

Factors Affecting Project Implementation in Local Non-Governmental Organizations (NGOs) Within Local Capacity Development Project.

A Thesis Submitted to the School of Graduate Studies of Jimma University in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Business Administration (MBA)

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Abstract

The main objective of the study was to assess those factors that affect project implementation in local NGO's within local capacity development program in the case of Ethiopia. This study has tried to identify those internal and external factors that affect project implementation taking the case of 98 local NGOs within the local capacity development program in the case of Ethiopia as a sample representative. To this end, a descriptive research design was used where out of the total 543 employees 232 employees were involved in order to provide a primary data using a self-administered questionnaire with 178 responses. Once the questionnaire items are tested for their reliability i.e. internal consistency, data analysis was conducted using both descriptive statistics (such as frequency and percentage) and inferential statistics (such as correlation and regression using OLS method). The appropriate software package that is used for data analysis was SPSS Version 21. Accordingly, the research finding has shown that project implementation at local NGOs of Ethiopia is influenced by factors such as training, communication, fund requirement, donor requirement, and government requirements. But, out of all these factors, the three top determinant factors are training, fund requirement and donor requirement. Also, the researcher has recommended among many other things, Stakeholder involvement in project implementation, monitoring and evaluation, teamwork commitment, leadership, joint planning, learning and accountability that the local NGOs need to work intensively. Also, it is advised that wholistic and diversified investment projects need to be implemented by the NGOs and donors other than confining only to very few sectors only.

Key words: NGO, Project, Project Management, Project implementation, Factors

Student's Declaration

I hereby declare that the work in this thesis is my own except for the quotations and summaries which have been duly acknowledged. The thesis has not been accepted for any degree and is not concurrently submitted for award of other degree.

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Certificate

This is to certify that student Seble Girma has carried out her research work on the topic entitled “**Factors Affecting Project Implementation in Local Non-Governmental Organizations (NGOs) Within Local Capacity Development Project**” under my supervision as university advisor.

Chalchissa Amenti (Ph.D.)
02/06/2020

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Figure 1: Research **Gap**

Since there are gaps on the literature in general and at development sector in project implementation, the researcher believes that this study was very timely in order to fill these identified knowledge, literature, and local specific factors gap. Besides, it was found very important to know whether these identified factors are influencing the project implementation practice as pre the specified goal.

Also, this study has added two variables namely Government and donor requirements and tried to see their effect of project implementation as opposed to the literature the researcher reviewed.

Accordingly, this study intended to fill the knowledge gap of those internal and external major factors that affect project implementation by local NGO' that are found in Ethiopia and operate within Local Capacity Development Project.

2.1. Knowledge gaps

International Institutions (IIs) and INGOs have been investigated in the international literature by several disciplines, from international relations to the political sciences. At the same time, it appears evident that these organizations underwent, and are still undergoing, paradigmatic transition from an administration to a management model, like domestic public and nonprofit organizations (Missoni and Alesani 2014). It noted that a managerial approach to International Organizations (IOs) only recently started surfacing and there still exists lack of systemization of emergent practices and experiences in relational to project management and implementation. Local NGOs project management framework needed to be modeled around global standards and best practices by addressing the current project implementation challenges and setting up supporting structures and systems which are not currently adequate to match the demands and needs of different stakeholders at all levels. This might be realized by addressing managerial, structural, technical and factors related to donor policies and practices as relates to project implementation in the local NGOs context.

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ACRONYM

CDP	Capacity Development Plans
CIDA	Canadian International Development Agency
ID	International Development ID
IDA	International Development Association
IGA	Income Generating Activity
IPSAS	International Public Sector Accounting Standards
LCD	Local Capacity Development
LIP	Local Implementing Partners
LNGO	Local Non-governmental Organization
NGOs	Non-Governmental Organizations
OCA	Organizational Capacity Assessments
ODA	Official Development Assistance
OECD-DAC	Organization for Economic Co-operation and Development's Development Assistance Committee
SPSS	Statistical Package for Social Science
USAID	United States Agency for International Development

CHAPTER ONE

INTRODUCTION

1.1 Background of The Study

Projects remain the instruments of choice for policymakers in national and international development. In Africa and other third world countries, development projects play a great role in providing basic social services such as infrastructure building, provision of basic education, agricultural extension, raising public awareness on different development issues such as gender equity, environmental protection. Development projects aim at filling development gap where governments fall short. However, the poor performance of projects and the disappointment of project stakeholders and beneficiaries are always apparent and common in numerous projects (Kwak, 2002)

Projects and project management have always been present in the field of International Development (ID). The traditional approach to ensure that aid is spent properly is through projects. Despite a shift since the mid-1990s from the long-time prominent project approach to the currently dominant program approach, project management is still important. Indeed, projects are relevant in developing countries with weak institutional capacity, as a program approach would require that countries show some managerial and organizational maturity (European Commission, 2007; Ika et al., 2010; JICA, 2006; World Bank, 1998).

Many projects are implemented in a managerially, economically, and politically different context from those in developed countries. This is particularly the case of international development (ID) projects funded by ID agencies, especially multilateral ones, like the World Bank, the United Nations, and the European Union, and bilateral ones, like the United States Agency for International Development (USAID), the Canadian International Development Agency (CIDA), French Cooperation, and many other governmental and nongovernmental organizations. They deliver goods or services that are intended for public use. These projects include small, medium, large, and extra-large public projects and cover all sectors of developing countries in sub-Saharan Africa, North Africa, the Middle East,

Southeast Asia, Central and Latin America, and Central Europe. These sectors typically include infrastructure, utilities, agriculture, transportation, water, electricity, energy, sewage, mines, health, nutrition, population, and urban development; they also increasingly include education, environment, social development, and reform and governance (Diallo & Thuillier, 2004, 2005; Youker, 2003).

According to the World Bank, the project failure rate in African countries was over 50% by the year 2000 this was according to Meltzer Commission Report, 2000. Kwak (2002) points out that in most cases World Bank projects fail to achieve their goals due to problems that could be termed as managerial and organizational issues. Specifically, managerial and organizational issues can further be broken down into imperfect project design, poor stakeholder management, delays between project identification and start-up, delays during project implementation, cost overruns, coordination failure, and so forth (Youker, 1999; Fortune & White, 2006, 2000; Gunawan& Ahsan, 2010).

Ethiopia has been one of the major recipients of international aid in recent times. The International Development Association (IDA) is Ethiopia's largest provider of official development assistance. IDA has committed over \$20 billion to more than 80 projects in Ethiopia since 1991, most notably for education, water and sanitation and roads.

