Determinants of Project Performance of Non Governmental Organization at Seka Chekorsa District Jimma Zone, Oromia Regional State Ethiopia

Research Report Submitted to Jimma University, College of Business and Economics, in Partial Fulfillment of the Requirement of Second Degree in Masters of Arts in Project Management

By: Mahammad Jafar

June 20, 2020
Jimma University

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Main Advisor: Matewos Kebede (PHD)

Co-Advisor: Haymanot Alemu (M.A)

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CERTIFICATE

This is to certify that the thesis entities 'Determinants of Project Performance in Non-Governmental Organization SekaChekorsa District Jimma Zone' Submitted to Jimma University for the award of the Degree of Master of Project Management and Finance (MPMF) and is a record of Valuable research work carried out by Mr. MahammadJafer, under our guidance and supervision

Therefore we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

Main Adviser's Name	Date	signature
_____	_____	_____
Co-Adviser's Name	Date	Signature
_____	_____	_____

DECLARATION

I hereby declare that this thesis entitled 'Determinants of Project Performance in Non-Governmental Organization Seka Chekorsa District Jimma Zone' has been Carried out by me under the guidance and supervision of Matewos Kebede(PhD) and Ms. Hayimanot Alemayehu (MSC)

The thesis is original and has not been submitted for the award of degree of diploma any university or institutions.

Researcher's Name Date Signature

_____ _____ _____

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ABSTRACT

The study was designed to investigate the determinants of project performance in nongovernmental organization. Several performance problem and target deviation in NGO are observed. Identifying and measuring performance problem in different projects is the mandatory to take corrective action. A qualitative research design specially descriptive and inferential techniques was used for the study. Data was collected from a total of 18 projects implemented from 2016 to 2019.Six senior managers, eight branch managers, fourteen branch accountants and forty-two field officers, totally 70 (35%) project members was used as sample by using stratified sampling by using proportion formula (p x n/N) from a total of 140's project team member. Then data was collected by self administered questionnaires. A rage of independent variable is including project planning, project leadership, project implementation, project monitoring and controlling versus dependent variable project performance, are incorporated in the frameworks. Data was analyzed by using updated Statistical Package of Social Science 25 version. Further, reliability and validity of data was checked by different tests, correlation and multiple regression analysis was used to establish the relationship between the dependent and the independent variables, and the study reveals the group of variables had strong correlation and significant results thus all observed variables have significant relationship with project performance (p<.000) with strong positive correlations between project leadership (r (70) =.837, p=.000), project implementation (r (70) =.861, p=.000), project monitoring and controlling (r (70) =.795, p=.000), Project planning (r (70) =.897, p=.000) and also multiple linear regression were performed and the independent variables in the model explained 83 % of the variation on the dependent variable. Thus factors have great effect on determining project performance. The study concludes project leadership, Planning, implementation, monitoring and controlling strongly affect project performance and the study recommend identifying determinants of project was not limited to NGOs but also joint cooperation among stakeholders are required additionally gender balance while recruiting employees needs attention.

Key words: project performance, determinants, Non-governmental organization

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LIST OF ACRONYM

CHI	Child Health initiatives
IEG	Independent Evaluation Group
FHF	Fred Hollows foundation
FGA	Family Guidance association
EFY	Ethiopian physical year
JSI	John snow international
M.A	Masters of Art
MPMF	Masters of project management and finance
NGOs	None Governmental Organizations
NSGRP II	National Strategy for Growth and Reduction of Poverty Phase II
PCA	Principal Component analysis
PIP	Project Management Profiles
PIE	Plan international Ethiopia
PSI	Population service international
SDG	Sustainable Development Goals
SPSS	Statistical Package for Social Scientists
TPHC	Transform primary Health Care
TLMS	Top level management support
UN	United Nations
USA	United States of America
WB	World Ban

CHAPTER ONE

INTRODUCTION

This chapter presents a comprehensive examination on determinants of project performance in nongovernmental organizations operating in Sekachekorsa districts of Jimma Zone, Oromia regional state of Ethiopia. The chapter presents the study back ground, problem setting, the problem statement, objectives, and research questions, relevance of the study, scope and limitation of the study.

1.1 Background of the study

Project management is the way of managing change by describing activities that meet specific objectives by involving stakeholders and teamwork to achieve successful implementation. As result, projects have a definite beginning and end schedule and budget (Horine & Gregory, 2005). Temporary does not necessarily mean short in duration, moreover, projects can also have social, economic, and environmental impacts that far outlast the projects themselves (Romert , 2013). Project successes are seen with its sated project goal, by assigning goals and analyzing the extent to which the goals have been achieved. It is even harder to measure the success of projects. Projects are complex, surrounded by uncertainty, involve many individuals and other stakeholders, demand financial investments, use resources and include a set of sometimes versatile goals (Ika, 2009)

Across the world project failures have often been happen in any organization and any projects. There are many reasons for failure which is out of project managers and team members. Each year, project failure rates often waste million dollars per failed project. Over the cause of project failure, call in expensive consultant to assess and recover failing projects and often abandon what originally seemed like well-planned, well-organized projects, destined for success. In addition, transformational top management support and behaviors is a very critical factor for better performance of various projects (Yang & Huang , 2011).

The effectiveness of project implementation incorporates four basic criteria: time, monetary, effectiveness and client satisfaction (Schultz, and Campbell, 2003). The World Bank's private

arm, the International Finance Corporation has discovered that only half of its African projects succeed (Yang, 2011). In an independent rating, the Independent Evaluation Group (IEG) claimed that 39% of World Bank projects were reported unsuccessful in 2010. The poor performance of projects and the disappointment of project stakeholders and beneficiaries seem to have become the rule and not the exception in contemporary reality (Ika, 2015)Management support for projects, project manager and sufficient resources or indeed for any implementation are of great importance in distinguishing between their ultimate success and failure. Project management is seen as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans for the organization or product (Campbell, 2013)

Project implementation consists of those processes performed to complete the work defined in the project management plan to satisfy the project specifications. This involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan. Project closing includes the formal acceptance of the project and the ending there of to come up with lessons learned (Stier, 2009)

Nongovernmental organization: were independently organized for social work with the aim of helping the poor to promote common developmental goals at the national or the international level" (Chang, 2009), and NGO pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services (World Bank, 2018). In wider usage, the term NGO can be applied to any non-profit organization which is independent from government (Abdelaziz, 2014)

The operations of NGOs in Ethiopia and other countries are hampered by many factors which have implications on autonomy. For instance, the operational environment of NGOs determines the effectiveness of programs and projects undertaken by those NGOs. There are both external and internal environments impinge on project performance and output. Operational environment factors such as the current economic status of countries, willingness of donors, current countries political status, social State departments, beneficiaries and law affects the project performance and effectiveness (Stier, 2009).

Ethiopia is one of developing countries in Africa as a result highly dependent on external assistance needs to overcome the scarcity of budget and public goods and services. Foreign aid flows to the countries cover one third of countries national budget (World Bank, 2010). Developing countries like Ethiopia tend to have weak governments with severely limited resource bases and a general inability to consistently offer the depth and breadth of public goods and services their citizens demanded (Girma, 2017). The weakness and inability to deliver all too typically extends into such basic goods and services as clean and safe water supplies, basic medical services, sanitation services, primary public education, and so on (Makoba, 2002, Obiyan,2005). Into this breach in the developing world stepped a growing number of NGOs, many as partners of UN agencies, funds and projects.

Jimma Zone Administration and Health office reports of 2018, state that NGO project performance in the zone including the study woreda was low performing with NGO projects in achievement against to the organizational goal. One can perform on sated schedules and budget while the others are not performed on time towards the stated objectives (Taha, 2019)

Reports from Seka chekorsa woreda administration office of first quarter 2019, shows that A list of NGO founds in the districts are GAI (German Agro Industries), SSD (sustaining sustainable Developments), JSI(John Son International) PSI (Population service international), FHF(Fred hollows Foundation) Australian Aid, Carter Center, ABT on leader ship and governance, Pathfinder, CDC,USAID(United state Aid for International Development) on education and health, TPHC (Transform primary Health care) IPAS(International population for Adolescent services), FGA(Family Guidance Association), Hunde Oromo Grass root levels which is local NGO, PIE (Plan international Ethiopia), Amref Health Africa, are some listed NGO from eighteen partners. From this partner 50% of them are working at health sectors, 30% on Education the others are on agricultural Irrigation and dorm construction and health center renovation and construction with difference performance problems (Taha, 2019)

The reason why emphasizes and attention given to study areas of NGO's are so many activities were designed, planned and implemented by different NGO's to improve communities' developments but performing with different performance to complete their projects in quality with sated schedules, cost and resources, and understands from the fact that few studies were conducted before in the study areas in identifying and analyzing the determinants which affects

NGOs performance in different sectors targeted to serve the communities with different performance problems. Thus the studies support to find out the project performance problems in seka chekorsa district.

1.2 Statement of the Problem

Project performance is the most important confirmation that project fund has been utilized appropriately to deliver project goals and target (susan, 2017). Study conducted in determinants of project performance shows that globally, a number of project performances continue to fall below their target (Ermiyas, 2013). A lot of invested funds in projects have gone down the drain with no tangible outcomes or results. Different Project performance problems were known and observed in different project such as quality, schedule, and cost ineffectiveness and problems resulted from ineffective management process.

In developing countries, project failures are more alarming. The project failure rate at the World Bank was over 50% in Africa until 2000 (Chauvet et al, 2010). The World Bank's private arm, the International Finance Corporation has discovered that only half of its African projects succeed (Banihashemi, 2017). It has been established that Project success factors that determines project qualities, performance and completion (Haughy, 2010).

In Ethiopia, different project problem are facing different NGO's project targeted to serve communities for instance performance problems, like delay in schedule, budget overhead and quality problems are happening in different projects working in our nations and are common problem in Ethiopian projects that previous studies shows 25% of projects had completed with the original targeted completion date. The remaining 75% completed with budget overhead and quality problems compared to its original plan. Project performance problem appear through different direction of the countries due to several reasons (Tagesse, 2017). Different reason may lead project failure, such as unclear characterization of objectives ineffective communication between the team, unclear role of stakeholders and top management support which is associated with project organizational culture, project management culture and project manager (Ayalew, 2011)

In Jimma areas, there are a number of projects that have so far proved defunct and futile ventures in relation to their objectives including qualities, schedules, and cost. For example,

functionalities of constructed water projects pulled out from the ground for home remedies, delayed irrigation construction, poor quality of support in education support and health projects at seka chekorsa. As mentioned in the woreda administrative reports of 2019 indicates that performances of NGO projects in the area, irrigation project has schedule dalliance problem which affects community needs. Governmental organization project evaluation teams found lack of quality documentary evidence that has clearly shows the past and present performance of the projects across various sectors organizations and some NGO working in the districts has also the same scenarios. Most of the NGO projects experience many setbacks that affect project implementation process (Taha, 2019)

According to Seka district Administrative reports of 2018 there are 18 NGOs in Seka chekorsa Districts that have different level of performance regarding to their project goal and missions towards planned activities accomplishments. Individual project managers, governments and nongovernmental organization are responsible to examine determinants of project performance. Without assessing project performance status, ensuring project quality in providing one service is impossible in serving communities. There have been some studies carried out on project performance in NGO in Ethiopia but to researchers knowledge none has carried out in specific districts on determinants of project performance in NGO in seka districts. Thus this study aims to fill this gab by identifying determinants of project performance of NGOs at seka chekorsa districts.

1.3 Motivation of the studies

What make me to conduct this studies is desire to get second degree with its consequential benefits and to serve societies by solving unsolved challenges that may happen in adaily working environments and to undersgtand causal relation ship in social thinking and awakening.

1.4 Objectives of the study

1.4.1 General Objectives

The general objective of the study is to examine the determinants of project performance of NGOs in Sekachekorsa districts.

