1, Very high <input type="checkbox"/>	2, High <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Low <input type="checkbox"/>	5, Very low <input type="checkbox"/>
21	How do you rate the information exchange platform from the other NGO's with your organization	1, Very high <input type="checkbox"/>	2, High <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Low <input type="checkbox"/>	5, Very low <input type="checkbox"/>
Project evaluation						
22	To what extent	1, Very great	2, Great	3, Moderate	4, Low extent	5, No extant at all

	the project attain the project goal	extant <input type="checkbox"/>	extant <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	Did the project pass through evaluation process	1, End line evaluation <input type="checkbox"/>	2, mid-term evaluation <input type="checkbox"/>	3, Baseline evaluation <input type="checkbox"/>	4, No evaluation <input type="checkbox"/>	5, I don't know <input type="checkbox"/>
24	Does your organization has clearly stipulates how resources should be used in the organization	1, Very great extant <input type="checkbox"/>	2, Great extant <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Low extent <input type="checkbox"/>	5, No extant at all <input type="checkbox"/>
25	From your experience how could you explain your current organization the funding/budget amount compared with the project goal	1, very sufficient <input type="checkbox"/>	2, sufficient <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, Insufficient <input type="checkbox"/>	5, Very insufficient <input type="checkbox"/>
26	If you are agreed with the insufficient or very insufficient with the budget amount to achieve the anticipated goal of your current project, what is the major reason for the insufficient budget? You are allowed to choose more than one from the given list.	1, Absence of donors' <input type="checkbox"/>	2, Limited capacity of the organization to secure fund <input type="checkbox"/>	3, government restrictions <input type="checkbox"/>	4, I don't know <input type="checkbox"/>	5, any other please specify.....
27	To what extent the project suffers from unable to meet project objective (behind schedule, cost	1, Always <input type="checkbox"/>	2, Usually <input type="checkbox"/>	3, Sometimes <input type="checkbox"/>	4, Never <input type="checkbox"/>	5, I don't know <input type="checkbox"/>

	overrun, quality?					
28	Based on your evaluation, The amended new policy of ChSA 1113/2019 supportive	1, Very agree <input type="checkbox"/>	2, agree <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, disagree <input type="checkbox"/>	5, Very disagree <input type="checkbox"/>
29	Based on your experience and observation the board of directors' contribution in fund raising is	1, very high <input type="checkbox"/>	2, high <input type="checkbox"/>	3, Moderate <input type="checkbox"/>	4, low <input type="checkbox"/>	5, very low <input type="checkbox"/>
30	Based on your experience how could you explain funding availability in the past 5 years?	1, Highly increased changed, <input type="checkbox"/>	2, increased <input type="checkbox"/>	3, Has no significant changed <input type="checkbox"/>	4, Decreased <input type="checkbox"/>	5, Highly decreased <input type="checkbox"/>

31, what else do you think as a factor not succeed the project?

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32, what is the remedy of the problems you suggested?

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Thank you for time!