According to OECD-DAC statistics, net Official Development Assistance (ODA) to Ethiopian amounted to US\$3.26billion in 2012, making it the 5th largest recipient among 169 aid receiving developing countries. This is the official aid channeled through bilateral and multilateral relationships with international donors and agencies. In addition to this, there is substantial amount of money remitted through unofficial channels through NGOs, which commonly referred to as channel Three (OECD, 2012).

However, as the main implementer of these development projects, Non-Governmental Organizations (NGOs) fails to show the project success factors i.e. the iron triangle (cost, quality and time). USAID Ethiopia has goal of 30% of its funds to go to projects implemented by local organizations in Africa but only 2% of these funds are directly given for the local NGOs due to poor project implementation practices which were supposedly

caused by the lack of capacity of these organizations in terms of training, resource/fund, top management commitment, communications, government and donor regulations. (USAID Forward, 2014) Specifically, the nature of project practice and factors affecting the practice within development project has been the subject of description and limited analysis in recent years. Thus, this research has tried to give deep emphasize on the project implementation practice and factor affecting in NGOs in Ethiopia.

1.2 Statement of The Problem

In Africa and other third world countries, development projects play a great role in providing basic social services such as infrastructure building, provision of basic education, agricultural extension, raising public awareness on different development issues such as gender equity, environmental protection. Development projects aim at filling development gap where governments fall short. However, the poor performance of projects and the disappointment of project stakeholders and beneficiaries are always apparent and common in numerous projects (Kwak, 2002)

However, many projects often fail in the implementation stage and they do not meet the local people's needs (Project Management Institute, 2008). This is because in most cases these projects even after being well thought in the conception stage, but major discrepancy usually arise between what was planned and the actual implementation. During the implementation of projects, disconnect may arise between commitments made at different levels and actual implementation on the ground. These commitments are designed to achieve the projects' desired results and would determine the success or failure of the projects. The success of any project can be defined in terms of several things and this includes timeliness, working within the budget and meeting stakeholder's expectations. Likewise, failure of any project failure would entail several things which may include: lateness of the project in terms of not adhering to the initial schedule, cost ineffectiveness dissatisfied stakeholders and failure to be accountable.

In the past a lot of research undertaken partially addressed the factors that contributed to project failure in general. Much of the research was mainly focused on what causes

delays in project implementation and cost overruns. Alajoutsijarvi (1996), focused on the time and cost overruns in the power projects in Kenya and attributed project failure to factors ranging from delayed payments to contractors, client, delay in disbursement of funds by financiers to the approval of the project by the technical people. Arrowsmith (1998) in analyzing project failure factors for Kenya Railways projects, identified poor communication, little experience of the project manager late procurement of equipment, lack of training of project managers and slow project selection methods has being the major causes of project failure.(Sumner, 1999) studied project failure in the context of cost and attributed it to poor communication among the client and the project team members, inadequate financial resources, lack of motivation, tendering methods and poor project definition and project organization, environmental conditions, quality of project management, lack of proper project definition and infrastructure.

Joe, (2016) concluded that when there is no adequate funding, overall performance of the project is impacted negatively and objectives not met for projects in HIV/AIDS services in Nairobi County, stakeholder involvement directly influences and effective planning promoted the performance HIV/AIDS projects in Nairobi County, Project leadership type and style as well as organizational leadership and existence of a team structure influences the performance of health projects working in HIV/AIDS services.

Girma (2017), in analyzing the sustainability beyond donor support of the chosen case study project, at the project deliverable/outcomes level and showed project deliverables and outcomes recommended at out set for sustainability were found to be virtually not sustained and requires the institutions and other stakeholders' effort to revitalize the situations.

In Ethiopia, as far as the researcher knowledge is concerned, there are only few studies conducted regarding project implementation in development sector to the knowledge of the researcher. Besides, those studies were not on at organization level but on a single project. For instance, some of the studies were emphasized on specific project (Selam, 2017), Project implementation in construction (Belete, 2017, Dagnachew, 2017, Dawit, 2017, Deginet, 2017, Fantaye, 2017, Kalkidan, 2017, and Rahel, 2017). Moreover, the

methodology of study conducted by Selam (2017) and was descriptive and it doesn't show the relation between the factors that influence the project implementation. Thus, this research tried to fill this gap by using both descriptive and inferential statistics.

Therefore, since there are gaps on the literature in general and at development sector in project implementation, the researcher believes that the study was very timely in order to fill these identified literature, and local specific factors gap. Besides, it was very important to know whether these identified factors are influencing the project implementation practice as pre the specified goal.

To this end, this study has tried to identify those internal and external factors that affect project implementation taking the case of local NGOs that are found in Ethiopia within their local capacity development program as a sample representative.

1.3 Objectives of the study

1.3.1 General Objective

The primary objective of the study was to identify major factors that affect project implementation in local non-governmental organizations (NGOs)

1.3.2 Specific Objective

The specific objectives include:

- A. To assess the effect of training on project implementation undertaken by local Non-Governmental Organizations (NGOs)
- B. To examine how communication affects project implementation of projects undertaken by local Non-Governmental Organizations (NGOs)
- C. To identify effect of fund management on project implementation of projects undertaken by local Non-Governmental Organizations (NGOs)
- D. To assess how various donor requirements affects project implementation of projects undertaken by local Non-Governmental Organizations (NGOs)
- E. To assess how various government requirements affects project implementation of projects undertaken by local Non-Governmental Organizations (NGOs)

1.4 Scope of the study

This research was conducted on the implementation stage of projects undertaken by local nongovernmental organizations in Addis Ababa, Ethiopia. That is, it was limited to only the local NGOs. Hence, the target population of the research were all 98 local NGOs within the USAID Local Capacity Development (LCD) project. The study investigates major project implementation factors that are presumed to have effect on NGOs under study. As the study was conducted for a short period of time respondents from these organizations have been selected using scientific methods in order to make detail analysis of the research questions by the researcher. The study was conducted using both descriptive and explanatory research design presenting the results using descriptive and inferential statistics. The population was sampled to get a representative sample. The study was also enclosed in five specific areas of study. These areas were; training, communication, fund requirement, government and donor related issues in project implementation and how they influence project implementation in local NGOs.