1.4.2 Specific Objectives

a) To describe project planning in project performance of NGO in seka chekorsa district
b) To explain leader support in project performance of NGOs in seka chekorsa districts
c) To describe implementation in project performances of NGO in seka chokersa
d) To determine Monitoring and risk controlling in determining NGO project performance in seka chekorsa districts

1.5 Hypothesis

H1: Project Planning has statistically significant and positive effect on project performance

H2: Project Managers has statistically significant and positive effect on project performance

H3: Project Implementation has statistically significant and positive effect on project performance

H4: Project Monitoring and controlling has statistically significant and positive effect on project performance

1.6 Significance of the study

The importance of the studies for the communities of the districts will benefited from the study results after research report get acceptance, the finding will be distributed to the concerned body that will helps according to 2019 Oromia regional population conversion statistical factors the district population are estimated at 294,610. So studies conducted on determinants of project performance in NGO in the districts will benefits local communities as well as the nations, after the study were approved and the finding and recommendation were disseminated to the

concerned body in the future time. Also it can contribute for the body of knowledge (theory) as literatures of projects managements at future time in the fields of the studies.

1.7 Scope of the study

The study was conducted in seka district with the aims at identifying the determinants of project performance of 18 NGOs in different sectors of the districts. It's focus on factors affecting NGO project performance which lead for project failures. The study will look the NGO's project performance in the past five year (2015 to 2019).

1.8 Organization of the study

The study was organized into four chapters. First chapter provides the overview of the study and contains the introduction and background information of the research problem, statement of the problem, research objectives. Chapter two presents the literature review of the study. Chapter three presents the research methodology of the study and entails the research design, sampling techniques, data collection methods and analysis, measurement scales, Chapter four present analysis and discussion, Chapter five present conclusion and recommendations.

1.9 Operational Definitions

Project performance: Is evaluating performance of project regarding to measurement criteria sated in project planning, goal and missions. It contains key performance indicators and other variables supports and determines effectiveness of the projects.

Determinants: Factors that effect, altered otherwise determines project effectiveness, success and performance. For instance project budget, schedule, project management practice and etc.

Non-governmental organization: The nongovernmental organization are organized nationally and internationally organized by citizen for citizen, charities and non profitable organizations that was aimed in delivering services and activities for communities and civic societies in general they are targeted in transforming the poor helpless and less advantageous and focused in developing countries to solve varieties of services for communities.(Kerzner ,2013)

CHAPTER TWO

REVIEW OF RELATED LITRATURES

These chapters present the review of empirical studies definitions of the key terms, theoretical literature review and the research gap and much attention is kept on the relevance of literature on the problem, including finding of related literatures.

2.1 Theoretical Reviews *on Project performance or success*

In project management different project managers define project performance or success based on context of their work, knowledge and experience. Success can be tangible in some of project indicators, for instance managing high number of project completed within budget sated , completed on time, making sure that project contribute to global strategy and achieving customer satisfaction. Other considers effective increased collaboration, communication, involvement of stakeholders as criteria for success. In any case, there are various ways the performance of the project were tracked or measured (Belal, 2016)

2.1.1 Performance Management

Performance management has been associated with the human resource decipline focusing on individual. It has been more prevalant that the idea in the project organizational context, project performance management which contineously assess the efficiency and importance of project for the organization. It includes assesment of performance of individuals or whole team in agiven projects.

2.1.2 Project Success criteria

It is difficult to set metrics for success criteria such as delivering project on quality, schedules, acheiving project scope, meeting milestone, project risk, safety, health environmental and sequrity requirenment. It is not be expected to includes all success criteria to evaluate the performance or success of agiven projects. “Project success criteria standard by which project will be judged at the end to decide whether or not has been successful in the eyes of stakeholderes. The definition of success criteria should be collaborative effort which involve all

stake holderes and cliant and then document on project scope or project charter then nothing is news "(Bilal 2016)

2.1.3 *The Contingency Theory*

The contingency Theories are ″contingency approach to management which views that good management will look and focus on different situational variables. Such variables are style of leadership, relationship oriented, orientation to management, individual task, job design, Participation in decision making. The relationship approach focused as one would expect on the individual relationship with employees, works better in more moderate circumstances which is researched″ early by Fiedler, 1964 (Richard J.& Moniz Jr, 2016)

2.1.4 *Theory of constraints*

*T*heory of constraints (TOC) is management philosophy which views any manageable system as being limited in achieving more of its goal (Eliyahu M.Goldrat, 1984), it's introduced in 1984. It identifies what things or factors limit or prevent the organizational system from achieving its goal and the concept constraint to project management had adapted and published with the book critical chain. It focuses on organizational system constraints to remove factors and to develop solution to the problems. For this reason, theory of constraints is based on premise that the rate of goal achievement by a goal oriented system (Gold R. 1977)

2.1.5 Stakeholder theory

Stake holder theory is the theory of organizational management that account for multiple constituencies impacted by employees, suppliers, local communities, creditors and others like financer, supplier, political group, governmental bodies. It is philosophical strategies which views about nature of civil societies and the relation between individual (Alex Mudrock, 2020). Although, this theory is criticized for its emphasis on negotiation as chief mode of dialogue for dealing with conflict between stakeholder interests (Mansell s, 2013)

2.1.6 Pintos Model critical successes factors of the project management

Pintos have published a number of articles from 1987-1990 on project performance and established ten factors for project performance. Pinto used a fifty-item instrument called Project

management Profile (P.I.P) to measure a project's score on each of the ten factors in comparison to over 400 projects studied**.** The first three factors (mission, top management support and schedule) are related to the early "planning phase" of project management.

Project mission were sated as the first factors that has been found and understood by employees and project team as general goal and direction of the projects which is expressed in statement in project planning and so far employees initial clarity of goals and general direction. This is not only to project team members but also should be understood by the organization have to make clear project mission to project team.

Top management supports are the second determinants or project factors which emphasize is given to implement the planned and scheduled activities to end product or services beside this the main concern for proper project top management support not only to implement the planned activities, but also to give get authority support and direction purposes. The willingness of top management support is to provide the necessary resources and authority of power for project performance and also necessary technical and financial support.

The third determinants are project schedules. Project schedules are essential for project implementation in setting what to be done, by whom, by when, and by what strategies it's to be done, it includes the exact or estimated date or planned dates for performing scheduled activities, and the planned dates for meeting scheduled. This gives clues, direction and guides to the project team.

The fourth factors are Client consultation which uses Communication and consultation with, and active listening to all affected parties, from required highly technical person or worker to get technical support and uses to exclude deformities and some errors in project management process.

The fourth factor is communication which is refers to provision of an appropriate network and necessary data to all key actors in the project managements. Adequate communication in project is very essential not only between team members but also with internal organization with external organization, with client in internal and external projects. It's required for better achievement between team in project organization by having channels for necessary information exchanging.

The fifth factors are client acceptance which refers to stage in the implementation process, at which time the ultimate efficacy of the project is to be determined. Client acceptance are also the act of willingness to 'selling' final products to its intended users Sometimes project manager make mistake by thinking if other mistake and error in project management process are solved internal and external project client will accept the result of the projects.

The sixth factors are personals it refers to process which includes recruitment, selection, and training for human resource. Also these are vital determinants for project performances in project management process. It requires team spirit and good motivation for better achievements so that it is regard of project managers to make and build team and motivating the persons in projects

The eighth factors are technical tasks, which are availability of the required technology and expertise to accomplish the specific technical goal adds more ways for the success of project management. The presence, recruitment of project team or professional and other competent technical required were seriously affect the projects weather positively or negatively. So project managers should overlook the presence of required technologies and availability of trained experts in the project management process.

The ninth factors are monitoring and feedback determinants which plays great roles in project performance it's refer to the project control processes by which at each stage of the project life cycles, at conception, execution and closeout phases. The key personnel in project management process will receive feedback based on evaluation performed and then works on how the project is comparing to initial projections. Having plan and performing monitoring and evaluation mechanisms gives the project manager the ability to anticipate and identifies problems, to oversee corrective measures, and to ensure that no deficiencies are overlooked. For the model, in this case all project activities and project factors are monitored against to the standards including project team commitment, schedules, budget and required man powers.

The last tenth factors are Trouble shooting which is refers to ability to handle unexpected problems, crises and deviations from plan, problem where occurred in every project in every phases of the project life cycles. Hence, it requires ability of looking and identifying problems to give solution it requires to know how projects are being planned from beginning and how

projects are being implemented how it is evaluated. Mainly trouble shooting mechanism requires during implementation rather reacting to the problem after problem were occurred.

The last seven factors were concerned with the actual execution stage of the project life cycle. As both strategic and tactics are essential for successful project management, their importance shifts as the projects moves through its life cycle. The first seven factors can be laid out on a sequential critical path while the balance three factors which are monitoring and feedback, communication and troubleshooting must be necessarily present at each point in the implementation process. As the project move along its life cycle, different factors are emphasized (pinto, 1987)

2.1.7 Blessi and Tukel's Model

Belassi and Tukel (1996) have grouped critical success factors in projects into four areas and further explain the interaction between them. The four groups were factors related to the project, factors related to the project manager and the team members, factors related to the organization and lastly factors related to the external environment. Kerzner (1987) in his study define critical success factors are corporate understanding of project management, organizational adaptability, project manager selection criteria, executive commitment, leadership style, commitment to planning and control.

Project success is achieving organizational goal (Judgev and Muller 2005). Measuring project success in traditionally well-known methods known as the "Golden Triangle" (Iron Triangle). This "Golden Triangle" refers to the basic criteria of cost, time and quality. Project success will be accorded if it is completed within the budgeted cost, implemented on time and to quality parameters requested (Atkinson 1999). Flyvjerg et al. (2004) investigated causes of cost overruns on projects and concluded it was dependent on length of implementation phase, the size of the project, and the type of ownership. Iyer et al (2006) carried out an empirical study on critical factors affecting project performance where over 40% of the projects are facing time overrun. He identified seven factors with significant influence on the schedule outcome. Three factors: identified were commitment of the project participants; owner's competence; and conflict among project participants were found to possess capability to enhance performance level while the remaining four factors; were coordination among project participants; project managers

‘ignorance and lack of knowledge; hostile socioeconomic environment; and indecisiveness of project participants tend to retain the schedule performance at its existing level.

2.2 Measurements of project management

2.2.1 Key performance indicatores(KPI)

In project management there is an expectation that performance is monitored and measured to determine if mission accomplished and goal were acheived. So project performance were tracked and measured with data and interprated and give many decision. Some of key performance indicatores (KPIs) that are realy matteres are defining project goals and set budget and timeline(schedule), project impact, reduced cost, resource ,knowing how much time team member are spending on aproject, is important for some organization, specially to ensure resource utlization, quality as desired, return on investment when compare the benefit of project againist project goal as well as calculated cost of project return on investment (Romert, 2013)

2.2.2 Cost performance index (CPI) and Schedule perfromance index (SPI)

Cost performance index (CPI) and Schedule performance index (SPI)Allows the project manager’s and team how to asses project performance. Schedule and cost performance are the two most common important parameter used in project performance. CPI and SPI help project managers to analyze the performance of project or efficiency of any projects. Management always focus or looking at this parameters for any deviation from standard or baseline. (Fahad, 2020) Schedule performance index gives PM information on the time efficiency of the given project which is calculated by mathematical formula by dividing earned value to planned value. Schedule performance index = Earned value/planned value (the value by which project were completed) SPI=EV/PV and it could be said that if the project is completed as schedule planned SPI is equal to one, the project is on schedule. If project would be completed more than planned schedule then SPI is greater than one, and the project have to be said head of schedules. If it’s completed less than scheduled then SPI is less than one, and the project is behind the project (Richard, 2016)

Were as cost performance index (CPI) is helps PM to analyze cost efficiency of the project. It measures value of the work completed against to the actual cost spent. According to PMBOK

Guide the cost performance index is measure of cost efficiency of budgeted resource expressed as ratio of earned value to actual cost, it shows how project sticking to the budget. The formulas used to calculate cost performance index are calculated by dividing earned value to actual cost of the projects. CPI=EV/AC if CPI is greater than one the project is under budget, if CPI is less than one the project is head/over budget. If CPI is one the project is proceeding as per planned spending. So most of earned value metrics are (SV, CV, SPI, CPI, PV, EV, AC) if CV is zero the project is perfectly on budget. If CV is greater than zero the project is earning more value than planned thus it is under budget. (Abebaw, 2014)

2.3 Empirical Literatures

2.3.1 Determinants of project performance

Top management support is one of the prime factors for achieving the project success. In absence of top management support, the project managers despite having excellent skills may fail at any stage of the project (Meredith & Mante 2010).In past studies literature of project management were researched by different researcher. Also determinant of project performance in nongovernmental organization is studied. Many projects around the world keep failing, resulting in loss of many dollars for organizations. Looking into current challenging environment in the public sector organizations new trends or research in identifying the most determinants for project performance in NGO need emphasizes (Yang & Huang , 2011)

Review of literature reveals that a lot of research on analysis of effective project performance has been undertaken in developed countries; also most studies were conducted in developing countries, however it focused on reasons for project failures rather than success. Effective project performance is repeatable and requires a great deal of work to understand planning effort, team motivation, technical capabilities and project scope (Ashly, 2007).