1.5 Research Question

Therefore, this study has tried to address the following major research questions:

- ❖ What effect does technical skill and training have on project implementation of projects undertaken by local Non-Governmental Organizations (NGOs) within local capacity development program?
- ❖ How does communication affect implementation of projects undertaken by local Non-Governmental Organizations (NGOs) within local capacity development program?
- ❖ What effect does funding has on implementation of projects undertaken by local Non-Governmental Organizations (NGOs) within local capacity development program?
- ❖ How do various donor requirements affect implementation of projects undertaken by local Non-Governmental Organizations (NGOs) within local capacity development program?

- ❖ How do various government requirements affect implementation of projects undertaken by local Non-Governmental Organizations (NGOs) within local capacity development program?

1.6 Significance of the study

The findings of this research are believed to benefit stakeholders such as the management of local NGO's, government and donor organizations as well as many researchers in understanding the negative and positive impacts of the factors affecting project implementation identified and devise alternative tools to manage them.

1.6.1 Management of local Non-government Organizations

The research study has undertaken to identify and explore significant factors that affect implementation of projects undertaken by local Non-Governmental Organizations (NGOs) within local capacity development program thus providing knowledge to managers of the studied organizations that would help them to make better decisions regarding implementation of projects in their organizations.

1.6.2 Government and donor organizations

The research study undertaken would provide government in how to better support the NGOs in terms of legal regulation and requirements that affect their project implementation practice and provide donors on how to better communicate their requirements and initiatives to their implementing partners (NGOs).

1.6.3 Other researchers

The research study undertaken in this paper would provide other researchers and scholars with knowledge on the implementation of project in the NGO environment in Ethiopia that has not yet been adequately covered in terms of research.

1.7 Description of Study Area

USAID-funded Local Capacity Development (LCD) project in Ethiopia, has built and has continued to strengthen organizational capacity for USAID/Ethiopia's local implementing partners (LIPs) in financial management, project management, monitoring & evaluation, and sustainability. The primary goal of LCD was to strengthen the management capacity of LIPs so that they adopt strong systems which are fully compliant with USAID's grant requirements.

This was to ultimately create a pool of qualified, USAID-ready local organizations that are eligible to receive, and capable of managing, future USAID program funds as well as funding from other donors and sources. This is in line with USAID/Ethiopia's goal and USAID's Local Solutions initiative to provide 30% of its program funds directly to local organizations over the next few years.

Working closely with the local partners, Kaizen conducts Organizational Capacity Assessments (OCAs), creates actionable Capacity Development Plans (CDPs), and provides training, technical assistance, and mentoring to over 100 LIPs, a number that is growing as LCD scales up its services. Out of the 111 LIPs, 98 of them are local NGOs working in Addis Ababa, Ethiopia. (Local Capacity Development Suggest Approaches, 2019). These organizations are selected by USAID based on pre-set criteria under organization capacity assessment considering their organization size including the number of employees, number of projects managed, compliance with government regulations, years of service and the like and this was considered important in identifying factors affecting project implementation and the level how each factor affects organizations with similar background and operational experience.

1.8 Definition of terms

Project: It is a temporary group activity designed to produce a unique product, service or result.

Project Implementation: This is the stage where all planned project activities are put into Action

Non-Governmental Organizations: commonly referred to as NGOs, are usually non-profit and sometimes international organizations independent of governments and international governmental organizations (though often funded by governments) that are active in humanitarian, educational, healthcare, public policy, social, human rights, environmental, and other areas to effect changes according to their objectives.

Project Management: Is the application of knowledge, skills and techniques to execute projects effectively and efficiently. It is a strategic competency for organizations, enabling them to tie project results to business goals and thus, better compete in their markets.

Implementation Challenges: Refer to the various setbacks faced in the process of executing projects at the local NGOs in Ethiopia.

1.9 Organization of the papers

The study is organized in five chapters covering the main elements aiming at verifying its objectives and research questions. Chapter one includes introduction which starts with background on the importance of local NGOs and the major challenges they face in general and the obstacles they suffer while implementing projects. Followed by a statement of the problem that the study has dealt with, the significance and limitation of the study, the concepts this research bases itself on as a framework, the objective, research questions the scope and, finally, that are used to conduct this research.

The Second Chapter lays down the literatures reviewed and tries to explore project implementation practices in local NGOs. Here the research also attempts to make a detail exploration of global trends of project management with respect to development projects. This chapter also tries to depict other empirical researches conducted by researchers in Ethiopia and other countries in relation to specific tax related challenges that NGOs are currently facing.

In Chapter Three, the research method part, the research design, sampling and sampling techniques, source and study populations, data gathering tools and data analysis procedures are discussed in depth.

Chapter Four makes full presentation of the data analysis. It starts with presenting descriptive analysis of general data of participants using controlling variables to be followed by correlation and regression analysis to test the relationship between independent and dependant variables identified during the research design process. Also, in this chapter, qualitative findings are presented and compared with results of quantitative analysis.

Chapter Five deals with the discussion part of the study. Summary of major findings of the study are discussed and explained in the context of the previewed literature materials and prevailing realities on the ground. Followed by conclusions, recommendations and major limitations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.2. Theoretical Review

2.2.1. Training

Training is the process of transmitting and receiving information to problem solving (Nadeem, 2010). Omole (1991) sees training as any process concerned with the development of aptitudes, skills and abilities of employees to perform specific jobs with a view to increase productivity. An organization may have employees with the ability and determination, with the appropriate equipment and managerial support yet productivity falls below expected standards. The missing link in many cases is the lack of adequate skills, and knowledge, which is acquired through training and development. According Cole (2002) the purpose of training is mainly to improve knowledge and skills, and to change attitudes or behaviour. It is one of the most important potential motivators which can lead to many possible benefits for both individuals and the organization. Changing technology requires that employees possess the knowledge, skills and abilities needed to cope with new processes and production techniques. Cole (2002) further argued that training brings a sense of security at the workplace which reduces labour turnover and absenteeism is avoided; change management training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations; Provide recognition, enhanced responsibility and the possibility of increased pay and promotion; Give a feeling of personal satisfaction and achievement, and broaden opportunities for career progression; and help to improve the availability and quality of staff.

According to Krietner (2005) no matter how carefully job applicants are screened, typically a gap remains between what the employee does know and what they should know. An organization which desires to gain the competitive edge in its respective industry, needs among other things, extensive and effective training of its human resources. Training is therefore a key element for improved organizational performance; it increases the level of individual and organizational competences. It helps to reconcile

the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance. Although many employers continue to have reservations about the cost and extent of tangible business returns from training, the development of skills has been identified as a key factor in sharpening competitiveness. According to Casio, (1989), the economic and technological trends, the pace of innovation, change and development are growing faster year-by-year and as a result, provide clear signals that training, and development are so relevant that both organizations and individual stakeholders must give a serious attention to.

2.2.1.1. Effect of Various Training Methods

The selection of method for training need to be based on identified training needs, training objectives, an understanding on the part of the trainees, the resources available and an awareness of learning principles. DeCauza *et al.* (1996) explained that the most popular training methods used by organizations can be classified as either on-the-job or off-the-job. On the job training is the most widely used training method, as in comparison, on-the-job method of training is simple and less costly to operate. Observing this method critically, the training places the employee in actual work situations and makes them appear to be immediately productive. The disadvantages are that the senior worker is not usually trained in the skills and methods of training therefore it can be a process that may be time consuming as a new comer struggles to cope with the senior worker's explanations. Far more successful is to use a senior or experienced worker who has been trained in instruction or training method and whose teaching skills are coordinated with a developed program linked to off-the-job courses. Here, there is a close collaboration between trainer and learner. There are three common methods that are used in on-the-job training and these are; learning by doing, mentoring and shadowing and job rotation. A variety of methods could be adopted to carry out a training needs analysis. Job analysis, interview with managers and supervisors and performance appraisal are few methods commonly used. Despite the available variety of methods, an organization has to be cautious when selecting training methods for its use. A careful use of training methods can be a very cost-effective investment. Although one of the most important stages in the training process, evaluation and monitoring is often the most neglected or least

adequately carried out part. Mentoring is another version of the system whereby a senior or experienced employee takes charge of the training of a new employee. This suggests a much closer association than master/apprentice and elements of a father/son relationship can exist whereby the mentor acts as an advisor and protector to the trainee. Here, some of the methods used in the assessment centres include business games, in-basket, simulation, problem-centred cases, and many others, to enable the trainee to learn the behaviours appropriate for the job through role-playing. The use of behaviour modelling is based on social theory, and it is an effective method for interpersonal or social skills training. This method of training incorporates the use of videos to clearly demonstrate the way things ought to be done, what behaviours are to be avoided. Behaviour modelling is often based on the demonstration of the right and effective way to behave and as a result, trainees are provided with facilities to practice this. Bryn, (1990) asserts that behaviour modelling is where target behaviours are selected and videos on each of the behaviours produced, showing competent persons achieving success by following specific guidelines. Key points are displayed on screen and are backed by trainer-led discussions. Learning here is trainer enforced through role play.

Job rotation is another version of training that became popular in the 1970s to help relieve boredom and thereby raise the productivity of shop floor workers. It is a management technique used to rotate incumbents from job to job or from department to department or from one plant to another in different geographical areas. The rotation is done on co-ordinate basis with a view to exposing the executives and trainees to new challenges and problems. It is also aimed at giving executives broad outlook and diversified skills.

2.2.1.2. Training Policies

Scores of Literature available on training (Dole, 1985) indicate that traditionally, training in an organization involved systematic approach which generally follows a sequence of activities involving the establishment of a training policy, followed by training needs identification, training plans and programs design and implementation, evaluation and training feedback for further action. Kenney et al. (1992:3) makes a point that to enhance employee performance, companies should have different policies for training depending on the class or level of employment or level of employees to be trained. They pointed out

that training policies are necessary for the following reasons: To provide guidelines for those responsible for planning and implementing training; to ensure that a company's training resources are allocated to pre-determined requirements; to provide for equality of opportunity for training throughout the company; and to inform employees of training and development opportunities.

For any enterprise to function effectively, it must have money, materials, supplies, equipment, ideas about the services or products to offer those who might use its outputs and finally people, which is the human resource, to run the enterprise. Beer et al. (1984) define Human Resource Management as the involvement of all management decisions and actions that affect the nature of the relationship between the organization and its employees-the human resources. According to Beer et al. (1984), general management make important decisions daily that affect this relationship, and this leads to a map of human resource management territory, the core of which they refer to as the four Cs and these are; competence of employees: high competence creates a positive attitude towards learning and development. Commitment of employees: high commitment means that employees were motivated to hear, understand and respond to management's communication relating to the organization of work. Congruence between the goals of employees and those of the organization: higher congruence is a reflection of policies and practices which bring about a higher coincidence of interest among management, shareholders and workers alike. Cost effectiveness of Human Resource Management practices: means that the organization's human resource cost, that is wages, benefits, training and indirect costs such as strikes, turnover and grievances, have been kept equal to or less than those of competitors (Russell, Terborg and Powers,1995). As much as these policies seem to be accurate, they are silent on the elements of budgetary provision and top management support for training. According to Armstrong, (1996), training policies are expressions of the training philosophy of the organization.

2.2.1.3. Quality of Training and Employee Performance

The quality of employees and their development through training are major factors in determining long-term profitability and optimum performance of organizations. To hire and keep quality employees, it is good policy to invest in the development of their skills,

knowledge and abilities so that individual and ultimately organizational productivity can increase. Traditionally, training is given to new employees only. This is a mistake as NGO training for existing employees helps them adjust rapidly to changing job requirements. Organizations that are committed to quality invest in training and development of its employees (Evans and Lindsay, 1999) A new hire training program provides a fundamental understanding of the position and how the position fits within the organizational structure. The more background knowledge the new associate has about how one workgroup interrelates with ancillary departments, the more the new associate will understand his or her impact on the organization.

Another aspect of a comprehensive employee training program is continuing education. The most effective employee training programs make continuing education an NGO responsibility of one person in the department. This is an important function that will keep all staff members current about policies, procedures and the technology used in the department. A solid new hire training program begins with the creation of an employee training manual, in either notebook format or online. This manual acts as a building block of practical and technical skills needed to prepare the new individual for his or her position (Psacharopoulos & Woodhall, 1997).

Odekunle (2001) argues that much of today's employee training and reference material belongs online these days in a company Intranet. But, if the organization is not ready to embrace the online world, keep the manuals up-to-date and interesting the quality of training was substandard. When possible, in computer training, visual images of the computer screen (multi-media screen capture) to illustrate functions, examples, and how to should be incorporated.

2.2.1.4. Training Evaluation and Performance

Upon checking the effectiveness of training, Kenney (1992) stated that the training program should be reviewed during and after its completion by the training officer, the line manager, and if necessary, by the trainees themselves. Evaluation differs from validation in that it attempts to measure the overall cost benefit of the training program and not just the achievement of its laid down objectives. Hamlin (1974) advocated that

until control measures are taken to correct any deficiencies after the training, evaluation has not been completed and thereby ineffective. Evaluation is an integral feature of training, but it could be difficult because it is often hard to set measurable objectives.