Tan (1996), expressed project management concept and techniques can be applied to any project ranging from simple task, to complex. Almost any project requires the application of art and science of project management. Level of technology needed the degree of sophistication of the tools and techniques plus the types and number of personnel involved will depend on the size complexity or nature of the project. (Hendrickson, 1989) pointed out that the management

process approach emphasize the systematic study of management by identifying management functions in an organization and then examining each in detail.

Studies conducted in UK on determinant of project performance in Nongovernmental organization were reviewed that determinants of project performance were categorized under organizational culture, project management culture and project manager. Those elements under project management cultures are top management support, strategic emphasis, methodology of project management and. Stake holder commitment, communication system and project review and learning. Elements categorized under organizational cultures are artifacts, value, norms and leaderships. Some influencing factors categorized under project managers are capabilities, competencies, skills, leadership styles and self-sufficiency. These all are determine project output and outcome and performances (Dr. David, Sabah and Faisal 2015)

In Survey studies conducted on determinants of project performance on information technology in which the data were collected from 354 selected respondents for the studies shows that project governance has moderate significant effect on project performance with the finding of P value 0.001, β=0.173, and also project risk has significant impact on project performance with p value=0.01, β=0.089, and founds that project quality has positive significant effect on project performance (Dongxiao, 2016)

Study conducted on critical factors affecting project success in Pakistan was founds, that there is a significant relationship among determinants of project performance. Planning and controls are one of the determinants sated for project success. Furthermore, as perceived by the respondents there is significant evidence in general that the critical success factors in planning are below the average level and there is a vast scope to improve further. It is also concluded that overall project performance significantly relies on planning and quality performance of the project with beta 0.335, 0.654 and P value 000 and 0.15 respectively (Aqeel, 2015)

Studies conducted in Kenya reveals that "any positive change in stakeholder involvement and participation led to improved performance which shows there is existed a positive and significant ($r=0.673$, $p>0.000$) association between performance and monitoring and evaluation. The findings implied that as the organization embraces monitoring and evaluation practices during project implementation the higher the success rate of the said project'' (Samuel, 2018).

Study conducted in Ethiopia on determinants of NGO project performance a case of pact Ethiopians (empowering communities organization and the government in Ethiopia) adopted cross sectional research design with qualitative and quantitative data were collected from 36 project that were implemented between 2004-2018 shows that two third of pact projects were successfully completed, 22% and 11% were found to be moderately successful and challenged project respectively, due to poor comprehensive project planning, communication on project risk managements and ineffective monitoring and evaluation process (Ayehu and Metalign, 2017) Also study conducted by (Mekdes, 2017)on factors affecting project performance, a case Road construction revealed that project managers' competency has great influence on effective and performance of road construction project and effective monitoring and controlling has affect road construction with mean 4.1 and Standard deviation 0.6790 and agreed that project control has great influence towards effectiveness and implementation of the projects in Addis Ababa city.

Table2.1 summery of reviewed literature

Belassi and Tukel (1996)	Factors related to the project, factors related to the project manager and the team members, factors related to the organization and lastly factors related to the external environment
Pinto and Slevin (1988)	Mission, top management support, schedule, client consultation, personnel, technical, client acceptance, communication, feedback, and trouble-shooting and monitoring and evaluation
Kerzner (1987)	Corporate understanding of project management, organizational adaptability, project manager selection criteria, executive commitment, leadership style, commitment to planning and control.
Judgev and Muller 2005	Golden triangle of project success factors, basic criteria of cost, time and quality
Chau etal 2001	project team commitment, contractor‘s competencies, risk and liability assessment, client‘s competencies, users ‘needs, constraints imposed by users.

Source: (Pinto & Selvin(1987)

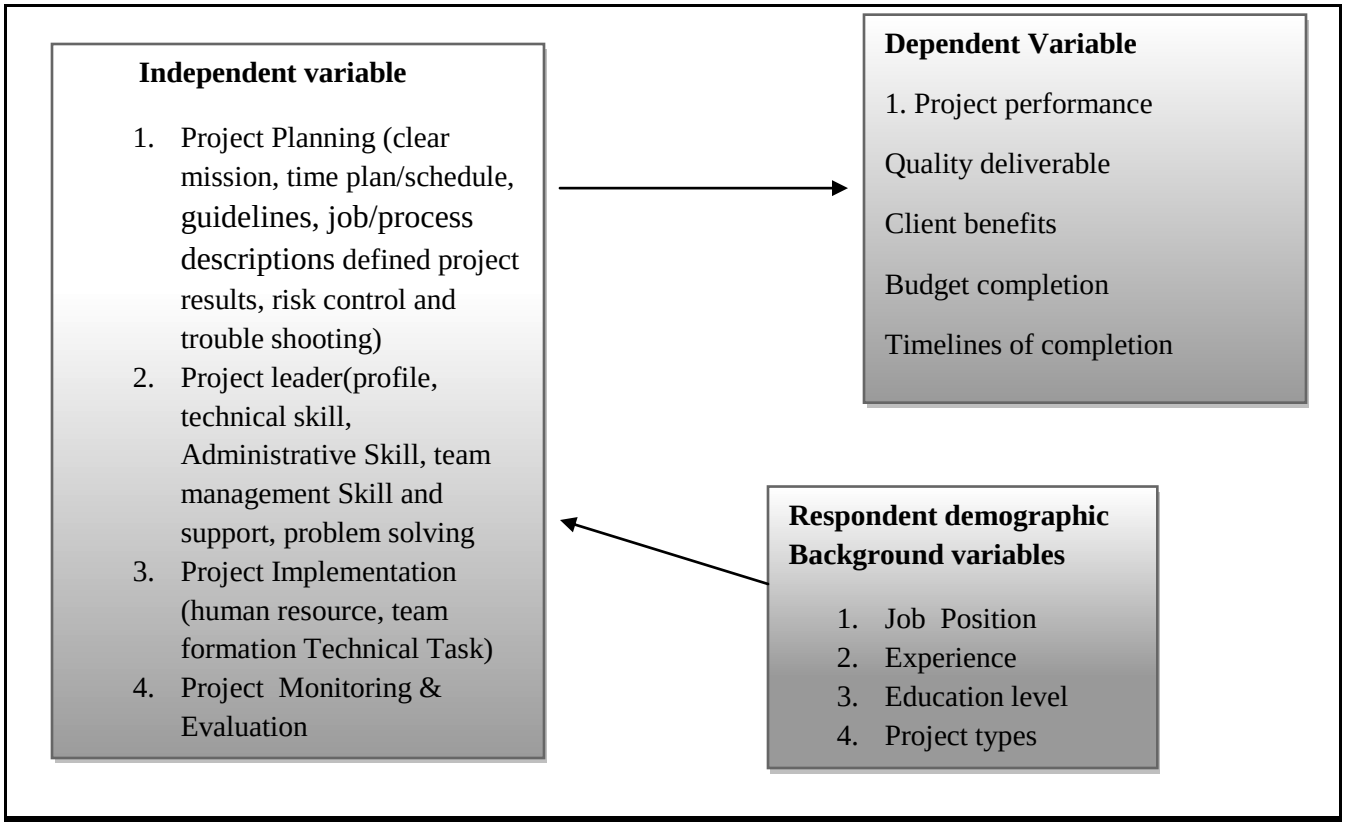
2.4 Research Gap

After an in depth review of theoretical and empirical literatures which provided different factors affecting project performance conducted in the preceding parts of the chapter. It is possible to reach up on a conclusion that determinants or factors that determine project performance due to different independent variable and dependant variable are the appropriate theories to construct the study up on. No sufficient research studies conducted before on the selected topic in the study area to researcher's knowledge so that study was carried out. From the mentioned project determinants/ factors in review, the following four most grouped factors in determining of project performance identified have been constructed for the study to be independent variables.

2.5 Conceptual Framework

Framework sated in figure bellow entails the four main groups of independent variable, one dependent variable, four respondents demographic background variables and independent variables, was grouped as A. Project Planning (clear mission, time plan/schedule, guidelines, job/process descriptions defined project results, risk control and trouble shooting) B. Project Managers (profile, technical skill, Administrative Skill, team management Skill and support, problem solving, C. Project Implementation (human resource, team formation Technical Task) D. Project monitoring & controlling and dependent variable on the other hand explained by independent variable. This is measured, predicted, or otherwise monitored and is expected to be affected by manipulation of an independent variable which includes performances.

Figure2.1Conceptual framework1Conceptual framework



Source: Developed from (pinto 1987)

CHAPTER THREE

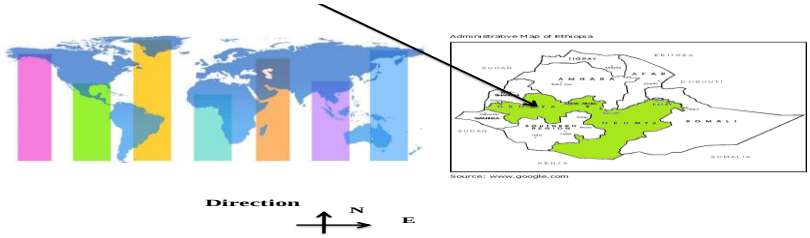
RESEARCH DESIGN AND METHODOLOGY

This chapter presents the methodology which was used in the study. This includes the research design, study area, study population, sampling design, sampling procedure, data collection methods and instruments and the justifications for the methods used. It further describes the data processing and analysis employed in the study.

3.1 Description of the Study Area

The study was conducted in seka chekorsa district since NGO are working in different area of the sectors. The altitude of this districts ranges from 1580 to 2560 meters above sea level; A survey of the land in the area shows that 45.3% is arable or cultivable (44.9% was under annual crops), 6.1% pasture, 25.8% forest, and the remaining 22.8% is considered swampy. The 2007 national census reported a total population for these districts of 208,096, of whom 104,758 were men and 103,338 were women (Taha, 2019)

Figure3.1Geographical location of Seka Chekorsa District on Global Map



Source (Taha, 2019)

3.1.1 Study period

The study was conducted from November 2019 to June 2020.

3.2 Research design

The quantitative study design was followed. Then descriptive and inferential techniques were used as techniques. According to Bhattacherjee (2012) quantitative research design allows researcher to descriptive techniques to describe and analysis situation that exist and explain variables. Survey is a preferred strategy to be used in descriptive study when it involves the use of standardized questionnaires to collect data required quickly. Cross sectional survey study design were conducted and data was collected at one time using self administered questionnaires.

3.3 Target population

The study populations are reference population that wished to draw conclusions at the ends of the studies thus all members of NGOs founds in seka chekorsa districts were the target population of the study.

3.3.1 Study Population

Cooper and Schindle (2005) define a population as the total collection of elements about which the researcher wishes to make some inferences. Similarly, Zikmund (2003) describes population as complete group of entities sharing some common set of characteristics. The study was including all members of the project management (Senior Management, Middle Management, and Junior Management, accountant) in NGO projects. The populations of the study were comprised of all persons who had the capacity, experience and responsibilities to undertake projects implementation. Respondents were involved from those NGO's projects in public services health, and developmental and financial office, road construction, and irrigation, civil society those are direct contact with NGOs team.

3.3.2 Sampling techniques and sample size

Sample design is definite plan for obtaining sample from sampling frame the list of potential subjects from which the sample is drawn were as samples are subject or institution which are selected (Cherinet, 2012). In exploratory, explanatory and survey studies it is possible to use probability sampling, when generalization of finding is possible from sample to population. From probability sampling stratified sampling are used where the sampling frame contain

distinct (heterogeneous) population and also when group of study unit who are similar in certain characteristics in to strata to ensure that all relevant groups are appropriately covered (Muli, 2008). For this reason, stratified random sampling techniques were used in these studies. The size of the sample depends on what is tried to find out, and from what different informants or perspectives one's find that out Complexity of the research objectives (Kerzner, 2013)

In previous district administrative report shows that 18 NGOs are working with governmental organizations on partner resource mapping with the list of their human resources. From this eighteen NGOs, fourteens are international NGOs while four are local NGOs with a total of 200 project member.Sample of 70 (35% of target population) respondent was randomly selected from the target population of 200 respondents. The sample size conforms to (Mugenda and Mugenda, 2003) who contend that sample size should be at least 30% of the population. So dividing in to homogenous group (strata) and then randomly selected from stratum. A proportion formula (p x n/N), where P is the population that were used to select the strata for questionaries administration and focus group discussion n= is total sample size and N= is total population size. The following table shows ssampling procedures and sample size in studies that respondent were selected from different nongovernmental organizations

Table 2.1 sample size

No	Category	Total population	Sample size
1	Senior managers	18	6
2	Branch managers	23	8
3	Branch Accountants	38	14
4	Field officers	121	42
Total		200	70

Source: (Taha 2019)

3.4 Variables and Measurement Procedures

The dependent variable for this study was project performance in NGO at different public sector projects. This dependent variable is measured using 5 items adapted from the Project management Profile (P.I.P) of Pinto (1987, 2003). All items were rated using a 5-point Likert

scale with 1 representing strongly disagree to 5 representing strongly agree. The items are as follows: completed within cost, time, scheduled resource, scope and client's satisfaction. The four independent variables were measured using 5 items adapted from the Project management Profile (P.I.P) adapted from Pinto (1990)

3.5 Data Collection Procedure

The identified project team members for the studies issued with the questionnaires, primary data were collected by issuing the questionaries in order to increase reliability and validity and the data collectors are three students of BA in managements were assigned. They questionnaires was given to project team members, senior managers, branch managers, accountants and field officers and further requested to fill the research questionnaires.

3.6 Data Processing and Analysis

3.6.1 Data processing

After data was collected from primary sources it was appropriately checked. In addition to this editing was made by the researcher to minimize an errors committed by respondents during completing the questionnaires. Then the edited data would be coded and manually entered in to the computer.

3.6.2 Method of data analysis

In the study quantitative methods of data analysis techniques was employed. The collected data was analyzed using scientific methods of data analysis and presentation using updated version of SPSS 25.0. Further, correlation analysis and multiple regression analysis were used to establish the relationship between the dependent and the independent variables.

Descriptive analyses was used for demographic factors such as gender, age, educational level, and for how long has been the project manager are working as project manager. In the study four hypotheses was an analysed using method of statistical inference. And was measured by 5 Likert scale measurements which was assigned for measure from strongly agree up to strongly disagree. One way ANOVA statistical methods were used to gain information about relationship between

dependent and independent variables. Analysis of variance Pearson Correlation analysis was used to test the existence of significant relationship between the determinants and project performance exists. And also how much percent the independent variable i.e. factors explain the dependent variable which is project performance.

The regression model was used as follows

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$

Where:

Y= Project performance

The coefficients of the critical project success factors are:

α = Constant, β1= Project planning, β2= Top Management support, β3= Project implementation, β4= Communication, Monitoring and feedback, μ = Error term.

3.7 Pilot Testing of Tools

The questionnaires are pretested by circulating them to respondents situated in seka chekorsa districts. Based on the feedback received from the pretested sources, the questionnaire was modified to validate the proposed questions in the study. The respondents were given questionnaire written in English languages to fill in data and information at their convenient time**.**

3.8 Ethical Consideration

Permission was requested from relevant authorities in the districts before the researcher is allowed to collect data from the respective districts, and also official letter had been given to the concerned body from Jimma University. Secondly, throughout the research, the researcher had been made consent from the respondents to make comfortable to be quoted in the research an agreement was made so that their personal information weren't be captured.

3.9 Inclusion criteria

Study was included Project team member who are currently working onsite. Even if one is member of the project team, at least have role in performing activities around the study area and should have information about it.

3.10 Exclusion criteria

Individual's or project team member who haven't willingness to participate in the studies.

3.11 Benefits to participants

The information that researchers get from the studies helps to improve projects services at future times which benefits participants but positive hope shouldn't be injected to the respondents in short period of time no more benefit were told to participants.

3.12 Right of respondents in the research

Respondents were told as they had the right to enroll in the studies at any stages of responding at which they feel not to respond to questions when uncomfortable with it then they have full right to withdraw from responding questions totally.

CHAPTER FOUR

RESULT AND DISCUSSION

This chapter presents the data processing, analysis and result in line with discussion. The chapter first presents profile of respondents, survey response rate, reliability and validity of survey instruments, univariate descriptive analysis of the study variable, study variables scale construction, bivariate and multivariate analysis used for hypotheses testing.

4.1 Response Rate

The questionnaire was distributed to 70 head of operation sample selected heads of operation of NGOs working in Seka Chekorsa Wereda, with response rate of 100%. This is theoretically acceptable according to Susan 2017 "respondent rate greater than 70%" is taken as fair response in the sample. Response rate on few of similar studies in Ethiopia was also closer with the current study. Similarly, the response rate in the current study is closely related to response in this study (Selam, 2017).

4.2 Participants Demographic Profile

The demographic data of respondents was based on gender, age, educational level, professionalism, experience year /duration of year in the organizations on this study.

Table 4.1 Participants Demographic Profile according to their age, gender and work experience

S. No	**Gender /Sex**	**Frequency**	**Percent**	**Valid Percent**	**Cumulative Percent**
1	M	46	65.7	65.7	65.7
2	F	24	34.3	34.3	100%
	Total	70	100.0	100.0	
S.No	Age category				
1	18-28	27	38.6%	38.6%	38.6%
2	29-38	33	47.1%	47.1%	85.7%
3	39-49	5	7.2%	7.2%	92.9%
4	49-58	7	7.2%	7.2%	100%

5	>59	0	0.0%	0.0%	
Tot.		70	100%	100%	
Respondent Educational status					
1	Degree	23	32.9	32.9	32.9
2	MA/MSC	28	40	40	40
3	Diploma	19	27.14	27.14	100.0
	Total	70	100.0	100.0	

Source: own study (2019/20)

Observation on table 2 shows that 65 per cent of study participants were male. The distribution of male and female employees in the current study is consistent with prior studies which showed greater number of male employees in NGO lead projects in developing countries which supported with study of Makedes (2017)

Respondents rate according to their age which was analyzed as out of 70 sampled head of operation in the studies27(38.6%) of respondent age are between 18 to 28 years, majorities of respondents age 33(47.1%) of them lays between 29 to 38 years while the rests 12 (14.4%) are between 39 to %8 years. The studies matches with Makedes (2017) studies finding on assessment on factors affecting project implementation studies conducted with 78.6% of those aged between 26 to 40 years.

Majority of respondents 28(40%) project staffs had second degree (MA/MSC) next to this 23 (32.9%) of respondents had first degree while 19 (27.14%) of respondents had diploma qualifications. This finding was against with the study conducted on factors affecting performance of NGO by Abdul-Aziz (2014) majority 9(60.0%) of heads of operation had bachelor degree 3(20.0%) of head had diploma qualifications, 2(13.3%) of heads had masters education while 1(6.7%) of head had certificate education (see table 4.1)

4.2.1 Respondents experience in year

Table 4.2 Respondent's rates distribution according to their experience year and designation

S. No	Experience in organization	Frequency	Percent	Valid Percent	Cumulative Percent
1	<5	4	5.71	5.71	5.71
2	5-10	44	57.19	57.19	62.
3	10-15	15	15.7	15.7	78.5
4	>15	11	21.4	21.4	100.0
	Total	70	100.0	100.0	100.0
	Position in the organization				
1	Senior PM	6	8.6	8.6	8.6
2	Branch Manager	6	8.6	8.6	17.1
3	Accountant	14	20.0	20.0	37.1
4	Field officer	44	62.9	62.9	100.0
5	Total	70	100.0	100.0	
Project type					
1	International (14)	64	91.4	91.4	91.4
2	Local project (4)	6	8.6	8.6	100.0
3	Total (18)	70	100.0	100.0	

Source: own study (2019/20)

Majority of the respondents 44 (62.8%) had 5 to 10 year work experience (duration of year in organization) 15 (15.7%) of respondents had 10 to 15 year experience while the rest respondents 11 (21.4%) had greater than 15 years. These findings imply that respondents had a considerable experience in the organization and hence they could provide information on the determinants of project performance in NGO at Sekachekorsa districts.

Among sampled respondents 44 (62.9%) of them are field officer, 14 (20%) of them are branch accountant 6 (8.6%) of them are branch manager and senior manager. Only 6(4%) of respondents are working in the local NGO the rest 72 (96%) of them are working in international NGOs. Thus this finding implies that majority of respondents were assigned as field officer at district levels and much with the finding of selam (2017) on Success factors for implementation of

development Projects a case study on reducing vulnerability of Street living children and youth project in Addis Abeba.

4.3 Reliability and validity of measurement instruments

Reliablity and validity are concept used to evaluate quality of one research.Which indicate how well test measures something. Reliablity is about consistency of measures and validity refers about accuracy of a measures, the test of validity and reliability has been presented.

4.3.1 Reliability of Project performance scale

Table 4.3 Reliability Statistics of project performance scale

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.720	.801	7

Source : primery data 2020

Item-Total Statistics	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
The project has completed according to budget allocated	10.56	5.845	.711	.593	.625
Project was used by intended clients	10.59	5.666	.776	.782	.608
The project has directly benefited the intended users either through increasing efficiency /effectiveness	10.59	6.072	.690	.540	.636
Important clients has directly been positively affected by the projects	10.59	5.898	.681	.639	.632
Project has completed according to required quality	10.53	5.905	.569	.516	.653
The project has completed on time	10.53	6.079	.562	.654	.657

Source : primery Data 2020

The results of reliability analysis indicated high internal consistency of project management performance scale, Cronbach's Alpha (α =.72) and the analysis of item total statistics table indicated that deleting the 7th item can improve the reliability (α = 89.8), hence the final scale includes only the first six items which had been used to observe project performance based on the golden triangle theoretical framework of timelines, budgeted cost, quality of project

deliverables. The composition of scale in the total project management score implies larger weight allocation for quality as recommended on the literature selam (2017).

4.3.2 Reliability of Explanatory Variables

4.3.2.1 Project Leadership

Table 4.4 Reliability statistics for project manager's competence

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.971	.971	13

Table 6 showed a high internal consistency among thirteen items of project managers competency (Cronbach's Alpha = .97) and the item total statistics on table did not suggest any measurement item reduction to bring scale reliability improvements.