Beardwell and Holden (1993) cited some of the methods as follows; questionnaires (feedback forms): this is a common way of eliciting trainee responses to courses and programs. Tests or examinations: these are common on formal courses, especially those that result in certification for instance a diploma in word processing skills.

2.2.2. Communication

Communication is the process of sharing information, thoughts and feelings between people through speaking, writing or body language. Effective communication extends the concept to require that transmitted content is received and understood by someone in the way it was intended. The goals of effective communication include creating a common perception, changing behaviors and acquiring information (Brown 2011).

Communication during projects can be of many different types such as oral, written and non-verbal. Oral communication is mainly utilized in face-to-face meetings or over the telephone as well as in group meetings and affords a lot more flexibility to the speaker, such as the ability to communicate not only with voice but body language, attitude and nuance. The subtle nuances that can be communicated during verbal communication are not present during written communication. Written communication, on the other hand, is usually more precise. It can be sent through correspondence such as memos, letters or notices. It can also be sent via Email or the project management information system. The key to making written communication more effective is to first grab people 's attention, and then give them a reason to want to read the rest of the communication (Ruuska, 2007). The components in the communications model need to be considered when discussing project communications. As part of the communications process, the sender is responsible for making the information clear and complete so that the receiver can receive it correctly, and for confirming that it is properly understood. The receiver is responsible for making sure that the information is received in its entirety, understood correctly, and acknowledged. A failure in communication can negatively impact the

project (Ruuska, 2007). In his article dealing with project communication, Ruuska (2007,) lists five important roles of communication in project management: Project communication is a supporting activity, with which it is made possible to create an end product from the project, and transfer it to both customers and end users; In order to create a positive and reliable service profile, communication is needed for both profiling and being profiled; Project communication is an informative tool, which communicates to all relative groups what is happening in the project; Orientation activities rely strongly on communication. This is important when different specialists working with project are given proper orientation; By the social nature of people, interaction with each other is needed in order to satisfy the social needs of human nature (Ruuska 2007).

The importance of communication in the success of a project is immense. Careful communication planning and setting the right expectations with all the project stakeholders is extremely important. Face to face initial communication within the project team to establish the team dynamics and learning the customer 's expectations are the keys to success when starting a project. Ruuska, (2007) notes that —Throughout my years as a project manager, my belief that the success of a project is a matter of effective communication has been continuously reinforced.

2.2.3. Resource/Fund

Project Financing includes the processes required to ensure that the project is completed within the approved budget (PMBOK, 2008). The major processes are: Resource Planning, Cost Estimating, Cost Budgeting and Cost Control. Project Cost Management is primarily concerned with the cost of the resources needed to complete project activities. The principle objectives of which profit-oriented business organizations tend to pursue are wealth enhancement, maximization of profit, maximization of return on investment of shareholders and satisfying stakeholders. Though wealth enhancement may not be a perfect description of what businesses seek to achieve, it is almost certain that wealth is something which business cannot ignore. A business only has a certain amount of wealth (capital) and it will take only a limited number of —wrongl decisions to see the business collapse. Therefore, business needs decisions such that it would be worth more as a result of the decision. When valuing businesses, managers need to consider future

profitability, both long-term and short-term, and the risk attached with the investment. The important issue for the success of an organization is not to whom specific responsibilities have been assigned, but rather that these functions are addressed in a timely fashion and are handled effectively. The functions of finance should be handled in accordance with the goal and objectives of the organization. In a profit-oriented enterprise, this goal should be maximization of the wealth of the shareholders. Cost is often measured in monetary terms. The success of projects is judged by the efficiency with which we achieve the project objectives and that efficiency is assessed by measuring against two constraints – Cost & Time. In assessing the project duration, the duration of individual activities and resource usage have been optimized and further reduction of project duration must increase the direct cost of the project due to overtime and uneconomic use of the plants and machineries. Cost estimating is never simple. Project managers must recognize that time, cost and resource estimates must be accurate if project planning, scheduling, and controlling are to be effective. At the work package level, the person most familiar with the task should make estimates. The line supervisors who are responsible for getting the job done and who are experienced and familiar with the work should be asked to develop the estimates at this level. The advantage is that the line supervisors will be responsible to ensure that the work activities as estimated by them would be achievable (West, 2008).

There are two practical problems in estimating. First, you are simply too optimistic. It is human nature at the beginning of a new project to ignore the difficulties and assume best-case scenario - in producing your estimates (and using those of others) you must inject a little realism. In practice, you should also build-in a little slack to allow yourself some tolerance against mistakes. This is known as defensive scheduling. Second, you will be under pressure from senior management to deliver quickly, especially if the project is being sold competitively or the project is fast track as specified within the terms and conditions of contract. Historical estimates have some inherent danger because they assume the past represents the future and may miss uncertainties that are associated with the new task. Any time estimates should reflect efficient methods for the resources normally available. Estimating of time must consider if normal time is calendar days,

working days, weekends, man-days and hours. Many schedules developed by project managers are over optimistic (or faulty) because they do not take into considerations public holidays and other non-working days. Therefore, in developing the schedule, project managers are advised to formulate the project calendar to take into consideration the possible non-working days and other risks associated with schedule (workers can be sick, take leave, or raining days). Unfortunately, padding carries a price. While increasing the allowed time will reduce schedule risk, we will also increase the possibility of an increase in the budgeted cost – this is the time/cost trade-off. The objective of all planning should be to develop a —realistic planl and if padding is required, it must be done on a —task-by taskl basis. There will always be some variation in working times, caused by external factors outside the control of the project team (Brown, 2011).

Project Cost Budgeting involves allocating the project cost estimate to individual work items. A properly constructed budget must be capable of being baseline and used as the basis for performance measurement and control. It must reflect the way that resources are applied to achieve planned objectives over time. It must be structured in relation to the build-up of estimates, and to the collection of actual. In converting an estimate to a control budget, two important differences should be considered. First, the organization and the categorization of costs suitable for preparing an estimate are often not compatible with realistic field cost control. Second, estimates must deal in averages, whereas tighter standards are sometimes desirable for control purpose. In building the project budget we should consider providing certain buffer of extra money. Padding is a standard procedure in managing any project. There is no way that every risk can be fully calculated or anticipated. By assuming that the project might run over budget, we could have a cushion against unexpected incidents or cost overruns. As a project manager, you must have as much direct control of your budget as possible if you are going to be held accountable for the project outcome. A properly constructed budget must be capable of being baseline and used as the basis for performance measurement and control. It must reflect the way that resources are applied to achieve planned objectives over time. It must be structured in relation to the build-up of estimates, and to the collection of actual. The budget assumes special importance in project environments as the only basis against which to

measure achievement. Project operating budget is developed initially from the original project budget approved at the conceptual stage. Once the key stages of the project have been identified and the logic developed, the budget can be divided and apportioned to each stage. Operating budget is derived from the work breakdown structure, initially focused on the key stages of the plan. Cost for each key stage are assessed based on the level of details developed and identified at the time. As we layer the plan progressively, the operating budget for each key stage is developed. As the detailed budget for each key stage is derived, we must compare the total with the project budget and analyse the variance. Any negative deviations must be subject to scrutiny and action planning to determine what action, if any, be taken to contain the situation (Stier & Kjellin, 2009).