Table 4.5: Item statistics for project manager competence

Item Measured	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
The project leader possessed adequate administrative skills	11.17	13.767	.869	.917	.963
The project leader possessed adequate technical skills	11.09	13.355	.897	.886	.962
The project engineers/managers and other technical people were competent	11.11	13.262	.917	.926	.961
Adequate technical and /or managerial training were given	11.06	13.388	.896	.866	.962
The project leader possessed adequate interpersonal skills.	11.03	13.941	.849	.781	.965
The project leader has the ability to motivate team members and maintain a cohesive project team.	11.09	13.645	.911	.868	.961
The project leader maintained a high profile (is visible and involved) on the project team	11.03	13.825	.792	.775	.968
Project leaders/managers confidence about the chances for success of the project	11.03	13.593	.852	.810	.964
TLM supported team in a crisis	20.80	41.322	.883	.	.968

TLM was responsive to the requests for additional resources, when the need	20.80	41.843	.892	.	.968
You understood on the degree of authority and responsibility management for the project	20.69	42.016	.817	.	.969
TLM shared responsibilities with project team for ensuring the project's success	20.74	42.339	.831	.	.969
TLM had been in support routinely	20.71	42.526	.736	.	.971

Source: primary data 2020

The finding of reliability revealed that project manager competence among eight measured scales score indicate high internal consistency based on the scale that leader possessed adequate administrative skill, technical skills, has competent technical and managerial training were taken, possessed interpersonal skill, has the ability to motivate team members and maintain a cohesive project team. The project leader maintained a high profile (is visible and involved) on the project team and has chances for success of the project as implied in the previous studies (Deresse and Kedir, 2017). On the other hand project top management support measured routine management support, based on their authority and responsibility. The composition of scale in the top project management support score implies larger weight allocation for responsiveness of management based on the theoretical framework of resource required, shared responsibility and degree of authority expressed in the literature (Girma 2017).

4.3.2.2. Project Planning Practice

Table 4.6 Reliability statics for project planning practice

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.926	.926	6

: Table 4.7 Item Total Reliability Statics for project planning

Item measured	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Your org have human resource plan	7.97	6.811	.809	.745	.910
The basic goals of the project were made clear to the project team	7.86	6.617	.751	.670	.917
The sated goals of the project were aligned to the general goals of the organization	7.91	6.688	.781	.653	.913

There was a detailed plan (including time schedules, budget, milestones, manpower	7.97	6.985	.740	.573	.918
You have project schedule plan	7.91	6.340	.834	.819	.906
Statement of project mission were clearly known	7.94	6.605	.806	.766	.910

Source: Primary Data 2020

The study showed a high internal consistency among six items of project planning practice (Cronbach's Alpha = .93) and the item total statistics did not suggest any measurement item reduction to bring scale reliability improvements. The reliability finding suggest that internal consistency of measurement scale were high and organizational have human resource plan, basic goals of the project were made clear to the project team, the sated goals of the project were may seem with the general goals of the organization and has detailed plan including time schedules, budget, milestones, manpower in the organization that much expressed in the literatures (Aqeel, 2015). See (table 4.6 & 4.7)

4.4.2.4. Project Implementation Practice

Table 4.8 reliability statics on project implementation practice

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.970	.970	13

Table 10 above showed a high internal consistency among fourteen items of project implementation practice, Cronbach's Alpha = .97) and the item total statistics on table did not suggest any measurement item reduction to bring scale reliability improvements.

Table 4.9 Item scale reliability statics for project implementation practice

Item Measured	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
You are satisfied with the process by which the project was implemented	20.83	42.289	.823	.969
You are satisfied project team work performance during implementation process	20.66	41.272	.859	.967
Regarding to technical task Specific project tasks were managed properly	20.77	41.570	.853	.968

Job description for team members have been written and distributed each activities	20.77	41.686	.921	.967
Project team personnel understood their role on the project team in implementing activities	20.71	42.062	.800	.970
The technology that is being used to support the project worked well.	20.83	42.231	.832	.969
The intended users informed about project progress	20.77	41.686	.921	.967
Project member has good communication skill with member while project implementation	20.77	41.570	.853	.969
The way of project were discussed with clients	20.75	41.450	.885	.965
You are satisfied with the process by which the project was implemented	20.83	42.289	.823	.969
Client acceptance there was adequate documentation of the project to permit easy use by the clients (instructions, etc)	6.37	4.237	.803	.921
The intended users informed about project progress	6.51	5.355	.798	.954
The challenge and limitation of project have been discussed with the clients	6.51	4.949	.891	.939

Source: Primary Data 2020

The finding of reliability revealed that project implementation among nine measured scales score indicate high internal consistency based on the scale that measurement scale study suggested that the project implementation process, team formation process, specific project tasks management, of project team members'' understandings of their role on project implementing activities. The technology that is being used to support the project worked, good communication skill with member while project implementation the process by which the project was implemented and team work performance during implementation process has consistent measured. The measurement scale score measures project related required information management and stakeholder involvement related items; were discussed with clients similar with previous studies (Mekdes, 2017). The intended users informed about project progress.. The measurement scale score measures project related required information management and stakeholder involvement related items; Individuals or groups supplying input have received feedback on the acceptance or

rejection of their input, communication between project managers were standard and formal and similar with previous studies (Mahammad, 2010)

4.4 Project Monitoring & Controlling

Table 4.10 Reliability statics for project monitoring and controlling

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.948	.949	10

Table 4.10 above showed a high internal consistency among ten items of project communication, risk management, monitoring and evaluation (Cronbach's Alpha = .97) and the item total statistics did not suggest any measurement item reduction to bring scale reliability improvements.

Table 4.11 Item measured for project monitoring and controlling

Items Measured	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Which activities contained slack time of slack resources , which could be utilized in other area during emergencies were known by member of the project teams	9.54	10.571	.675	.695	.948
Trouble shouting in immediate action were taken when problem occurred	9.51	10.108	.947	.938	.922
Problem incase occurred were completely solved	9.54	10.629	.787	.837	.936
"relevance tree and brain storming" sessions was held to determine where problems were most likely to occur.	9.51	10.166	.929	.910	.924
In case of project were challenged, project team members knew exactly where to go for assistance	9.49	10.630	.798	.734	.935
All groups affected by the project know how to make problems known to the project team	9.46	10.687	.790	.725	.936
You were aware of and can identify the beneficial consequences to the	9.46	10.455	.782	.714	.937

organization of the success of the project					
You have plan for uncertainty of risk in project management	3.11	1.088	.861	.764	.767
There is communication on project risk plan for uncertainty or risk	3.17	1.246	.787	.700	.838
The best job of solving that problem.	3.09	1.239	.704	.521	.909

The finding of reliability revealed that project monitoring and controlling measures among ten measured scales score indicate high internal consistency based on the scale that measurement scale study suggested that which activities contained slack time of slack resources, could be utilized in other area during emergencies were known by member of the project teams, Trouble shouting in immediate action were taken when problem occurred, Problem incase occurred were completely solved "relevance tree and brain storming" sessions was held to determine where problems were most likely to occur, In case of project were challenged, project team members knew exactly where to go for assistance, all groups affected by the project know how to make problems known to the project team identify the beneficial consequences to the organization of the success of the project, plan for uncertainty of risk in project management communication on project risk plan for uncertainty or risk, the best job of solving that problem (Pinto,1987).

4.5 . Description of project Management Practices of NGO in Secka

Descriptive statics focus on describing the basic features of data in given study (Dunkan, 2017)in this section descriptive analysis was used to analysis and summarize data regarding to project mission, Top management support, client acceptance, timeliness, budget, quality and monitoring and feedback, team commitment and communication in the organization.

4.5.1 Project Performance(Time, Cost ,Quality)

The golden triangle of project performance were expressed in letratures as time, cost and quality listed it is the frist three factores determine project performance. The project were completed on schedule with the mean 2.77 and SD 1.46, Project has completed according to required quality with mean 2.21 and SD 1.166 and lastly the project has completed according to budget alliocated with the mean 2.87 and SD 1.166, the project succeded.2.99 and 1.153 the following (table 4.12) present project performance measures with frequency count, mean and standard deviations.

Table 4.12 Project performance based on Time, Cost and Quality (N=70)

Descriptive statistics		Strongly Agree	Agree	Neutral	Disagree	Strongly Dis Agree	Total	Mean	SD	Rank
You project has completed on time and you satisfied with your project effectiveness	Frequency	18	19	4	19	10	70	2.77	1.456	3
	Percentage	25.7	27.1	5.7	27.1	14.3	100.0			
The project has completed according to budget allocated with all required deliverables	Frequency	5	30	11	17	7	70	2.87	1.166	2
	Percentage	7.1	42.9	15.7	24.3	10.0	100.0			
Project has completed according to required quality	Frequency	24	22	11	11	2	70	2.21	1.166	5
	Percentage	34.3	31.4	15.7	15.7	2.9	100.0			
Project was used by intended client	Frequency	26	23	9	25	0	70	1.50	0.532	4
	Percentage	36.7	32.9	12.9	35.7	0	100			
project was succeeded in the area during 2015 to 2019	Frequency	5	25	17	15	8	70	2.94	1.153	1
	Percentage	7.1	35.7	24.3	21.4	11.4	100.0			
Grand/Average mean & SD								2.458	1.095	

Source: Primary Data 2020

From the above table it was analyzed with frequency count, mean and standard deviation to measure performance of the projects. A good rule of thumb for this mean interpretation is that approximately 68% fall within one standard deviation of the mean, 95% of the values fall within two standard deviation and 99.7% of the value fall less than three standard deviation. Project that was completed according to required time effectively with mean 2.77 and SD 1.456 deviate from the mean. From the finding it is possible to conclude on average 28% of the project completed with required time, while 14.56% deviated with its time completion. Project completed

according to budget allocated with mean 2.87 and SD 1.166 which implied that averagely 28.7% of the project was completed with allocated budget with 11.66% of deviation from the mean averages.

Regarding to project quality it was analyzed with mean 2.21 and SD 1.166. Which the finding suggested that averagely 22.1% of the project was completed with required quality with 11.6% deviation from the mean. Averagely project performance was seen with mean 2.458 and SD 1.095. This was concluded 24.58% of the project was effectively performed with 1.2% deviation from the mean.

Project success based on golden triangles of project performance were responded as 26 from all participants (36.7%) were strongly agree that project was used by its intended clients 23 (32.9%) agree and were as 25(35.7%) were disagree and only 9(12.9%) of them are neutrals. Which means that almost majority of respondent's response indicates projects are used by its intended clients. Based on quality measurement 24 of respondents (34.3%) strongly agreed as project was completed with the required quality, 22(31.4%) of respondents agrees on project completeness with quality, where as 11(15.7%) of the respondents were disagree and undecided while 2(2.9%) of them were strongly disagree that project was not completed with qualities. The finding support majority of projects were completed with quality. Generally responded 62% of project is succeeded based on golden triangles of project performance (Table 4.12).

4.5.2 Project Leadership Practice

The study established to describe the statement of top level management support by project manager that targets to improve project performance which is listed in the table 7 below. The frist statement sought to determine if top level managementsupport were given in the project implimentation and described by project memberes. The mean score was 1.63 with standard deviation .594 indicating that the respondant agree with the statement. The second statement sought to establish whether the Upper/middle level management was responsive to the requests for additional resources neededand help project team to look for performance aganist to targets the majority were in agreement with mean of 1.54 and standard deviation of 0.557. The third statement sought to determine whether Middle/upper level management supported team in a crisis and they agreed with mean 1.54 and standard deviation 0.606. On whether the

Middle/upper level management shared responsibilities with project team for ensuring the project's success of the organizations, majority of the respondents agree with the mean of 1.60 and standard deviation 0.549. From the finding on the statement of top management support in project performance most recorded mean were above average meaning that the average respondents respond ranged from being agree to strongly agree with various statement Profile of project manager in the project team, adequate interpersonal skills, technical and managerial skill are also measured average mean 1.59 and SD 0.65 which implied that averagely leadership practice affects the project with deviation of 6.5% see (table 4.13).