Effective control of cost gives the opportunity to forestall inevitable cost escalation, foresee potential problems and take advantage of possible savings. Cost is best controlled at source and designed into the project, not inspected in after the event. This allows us to resolve problems before they occur and to respond quickly to those that do occur. Project Cost Control includes monitoring cost performance, ensuring that only appropriate project changes are included in a revised cost baseline, and informing project stakeholders of authorized changes to the project that will affect costs. It must be remembered that cost, time and specification are inextricably linked. Most massive overspends on projects are caused by over-runs in time or unclear and ever-changing specifications. Effective control of specification and time can make the cost control task much simpler. Several tools and techniques assist in project cost control. There must be some change control system to define procedures for changing the cost baseline. Another tool for cost control is performance measurement. The Earned Value analysis is especially useful for cost control as it helps to determine what is causing the variance and to decide if the variance requires corrective action. Computerized tools such as project management software and spreadsheets are often used to track planned cost vs. actual costs and to forecast the effects of cost changes, (Young, 2013).

2.2.4. Donor and Government Requirement

Nath and Sobhee, 2005 quoting Alensina and Dollar (2000) find considerable evidence to the effect that aid giving is dictated by political and strategic reasons. Nevertheless, donor self-interest may have substantial positive externalities for some aid receiving countries. Various factors motivating grant giving are founded in utility maximization. Two sets of donors' worry that characterize the aid giving process include resource allocation at home and aid management in the destination countries.

Many commentators on accountability emphasis 'placing a check on the authority of the powerful' to the extent that in common usage, accountability is shorthand for democratic accountability to ordinary people and the legal framework through which governance is affected (Goetz and Jenkins, 2002). One of the greatest accountability issues by donors is democratic accountability be it by government, corporate or civil donors. For instance the view that religious community is ultimately accountable to a divine being, rather than people it affects throughout their lives, may at first seem to challenge democratic accountability. However, most spiritual traditions explain that love for and service of others are the natural enactment of a spiritual consciousness, thus there does not need not to be an inherent conflict at the level of principle. However, conflict at the level of practice is inevitable given the fallibility of any human and human institution, religious or otherwise (Jordan and Tuijl, 2006).

NGOs professionals have argued that the monitoring and evaluation requirements of many donors are inappropriately burdensome and are often not proportional to the size of NGOs or the size of grants awarded (Blomeyer and Sanz 2010). Furthermore, donors asking for different information in their evaluations compound the workload for NGOs. Poor quality evaluations fail to provide the reader with any true or reliable insight into the achievements, or challenges of a program management, and are essentially useless. If donors are to build on, develop and help sustain local capacity successfully, they need to understand better where gaps in local capacity exist, to target suitable support in those areas, and to gradually nurture local organizations to take greater leadership of the interventions that they support (Rabinowitz, 2013).

According to Davies 2011, donors could be challenged by funded NGOs to be more accountable for the information that they received from funded NGOs. They should be able to indicate what value they found in the information provided, how they had made use of it and what difference it made. This is in effect the reciprocal of donors' expectations that funded NGOs should account for their use of "grants". This form of reciprocal accountability (that of the use of funds and information) could take place at multiple levels in the hierarchy of organizations involved in the flow of aid.

As Ofunya (2013) states in his research paper titled factors affecting use of donor aid by International Non-Governmental Organizations in Kenya, "most donors have multiple objectives. The problem with multiple objectives is that they typically imply trade-offs, especially in the short run. When faced with multiple tasks that compete for their time, donor agents will tend to focus on those that are more likely to satisfy their career concerns or require less of their effort."

2.2.5. Overview of project implementation in Non-Governmental Organizations

Most western countries-initiated aid programs in Africa in the 1960s in the wake of independence from former colonial states. Chakravarti (2005) defines aid as all official concessional flows from bilateral and multilateral agencies, whether in the form of a loan, or grant that can be considered developmental in intent. Krueger (1986) also defines aid as capital inflows into the country. This includes, among others, foreign direct investments.

There are many potential implementation challenges for a project. Some of the common ones include funding and management of stakeholders. Due to the numerous stakeholders that would be directly involved in the project, there will undoubtedly be some political challenges.

Lack of communication among stakeholders, leadership and the implementation project manager are also frequent implementation challenges (Harris, Rousel, Walters and Dearman, 2011). The key conceptual point is not only that the specification process must be actively managed, but also the specification process must consider all those factors that might prejudice its success. These may not just be technical matters and economics,

but also ecological, political and community factors and implementation issues (Dinsmore and Cabanis-Brewin, 2011).

2.3. Empirical Review

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Jonathan, 2014, focused on establishing the factors influencing project implementation in Non-Governmental Organizations in case of World Scout Bureau, Africa Regional Office based in Nairobi County in Kenya and had the following objectives: to establish the extent to which technical factors, managerial factors, organizational structures and donor policies and practices influence project implementation in World Scout Bureau, Africa Regional Office. The study revealed that technical factors, managerial factors, organizational structures and factors attributed to donor policies and practices influenced project implementation at ARO. Though qualified ICT personnel were in place, it was concluded that they were not directly involved in project management since gaps like lack of data management systems to support project implementation were witnessed. The study revealed that ARO largely adapted a functional organizational structure, which was not effectively responding to the project management needs and standards for better performance. Whereas existence of policies and programs that would support project implementation coupled with wide awareness

of the same among the ARO staff was acknowledged, the study found out that there were gaps in the implementation of such policies to enhance project performance. The study therefore concluded that NGOs need to invest in technical, managerial, organization structures and issues related to donor policies and practices which continue to affect better project performance.

Ruth, (2014) on her study on An Analysis of Implementation of Ngo Projects in Nairobi County, with the objective of investigating the role the following variables play in effective implementation of projects; communication; planning; financing; monitoring and controlling. This study highlights the magic triangle of project management that visualizes the three objectives that the project manager should monitor all the time. These are performance, cost and time. The study was a descriptive survey research. The data was sampled from a population of two hundred and one NGOs. A sample of fifty percent was studied. Primary data was collected through a survey questionnaire. Findings were represented in tables and analyzed through frequencies, percentages, mean scores and standard deviations. The five point Likert Scale was used to undertake the various analyses of effective implementation of NGO projects, and the magnitude of their impact and usage. The researcher found out that project product delivery and project product quality are the major indicators to show the effectiveness of project implementation. As was examined during the review of literature, previous studies have concluded that cost, time and quality were still three most important indicators of success in projects. From the findings, communication with regard to the application of project management tools and availability of information for decision-making affects project implementation. The researcher also found out that communication is the most critical element for the success; it found that communication and financing have relatively more weight and importance to project implementation than monitoring and planning. The researcher concluded that employees of NGOs who implement projects in Nairobi County feel that communication regarding the application of project management tools and availability of information for decision-making affects project implementation. Planning, financing and monitoring were also considered important in that order.

Joe, (2016) focused on factors influencing the performance of HIV/AIDS projects implemented by NGOs in the health sector in Nairobi County, Kenya and investigate how

funding, stakeholder involvement, effective planning and organizational leadership influences performance of HIV/AIDS projects. Descriptive research design was used targeting 347 projects that were being implemented by 112 NGOs registered and operational within Nairobi County in the health sector. Qualitative and quantitative data was gathered through questionnaire. The researcher concluded that when there is no adequate funding, overall performance of the project is impacted negatively and objectives not met for projects in HIV/AIDS services in Nairobi County, stakeholder involvement directly influences and effective planning promoted the performance HIV/AIDS projects in Nairobi County, Project leadership type and style as well as organizational leadership and existence of a team structure influences the performance of health projects working in HIV/AIDS services.

Anayango, 2016, the study sought to investigate the factors that determine effective implementation of health projects in Gedo region of Somalia. The specific objectives were to: establish how communication, planning, financial support, M&E determines project implementation. This research study adopted descriptive research design and the target population of this study was 55 employees of World Vision working under health projects in Gedo region of Somalia. Primary data was gathered directly from respondents through questionnaires. Descriptive and inferential statistics was used for data analysis. The study found that poor communication minimizes chances of creating an understanding, an approval of the implementation and sharing information between the project team and communicating to the whole organization thus resulting in ineffective project implementation. The study found that World Vision Somalia has a plan for implementation stages that helps in assessing keenness of an organization for change as well as the efficacy of the proposed change targets. The study found that there was enough financial support for project implementation at World Vision Somalia thus effective project implementation since finances are essential in the running of a project initiative in terms of facilitating execution of implementation tasks. It found that making allowances for adequate monitoring and evaluation gives the project manager and field officials the ability to anticipate problems, to oversee corrective measures, and to ensure that no deficiencies are overlooked thus resulting in effective project implementation.

2.4. Research Gap

Since there are gaps on the literature in general and at development sector in project implementation, the researcher believes that this study was very timely in order to fill these identified knowledge, literature, and local specific factors gap. Besides, it was found very important to know whether these identified factors are influencing the project implementation practice as pre the specified goal.

Also, this study has added two variables namely Government and donor requirements and tried to see their effect of project implementation as opposed to the literature the researcher reviewed.

Accordingly, this study intended to fill the knowledge gap of those internal and external major factors that affect project implementation by local NGO' that are found in Ethiopia and operate within Local Capacity Development Project.

2.5. Knowledge gaps

International Institutions (IIs) and INGOs have been investigated in the international literature by several disciplines, from international relations to the political sciences. At the same time, it appears evident that these organizations underwent, and are still undergoing, paradigmatic transition from an administration to a management model, like domestic public and nonprofit organizations (Missoni and Alesani 2014). It noted that a managerial approach to International Organizations (IOs) only recently started surfacing and there still exists lack of systemization of emergent practices and experiences in relational to project management and implementation. Local NGOs project management framework needed to be modeled around global standards and best practices by addressing the current project implementation challenges and setting up supporting structures and systems which are not currently adequate to match the demands and needs of different stakeholders at all levels. This might be realized by addressing managerial, structural, technical and factors related to donor policies and practices as relates to project implementation in the local NGOs context.

2.6. Conceptual Framework

Conceptual framework is defined as an interconnected set of ideas (theories) about how a phenomenon is related to its parts (Svinicki, 2010). The main purpose of conceptual framework is to clarify concepts and purpose relationship among variables in the study, provide a context for interpreting the study findings. In this study, the major factors that are considered as independent variables are internal and external factors while the dependent variable is project implementation (proxies by time, budget/fund, and stakeholder satisfaction) Accordingly, in this study the researcher has framed the conceptual framework based on originally developed by Ruth W.Thairu (2011) and O.Omondi (2014)with some modifications as follows.