Table 4.13 Top management Support (N = 70)

Top level management support	Scale Measures	Strongly Agree	Agree	Neutral	Total	Mean	SD	Rank
TLM supported team in a crisis	Frequency	30	36	4	70	1.54	.606	1
	Percent	42.9	51.4	5.7	100.0			
TLM support you routinely	Frequency	36	30	4	70	1.63	.594	2
	Percent	51.4	42.9	5.7	100.0			
TLM is responsive to the requests for additional resources, when the need	Frequency	34	34	2	70	1.54	.557	3
	Percent	48.6	48.6	2.9	100.0			
TLM shared responsibilities with project team for ensuring the project's success	Frequency	30	36	4	70	1.60	.549	4
	Percent	42.9	51.4	5.7	100.0			
The project leader maintained a high profile (is visible and involved) on the	Frequency	36	30	4	70	1.63	0.594	5
	Percent	51.4	42.9	5.7	100.0			

project team								
The project leader possessed adequate interpersonal skills.	Frequency	30	36	4	70	1.63	0.543	6
	Percent	42.9	51.4	5.7	100.0			
Adequate technical and /or managerial training were given	Frequency	34	32	4	70	1.6	0.6	7
	Percent	48.6	45.7	5.7	100.0			
The project leader has the ability to motivate team members and maintain a cohesive project team.	Frequency	30	36	4	70	1.57	0.554	8
	Percent	42.9	51.4	5.7	100.0			
The project engineers/managers and other technical people were competent	Frequency	34	32	4	70	1.54	0.606	9
	Percent	48.6	45.7	5.7	100.0			
The project leader maintained a high profile (is visible and involved) on the project team	Frequency	30	36	4	70	1.63	0.594	10
	Percent	42.9	51.4	5.7	100.0			
Grand /Average mean and SD for all item measured						1.59	0.65	

Source: Primery Data 2020

4.6 Project planning

Project planning is part of project management which relates the use of schedules with different tools such as gunt chart to plan and subsequently to report activities progress in the project environment. Project planning can be done through use of software by project manager or manually as stated by project management inistitutes (1996) it is simply the process by manageres document the deliverable and requirements are defined based on time, cost and budget also with scope. From this the following measurement scales developed from PMBOK were used to describe project planning.

Table 4.14 Project planning (N=20)

Descriptive statistics			Rank
	Mean	Std. Deviation	
Key personnel needs (who, when) were specified in the project plan.	1.63	.594	1
You have project schedule plan	1.60	.646	2
Statement of project mission were clearly known in the planning	1.57	.604	3
You have plan for uncertainty of risk in project. Mgt	1.57	.604	4
Your org have human resource plan	1.54	.557	5
There was a detailed plan (including time schedules, budget, milestones, manpower	1.54	.557	6
You have project monitoring and evaluation plan	1.51	.558	7
There is communication on project risk plan for uncertainty or risk	1.51	.558	8
Grand /Average mean and SD for all item measured	1.56	0.58	

Source: primery Data 2020

Descriptives statics rank the eight measurement scale in descending order based on the mean and standard deviation Key personnel needs (who, when) were specified in the project plan with mean 1.63, SD 0.594 , project schedule plan with mean 1.60 and SD.646, Statement of project mission were clearly known in the planning with mean 1.57 and SD 0.604, having plan for uncertainty of risk in project managemment with mean 1.57 and SD 0.604, human resource plan in the organization with mean 1.54 and SD 0.557, having detailed plan (including time schedules, budget, milestones, manpower in organization with mean 1.54 and SD 0.557, organization had project monitoring and evaluation plan with mean 1.51 and SD 0.558, organization has communication on project risk plan for uncertainty or risk with mean of 1.51 and SD 0.558 generally with average mean 1.56 and SD 0.58 which showed project planning affects performance by 15.6% with 5.8% deviation to the mean this result seems with the study conducted by (Makdes 2017) see (table 4.14)

4.7 Project implimentation

Project implimentation is the excusion phase of project life cycles. Here serious sequence of activities and steps are followed to overcome the sated goal and to get deliverable and end products. Researcher in this studies use different project implimentation measures developed in letratures (Pinto 1987) to measure project implimentation.

Table 4.15 Project implementation

Descriptive Statics	Mean	Std. Deviation	Rank
You are satisfied project team work performance during implementation process	1.69	.627	1
Human resource required was recruited	1.63	.594	2
In case of project were challenged, project team members knew exactly where to go for assistance	1.60	.600	3
Regarding to technical task Specific project tasks were managed properly	1.57	.604	4
"Relevance tree and brain storming" sessions was held to determine where problems were most likely to occur in project life cycles	1.57	.604	5
Trouble shouting in immediate action were taken when problem occurred	1.57	.604	6
Problem incase occurred were completely solved	1.54	.606	7
Which activities contained slack time of slack resources , which could be utilized in other area during emergencies were known by member of the project teams	1.54	.695	8
You are satisfied with the process by which the project was implemented	1.51	.558	9
The clients were given the opportunity to provide input early in the project development stage	1.69	.627	10
The results (decisions made, information received and needed, etc.) of planning meetings were published and distributed to applicable personnel.	1.69	.627	11
Presentation of the project result has been developed for clients	1.63	.594	13
The challenge and limitation of project have been discussed with the clients	1.60	.646	14
The way of project were discussed with clients	1.60	.600	15
Client acceptance there was adequate documentation of the project to permit easy use by the clients (instructions, etc.).	1.60	.600	16
Communication between project managers were standard and formal	1.57	.554	17
Individuals/groups supplying input have received feedback on the acceptance or rejection of their input	1.51	.558	18

Grand /Average mean and SD for all item measured	1.51	0.57	

Source: primary Data 2020

The study reveald that project implimentation was measured with the total measurement scale sated with mean and standard deviation in descending order based on its mean You are satisfied project team work performance during implementation process human resource required was recruited in project in case of project were challenged, project team members knew exactly where to go for assistance. Regarding to technical task Specific project tasks were managed properly. "Relevance tree and brain storming" sessions was held to determine where problems were most likely to occur in project life cycles. Trouble shouting in immediate action were taken when problem occurred. Problem incase occurred were completely solved. Activities contained slack time of slack resources , could be utilized in other area during emergencies were known by member of the project team and team are satisfied with the process by which the project was implemented with different mean and SD. The study muchs the finding in the letratures with (Abeba, 2014). The clients were given the opportunity to provide input early in the project development stage with mean 1.69 and SD of 0.627. The results (decisions made, information received and needed, etc.) Of planning meetings were published and distributed to applicable personnel mean 1.69 and SD 0.627. Presentation of the project result has been developed for clients with mean 1.63 and SD of 0.594. The challenge and limitation of project have been discussed with the clients with mean 1.60 and SD 0.646. The way of project were discussed with clients with mean 1.60 and SD 0.600. Client acceptance there was adequate documentation of the project to permit easy use by the clients (instructions, etc.) Mean 1.60 and .600. Communication between project managers were standard and formal mean 1.57 and SD 0.554. Individuals/groups supplying input have received feedback on the acceptance or rejection of their input 1.51 and SD 0.558. Average mean 1.51 and SD .57 which emplied averagely each project was affected 15.1% with project implimentations with 5.7% deviation to the mean which related with the finding of (Girma, 2017) see (Table 4.15).

4.8 Project Monitoring & Controlling

The project Monitoring and controlling was measured by nine measurement scale score which was ranked in decending order according to their mean and standard diviation, the frist three measures are project team member awered and identfy the beneficial consequences to the project

performance with mean 1.63 and SD 0.641, all groups of project know how to make problems known to their project team and how to monitor and controls with mean 1.63 and SD 0.594 , looked for uncertainty of risk and controlling in project management practice with mean 1.57 and SD .604 and trouble shouting in immediate action were taken when problem occurred with mean 1.54 and SD 0.64 averagely with mean of 1.57 and SD .61as studied in literatures (Ermiyas 2013) refer(table 4.16)

Table 4.16 Project monitoring and controlling

Descriptive Statistics	N	Mean	SD	Rank
You were aware of and can identify the beneficial consequences to the organization of the performance of the project	70	1.63	.641	1
All groups affected by the project know how to make problems known to the project team	70	1.63	.594	2
In case of project were challenged, project team members knew exactly where to go for assistance	70	1.60	.600	3
"relevance tree and brain storming" sessions was held to determine where problems were most likely to occur.	70	1.57	.604	4
Trouble shouting in immediate action were taken when problem occurred	70	1.57	.604	5
You identify and looked for uncertainty of risk in project. Mgt	70	1.57	.604	6
Problem incase occurred were completely solved	70	1.54	.606	7
Which activities contained slack time of slack resources , which could be utilized in other area during emergencies were known by member of the project teams	70	1.54	.695	8
There is communication on project risk plan for uncertainty or risk	70	1.51	.558	9
Grand /Average mean and SD for all item measured		1.57	0.61	

Source : primery Data 2020

Project planning with mean 1.56 and standard deviation 0.67, which implies averagely each project performance, was affected by project planning by 15.6% with 5.8 deviations to the mean. Project leadership management with mean1.59 and standard deviation 0.65 which implies that averagely every project performance was affected by leadership by 15.9% with 6.5% deviation to the mean and Project monitoring and control with mean 1.57 and standard deviation 0.61 and Project Implementation management with mean 1.9 and standard deviation 0.71 which affects

and determine project performances in the studies (table 4.17) variables varied with high mean implied high effect on project performance and least mean implied least effect on project performance in descending orders, project leaders had high effect from the variables, variables in the study analysis assessing performance of project is not limited to golden triangle of project performance but also looking others variables are mandatory. In the study four variables are expressed with their mean and standard deviations and the finding was related with the study of (selam, 2017) refer the following (Table 4.17).

Table 4.17 Description of the four project management factors summery

	Mean	SD
Description of variables	Mean	Standard Deviation
Project Planning	1.56	0.58
Project Leadership management	1.59	0.65
Project Monitoring and control	1.57	0.61
Project Implementation management	1.51	0.57

Source: research data 2019/20

4.3. Variable Composite score development process

The study was conducted to find out what explain performance of NGO lead projects based on the attitude and opinion of technical and managerial staff of NGOs which have been implementing projects since the year 2015 to 2019. The attitude and opinion of respondents were measured using 54 project management related items and 7 project performance item. The PCA is the widely used methodology for grouping measurement items into component factors and to develop factor score which are uncorrelated to each other for further regression analysis. The first PCA was conducted for seven project performance measurement items as indicated hereunder.

4.3.1. PCA for performance

This factor analysis is statistical techniques used to minimize large number of variables to small number of variables which is known as factors. It is used to investigate observed and latent construct. Research deployed determinants of project performance that corresponds to perception of project team members. The test of variance, component matrix was conducted.

Table 4.18 PCA for NGO Project Performance Scale

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.830
Bartlett's Test of Sphericity	Approx. Chi-Square	268.219
	Df	21
	Sig.	.000

Source: Primary data 2020

Kaiser-Mayer-Olkin test ranges from 0 to 1 and test data above 5 indicate sustainability of data for factors analysis (Paschal, 2018). The test was conducted to determine respondent data for explanatory data analysis. The test was showed KMO=.83 indicated the analysis was sustainable. The Bartlett's test of spherisity showed the analysis was significant $x^2(21) = 268.22$, $p<.000$ (table: 4.16)

Table 4.18: Total Variance Explained

Total Variance Explained									
Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.096	58.513	58.513	4.096	58.513	58.513	3.647	52.098	52.098
2	1.128	16.110	74.623	1.128	16.110	74.623	1.577	22.525	74.623
3	.526	7.517	82.139						
4	.417	5.958	88.098						
5	.397	5.671	93.769						
6	.291	4.156	97.925						
7	.145	2.075	100.00						
Extraction Method: Principal Component Analysis.									

Result of total variance explained and variable showed in the tables indicated that two factors explained 76% of total variability. Compared the other factors (table 4.17) the two factor revealed greater Eigen value greater than 1 indicating they need to be considered as separate factors explaining 58.51 & 16.11% of total variability respectively. According to pinto (1987) factors with cumulative variance greater than 10% is considered high variability while some of project would not completed on quality.

Table 4.19 Rotated Component Matrixes

Rotated Component Matrix[a]		
	Component	
	1	2
The project has completed according to budget allocated	.861	
The project has directly benefited the intended users either through increasing efficiency /effectiveness	.857	
Project was used by intended client	.823	.366
Important client has directly affected by the projects	.796	
Project has completed according to required quality	.669	.464
The project has completed on time	.642	.542
Your project was succeeded in the area during 2015 to 2019		-.915
Extraction Method: Principal Component Analysis. *Rotation Method: Varimax with Kaiser Normalization.*		
a. Rotation converged in 3 iterations.		
Extraction Method: Principal Component Analysis.		

The PCA was conducted to construct project performance score from the seven measurement item which had been used to obtain respondents perception on project performance. The resulted rotated matrix showed a tow factor solution but the final scale considered only factor 1 because the second factor had only one item with high factor loading. The retained component had six factors with highest loading. The consistency of items in reliability and in the score construction indicated the reliability and validity of the constructed project performance score.

Component matrix analysis revealed potentiality of variables in the extracted factors based on their explained variability. The project has completed according to budget allocated 0.861. The project has directly benefited the intended users either through increasing efficiency /effectiveness 0.857. Project was used by intended client 0.823. Important client has directly affected by the projects 0.796. Project has completed according to required quality 0.669. The project has completed on time 0.642. All variable were observed to attribute high variation on the factors analysis were implying on determinants of project performance

4.8.1 PCA for Project Management Performance

PCA was also used to construct the score of independent variables. The individual factor analysis conducted for each independent variable resulted in a single component, except one which accounted significant amount of variation in the data set and had high factor loading. This supported the high internal consistency of measurement items obtained from reliability test. To examine the validity of factors a correlation analysis had been conducted.

Validity referes to the extent to which the data collection inistrument measures what its supposed to be measured. Mugenda(2003) define validity as the ablity of measuring inistrument what was intend to be measured. Researcher emoloyed peerson correlation matrix to investigate relation ship between dependent and indipendant variables in order to check validity of the inistruments. Which was the result showed strong positive correlation between dependent and indipendent variables thus all predictores were observed at significant relationship, two tailed (P<.000) at 0.01and 0.05 level.

Correlation and regression analysis are deal with relationship among the variables. Correlation coefficient is measure of linear association between two variables. The values of correlation coefficient are always between -1 and +1. Correlation coefficient -1 indicates the variables are perfectly related in positive sense. While -1 indicates the variable are perfectly negative in the negative sense and 0 values indicate the two variables have no linear relationship. The results of the correlation analysis indicated significant strong correlation among the factor scores of independent variable scales which showed lack of covariance validity and all the sub scales of project management practices were viewed as having similar implication on the project performance (Kothari, 2004) It is therefore the dimensions of project management shall be

reduced by checking possibility of merging strongly correlated variables and then reduced to four independent and 1 dependent variables.

Table 4.20 Correlation Test _ for validity

		Project Performance	Project Leadership Practice	PIMP	Project MOE	Project planning
Project Performance	P. Correlation	1	.537	.461	.395	.297
	Sign.	.000	.000	.000	.000	.000
P_ Leadership Practice	P. Correlation	.837	1	.551	.352	.420
	Sign.	.000	.000	.000	.000	.000
PIMP	P. Correlation	.861	.551	1	.929	.637
	Sig.	.000	.000	.	.000	.000
P_MOC	P. Correlation	.795	.652	.529	1	.307
	Sig	.000	.000	.000	.	.000
Project planning	P. correlation	.897	.520	.637	.707	1
	Sign	.000	.000	.000	.000	0.000

The correlation analysis for the study of Project performance variables was significant at (p<.000). It was revealed that there is strong positive linear relationship between project leadership r (0.837, p, .000), has positive correlation and significant effect with project performance, Planning r (0.897, p<.000), implies project planning has strong positive relationship and significant effect on project performance, project implementation, r (0.861, p<0.00) and has strong positive correlation and significant effect on project performance and Monitoring and Controlling r (0.897, p<0.000) has also strong positive correlation and significant effect on project performance and result showed independent variables also shows has positive correlation and significant effect at p<.000 thus the finding has collinear and can seem with few studies in Ethiopia Mekdis (2017) and (Kedir and Deresse, 2018) who founds and established correlation between the variables.

4.9 Assumption of multiple linear Regressions

Multiple regression test techniques are employed to identify linearity of data. It requires testing scatter plots between variables and looked for existence of multi co linearity. The independent variables are not related among themselves at every basic level, which can be tested by computing the correlation coefficient between each pair of independent variables. Researcher tested essential assumption on normality, linearity, scatter plot, and multicollinearity

4.9.1 Linearity between dependent and independent variables

This test is targeted to establish relationship between the outcome and predictors to assume the result bias. Multiple regressions determine relationship between dependent and independent variables, when relationship is linear (Kedir and Derrese, 2018). Researcher used person correlation to determine relationship between the variables.

Table 4.21 Correlation Test for Linearity

		Project Performance	Project Leadership Practice	PIMP	Project MOE	Project planning
Project Performance	P. Correlation	1	.537	.461	.395	.297
	Sign.	.000	.000	.000	.000	.000
P_ Leadership Practice	P. Correlation	.837	1	.551	.352	.420
	Sign.	.000	.000	.000	.000	.000
PIMP	P. Correlation	.861	.551	1	.929	.637
	Sig.	.000	.000	.	.000	.000
P_MOE	P. Correlation	.795	.652	.529	1	.307
	Sig	.000	.000	.000	.	.000
Project planning	P. correlation	.897	.520	.637	.707	1
	Sign	.000	.000	.000	.000	0.000

Source: from own primary data, 2020

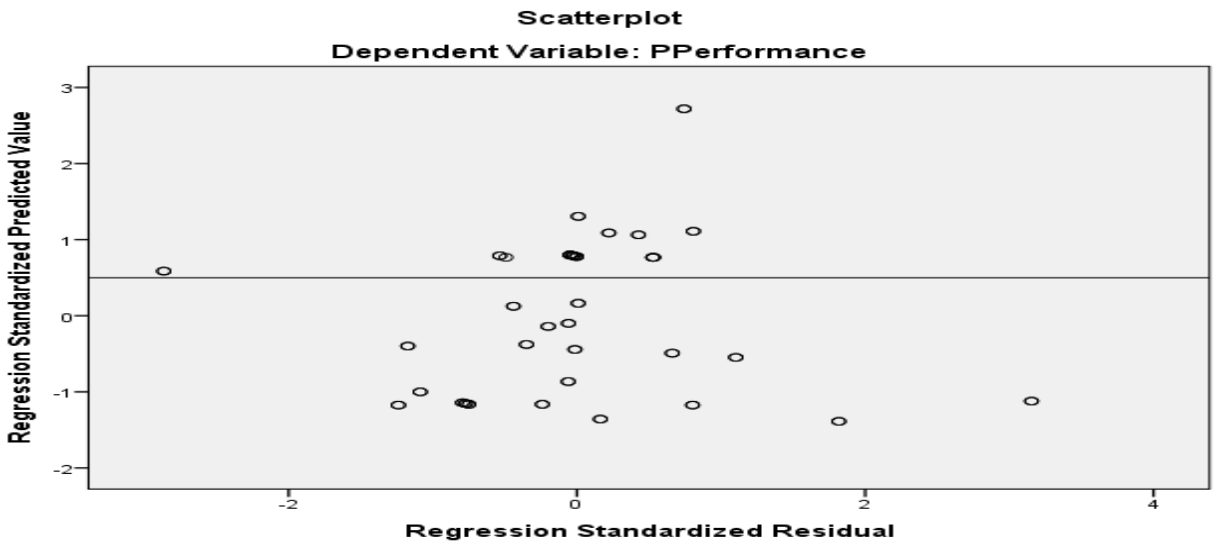
In the above table another correlation analysis was conducted for five variables to check relationship with dependent variable. All variables were observed to have significant relationship with project performance (p<.000). It was revealed that there is strong positive linear relationship between project leadership (r (70) =.837, p=.000), project implementation on project performance (r (70) =.861, p=.000), project monitoring and controlling and project performance (r (70) =.795, p=.000), Project planning and project performance (r (70) =.897, p=.000)

4.9.2 Homoscedasticity Assumption

Osborne and Waters (2002) describes homoscedasticity occurs when there are equal variance errors across all levels of predictors variables. Conversely, Osborne & Waters (2002) suggests testing the assumption by plotting standardized residuals versus standardized predicted value.

A scatter plot of residuals against predicted values evaluate presence of **homogeneity of variance** assumption. It was met, which was expressed by absence of pattern to the residuals plotted against the predicted values.

Figure 4.1 Scatter Plot to test to detect homoscedasticity



Source: Primary Data 2020

The assumption was fairly met as the residuals were depicted scattering around horizontal line giving even distribution (figure above) Violation of homoscedasticity can be detected when the scatter is not even or providing fan, and butterfly shapes (Osborne & Waters, 2002)

4.9.3 Multiple Linear Regressions Analysis

Table 4.22 Model Summery Regression

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					df1	df2	Sig. F Change
1	.916[a]	.839	.826	.41699838	5	64	.000
a. Predictors: (Constant), PIM, P_MOE, Project planning, P_ Leadership							

Source: From primary Data, 2020

Table 4.23 ANOVA Regression

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	57.871	5	11.574	66.562	.000[b]
	Residual	11.129	64	.174		
	Total	69.000	69			
a. Dependent Variable: Project Performance						
b. Predictors: (Constant), PICM, PCRMOE, Project planning, PIMP, mgt sup & competency						

Source: From primary Data, 2020.

The independent variables in the model explained 83 % of the variation on the dependent variable. In general it was found that the model has very strong prediction of the ability. Thus factors have great effect on determining project performance (table 28). The result model fitness test showed that the multiple linear regression model employed for project performance and management practices was statistically significant F (5, 64) = 66.56, P<.000), (table: 29). The result is closer to Ermiyas (2013) who studied determinants on effectiveness of project performance in NGO that explained factors 88% of variation of project performance. Similar finding was also obtained by Mekdes (2017) in which 92% of project performance was explained

by project management practices. For this reason it was concluded that those described factors has strong significant relationship to project performance.

Table 4.24 Coefficients –Regression

Coefficients		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model						
		B	Std. Error	Beta		
1	(Constant)	7.90	0.48		16.35	0.000
	P_ Leadership	0.67	0.06	0.80	1.52	0.130
	P_ Planning	0.73	0.11	0.83	7.51	0.000
	PIM	0.16	0.10	0.26	2.54	0.010
	P_MOC	0.32	0.06	0.42	7.16	0.000
a. Dependent Variable :Project performance						

Source: primary data, 2020

The finding indicate that top management support in leading project with (Beta =.80, P<.000), project planning (Beta =.83, P<.000), project implementation (Beta =.26, P<0.010), project monitoring and controlling (Beta = .42, P<.03), were statistically significant predictors (table 4.24) which the finding results support the study of (Paschal, 2018). The null hypothesis (pre determined) Ho= B1=B2=B3=B4 but Alternative hypothesis H1 =B1 ≠B2 ≠B3 ≠B4 one can check from this Regression equation. Y =a+b1x1+b2+x2+b3x3+b4x4+e

CHAPTER FIVE

DISCUSSION OF FINDING

5.1 Socio demographic charecteristics

5.1.1 Age

Most of respondents ages were bellow 47 years implies most of the study population are young who had undertaking project implimentation and leading a projects as studied in various letratures in Abdulaziz(2014) in study relating age, experiance and work performance in Non governmental organizations.

5.1.2 Sex

From all respondents majority of them were males 65% low number of female which shows gender imbalance in Non Governmental Organiztions. Project like health, education,agricaltural and financial based NGO projects workers tends to have large number of male than females at district level specially feild officer inversly as stated in (Paschal 2019) study that founds most of male involved in public project at higher level leading on top management levels who studied project success.

5.1.3 Year of Experiance

Year of experiance is essential in dettermining project performance and success. Intis studies most of respondants had lessthan 10 year experiance with 42 percent. The studies in line with (Abdulaziz, 2014) who studied on project performance in Non governmental organization in Kenya was comes with the finding 66.7% of NGOs Population were responded as they had lessthan 5 year experiance in the organization. Similar studies conducted by (Paschal 2018) states in his publication most successful manageres lead the project to the effectiveness and success are those had high experiance in the organization.

5.1.4 Current Designation

The respondents was asked their current designation in their organization that includes field officer, financial manager and accountants, senior project managers and branch managers of

different project organizations. The respondents had to identify which current designation they belong to when the study was conducted. The studies finding indicates that most of them 63% of respondents are field officers which supported in this study by the literatures (Paschal 2018).

5.2 Determinants of NGO project performance in seka chekorsa district

The finding indicates different variables are affecting different project performance. The golden triangle of project performance was essential factors in affecting project performance and success. Whether the project was managed effectively in sated time, budget and quality they had responded properly which shows project had performance problems. The study findings also indicated that project leadership support and planning was a key determinant of performance of NGOs projects in seka chekorsa districts. It was described that project planning/scheduling and implementation is not a one time activities rather repetitive action in project lifecycles for every member of the project team to have common set of missions and strategies to lead to high project performance or success. The findings imply that communication is very crucial in conveying information to all the stakeholders and thus enhance project performance and its success. Additionally other factors of project performance were determined by the analyzing different variables such as top management support (project leaders, project planning, project implementation and project monitoring and risk controlling, the studies also assess the capability of team member in trouble shouting when problem occurred in different projects which affects project performance in different sectors of Seka Chekorsa districts.

5.3 Project planning

The letratures of project management and finance sates project planning including identfies, document,assigning project role, responsiblities , human resource required, input required for project implimentation, tool and techniques, expected output and reports. Your org have human resource plan. Based on the respondants information in this studies the basic goals of the project were made clear to the project team which was supported in project planning. The sated goals of the project were aligned to the general goals of the organization and detailed plan (including time schedules, budget, milestones, manpower were incorporated in project schedule plan and Statement of project mission were clearly known by respondants in seka chekorsa districts which was suppoted in the letratures “the planning stage of their project is inviting participation of

community members and local government officials which help to invest in project and sustainability when NGO complete their stays. ” (Ermiyas, 2013) who studied factores impact effectiveness of internatiinal NGOs in Ethiopia.

5.4 Project leadership

The finding shows that top management support given from senior managers was support the project performance in seka chekorsa district and collaborates with project manager team to ensure project success and project effectiveness or performance with necessary financial, human resources and material support. It’s not limited on material support but also giving necessary technical support and guidance’s, regarding to any change in technical, conceptual, policy and strategies both in local and international NGOs. Competent project manager or personnel and project team commitment plays essential part or role in project performance. If manager possessed adequate administrative skill, technical skills and managerial training, interpersonal, the ability to motivate team members and maintain a cohesive project team and maintained a high profile /visible and involved/ on the project team and it has chances for success of the project. On the other hand project top management support measured routine management support, based on their authority and responsibility. The composition top project management support measures and proper responsiveness of management has direct effect on project performance.

5.5 Project Implimentation

Stake holder involvement in the project performance can greatly affect projects performance in seka districts.. Involvement of all stakeholders in planning monitoring and evaluation of the project can be assumed as it is motivate team to accomplish and achieve better result in project performance. The finding concludes in whether project become success or failed it is essential to involve stakeholder in project lifecycles from planning up to completion and handovers or closing.

5.6 Project Monitoring and Controlling

From the studies it possible to conclude that monitoring and evaluation in project life can enhance project performance and success. Frequent monitoring and evaluation in project affect project performance when problem and defaults occurred solution can be taken timely. The analysis of mean variance shows monitoring and evaluation can strongly affects project performance. The finding suggests that sufficient and effective communication in project affect project performance. Communication in Project were used as vital because every implementation of activities in the project requires communication either individually or in group between managers and team or between internal project organization or external project organizations.

5.7 Conclusion

Based on the finding to improve and enhance project performance effective project management practice should be adopted in any projects. The study concludes top level management were strongly affect project performance and the analysis support this with evidences and to have best project performance and success one have to give full management support to the project to ensure project goal and objectives. The finding support with evidence project schedules affects project performance thus project managers and team to have standard plan for all activities or work breakdown structures. The studies conclude that team communication affect project performance and project team have to facilitate and ease communication between team to effectively manage projects performance. Highly competent project managers and project team spirit can positively affect project performance and is essential to every projects effectiveness and performance.

The finding further concludes stake holder involvement encouraged to participate team in every stage of projects to increase motivation of team members which greatly affects' project performance The finding also concludes monitoring and evaluation affects project performance and have positive significant effect and it is key determinants of project performance when work activities are not done as planned then corrective action are required timely

5.8 Recommendation

This studies mainly focus on determinants of project performance in nongovernmental organization through the views of various stakeholderes which the results helps to drow the following recomendation for the cliants and NGO's

- ✓ Performance problems faced in different NGOs arround health sectores, education office, development office and etc need government agencies should strongly coorporate with NGOSto over come project performance factores and meet different need, supply and medical equipment , providing training , strengthning education service quality through grant support and other projects working in charity and relief by identfying different factors,
- ✓ Also, development sectores organization have properly consider determinants of project performance and its measure beyond cost, time and quality measures , they should adapt technological uses in identfying those factores.
- ✓ Identfication of determinants of project performance is not limited to NGOs responseblity so, it should be done by the joint cooperation amang stakeholderes in all project lifecycles.
- ✓ Additionally sectores organization should practice technological addaptablity in identfying detterminants of project performance and monitoring practices.
- ✓ Government and NGOS should balance gender balance by promoting females participation while recruting and sellection of Project team.

5.9 Area needs Further Studies

Researcheres didnt adress all factores such as plotical effect, geographical and policy factores which are not incorporated in the studies for this reason it is the hope of researchers to put this point for further studies in the futures.

The studies suggest that since the study was conducted only in one district, there is need to carry out similar study in other districts of the zone to compare the findings. And also by adding safficient samplesize including beneficiaries and other required stake holderes to represent and generalize the NG organizations.

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Questionnaires

Jimma University College of Business and Economics

Introduction:

1. Questionnaires prepared to assess Determinants of project performance in NGO at seka chekorsa distract, Jimma Zone Oromia regional state, December through June 2019.
2. Respondents are expected to answer question by themselves at best on their knowledge and practice;
3. The interviewer should make sure that all questions are through when the interview is over

Consent:

This study are conducting by Mahammad Jafar students of Jimma University, Buseness and Economics college for partial fulfillment of the requirement for the second degree in project management and finance in weekend program and the questionnaires were prepared for project managers, accountant, field officer and team member, for the studies entitled as'***Determinants of project performance in NGO at the seka chekorsa district***'. The results of this survey will be used for academic purpose only. You have been selected for the interview by means of a random or chance selection process. I would like to ask you a few questions. The information we collect from you will not be shown to anyone outside of this project. I kindly request you to respond each question patiently, all information you will give us is strictly confidential

Questionnaires:

Part: One, Respondents background characteristics

Direction: - choose and circle one best response from the given choice.

1. Respondent age boundary in year_____
   A) 18-28 B) 29-38 C) 39-49 D) 49-58 E) >59
2. Gender A) Male B) Female
3. What is your educational status A) Diploma B) Bachelors degree C) Masters Degree D) Doctorate degree E) Others please specify if any _____

4. What is your work experience? A) 0-5 year B) 5-10 C) 10-15 D) >15
5. What is your current designation within the organization/Program?
   A) Senior PM B)Branch Manager C) Accountant D)Field officer F) other if any___
6. Your project organization type A. local NGO B. International NGOs.

Part: Two

In the following section you are required to respond by placing a check mark (√) under the selection of your choice besides each listed factor.

Project performance as defined by the Project Management Institute is the extent to which the project meets specific objectives within the constraints of resources, time, and objectives as defined by the project stakeholders. The following factors are used to measure project performance

S. No	Respond by placing a check mark (√) under the selection of your choice	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	a) Project Performance measure					
1)	The project was used by its intended clients.					
2)	The project has directly benefited the intended users either through increasing efficiency or employee effectiveness.					
3)	The project has completed effectively with on time.					
4)	The project has completed according to the budget allocated efficiently.					
5)	Your project was succeeded in the area during 2015 to 2019					
	b) Project Leadership/ Management Support					
6)	TLM supported team in a crisis					
7)	TLM support you routinely					
8)	TLM is responsive to the requests for additional resources, when the need					

9)	TLM shared responsibilities with project team for ensuring the project's success					
10)	The project leader maintained a high profile (is visible and involved) on the project team					
11)	Adequate technical and /or managerial training were given					
12)	The project leader has the ability to motivate team members and maintain a cohesive project team.					
13)	You understood on the degree of authority and responsibility management for the project.					
14)	The project engineers/managers and other technical people were competent					
15)	The project leader maintained a high profile which is visible and involved on the project team					
c) Project Plan						
16)	Key personnel needs (who, when) were specified in the project plan.					
17)	You have project schedule plan					
18)	Statement of project mission were clearly known in the planning					
19)	You have plan for uncertainty of risk in project. Mgt					
20)	Your org have human resource plan					
21)	There was a detailed plan (including time schedules, budget, milestones, manpower					
22)	You have project monitoring and evaluation plan					
23)	There is communication on project risk plan for uncertainty or risk					

	Project implementation					
24)	You are satisfied project team work performance during implementation process					
25)	Human resource required was recruited					
26)	In case of project were challenged, project team members knew exactly where to go for assistance					
27)	Regarding to technical task Specific project tasks were managed properly					
28)	"Relevance tree and brain storming" sessions was held to determine where problems were most likely to occur in project life cycles					
29)	Trouble shouting in immediate action were taken when problem occurred					
30)	Problem incase occurred were completely solved					
31)	Which activities contained slack time of slack resources , which could be utilized in other area during emergencies were known by member of the project teams					
32)	You are satisfied with the process by which the project was implemented					
33)	The clients were given the opportunity to provide input early in the project development stage					
34)	The results (decisions made, information received and needed, etc.) of planning meetings were published and distributed to applicable personnel.					
35)	Presentation of the project result has been developed for clients					
36)	The challenge and limitation of project have been discussed with the clients					
37)	The way of project were discussed with clients					

38)	Client acceptance there was adequate documentation of the project to permit easy use by the clients (instructions, etc.).					
39)	Communication between project managers were standard and formal					
40)	Individuals/groups supplying input have received feedback on the acceptance or rejection of their input					
41)	You are satisfied project team work performance during implementation process					
	Monitoring and Controlling					
42)	You were aware of and can identify the beneficial consequences to the organization of the performance of the project					
43)	All groups affected by the project know how to make problems known to the project team					
44)	In case of project were challenged, project team members knew exactly where to go for assistance					
45)	"relevance tree and brain storming" sessions was held to determine where problems were most likely to occur.					
46)	Trouble shouting in immediate action were taken when problem occurred					
47)	You identify and looked for uncertainty of risk in project. Mgt					
48)	Problem incase occurred were completely solved					
49)	Which activities contained slack time of slack resources , which could be utilized in other area during emergencies were known by member of the project teams					
50)	There is communication on project risk plan for uncertainty or risk					
51)	You were aware of and can identify the beneficial consequences to the organization of the performance of the project					

Thank You! For responding!