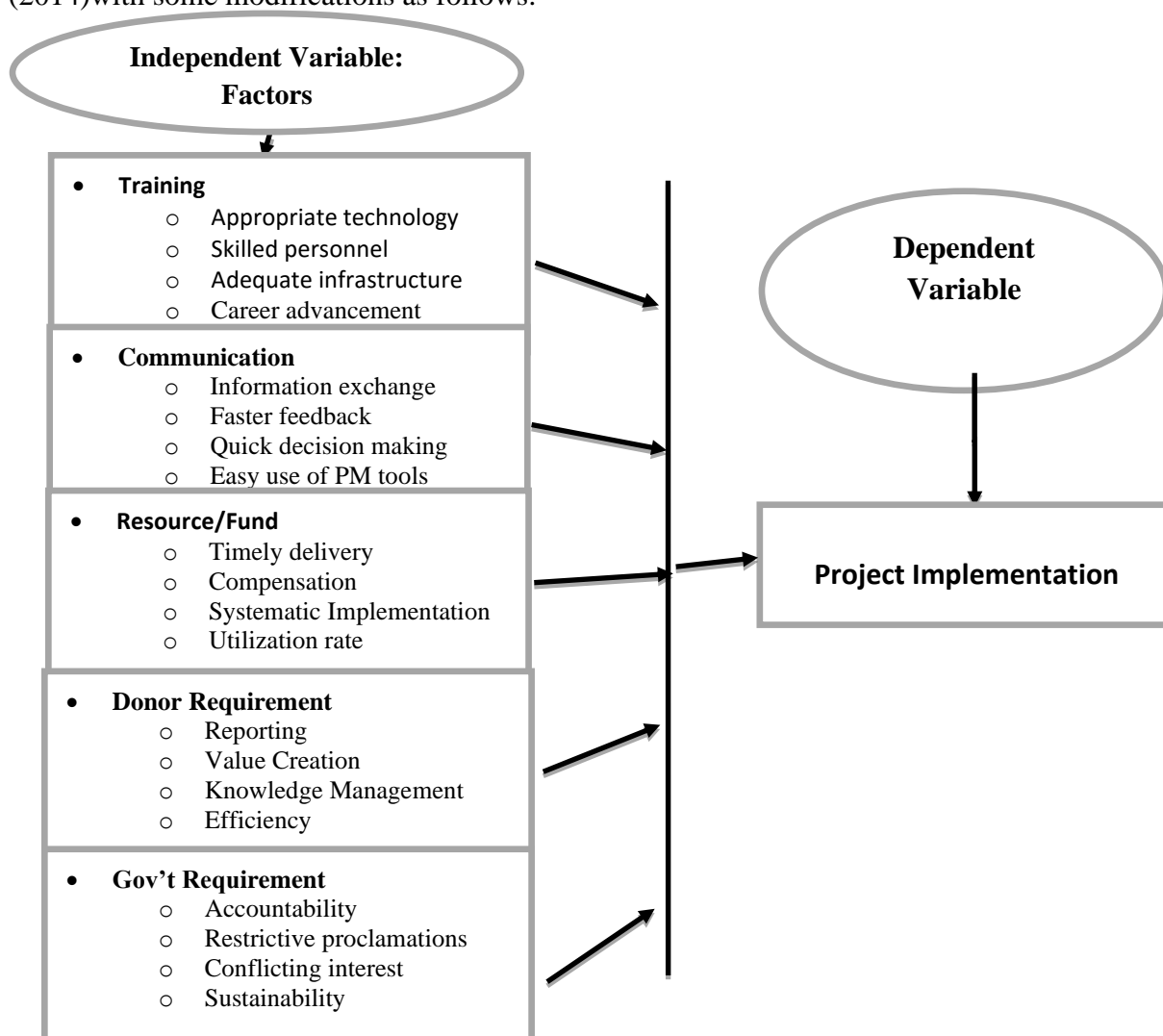


Figure 1: Conceptual framework: Adapted from Ruth W. Thairu (2011), Jonathan O. Omondi (2014) with slight modification.

2.7. Relationship of Variables in the Conceptual Framework

The conceptual framework indicates that the project implementation in local NGOs, Local capacity development program focusing on technical factors, managerial factors, structural factors and factors attributed to donor policies and practices. This was manifested through inappropriate use of technology, inadequate human resources, fast changing donor and government requirement, donor accountability, poor project monitoring and evaluation systems and unpredictable funds disbursement schedules. The study was also indirectly influenced by competing interests of different project stakeholders and their respective levels of commitment, attitudes, globalization and policy frameworks hence a probable cause of ineffective project implementation. If the above issues are to be addressed then the outcome is that there will be value for money, successful projects and, sustainable impact.

2.8. Summary of Chapter Two

In this chapter, the researcher looked at the project management in general and specifically project implementation. Various contexts around these topics were defined and explored in relation to local NGOs. It also looked at general project implementation challenges in NGOs and their influence project performance. The various researches in relation to this field of study were studied and their findings outlined. The independent and dependent variables were also conceptualized to bring about the desired relationship.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design

The research problem has been studied using descriptive and explanatory research designs. Descriptive research design is applied to describe the key factors that affect the project implementation in NGOs and explanatory research design aims to provide explanation regarding the casual relationship between project implementation which is dependent variable of the research and different factors stated on the conceptual framework as an independent variable. Both descriptive and inferential statistics were used and analyzed the data using Pearson's correlation and multiple regression analysis. In order to attain the research objective and test the research hypothesis, the researcher adopted quantitative research approach.

3.2. Source of Data and Data Collection Techniques

As indicated above, the research applies the use of both qualitative and quantitative data collection methods to gather information from both primary and secondary sources. The qualitative data is primarily used to identify and assess factors that affect project implementation while the quantitative data was mainly used to assess the relationship between factors affecting project implementation in local NGOs under the local capacity development program. Both quantitative and qualitative were collected to make a reasonably detailed analysis of the different variables within the study. The primary data were collected using a five-point Likert scale question with mainly close-ended questions with both structured and unstructured questioner tools where some parts were developed by the researcher and some were adopted from published articles. Secondary data were mainly gathered from donor assessment reports, local NGO's compliance procedure and working procedural manuals used by the various donor organizations and from published and unpublished documents.

3.3. Data gathering tools

Both primary and secondary data were gathered using different data gathering techniques in order to conduct an empirical evidence-based analysis to answer the research questions raised.

To understand both the direct and indirect effects of the independent variables on the project implementation practices and growth of those organizations, primary data were collected from different segments of the study population. Based on the variables stated in the conceptual framework the researcher developed a self-administrative questioner with a combination of close ended and five-point Likert scale questions.

Secondary data were obtained from pre documented resources such as pre-award and capacity assessment reports to obtain high level, comprehensive idea about how aspects of project implementation are treated. Profiles of NGOs were collected from the local capacity program in order to study their nature and physical distribution for latter primary data collection.

Accordingly, a questioner containing a total of 54 items, with two types of formats is used. The first 10 questions are close-ended questions mainly aimed at determining the demographic factors and obtaining basic data in order to construct complete profile of the unit of analysis, this include parameters associated with each participant such as the sector an organization operates in, size, age, etc. The researcher has used these data latter in the analysis to observe if values of primary parameters in the dependent, independent and mediating variables vary depending on such specific demographic factors. In the second format there are 44 Likert scale items measuring each independent and dependent variable. The researcher tried to measure each variable with a combination of replies given to different parameters specifically developed to measure each of the five variables.

3.4. Target Population

Target population as described by Craig (2016) is the universal set of studies of all members of the real world to which the researcher wishes to draw the result. The target population of the study comprised of 543 employees of NGOs who are under the USAID local capacity development program. (According to list of NGOs under LCD program as of May 2019).

3.5. Sampling Technique

The researcher used simple random sampling technique to determine the sampling frame. Selection criteria settled for the sampling frame from which to select the sample for the study which are local NGOs found in Addis Ababa head offices.

The target population of the study is all 98 NGOS within the USAID local capacity development project. Therefore, out of the total 543 employees using the formula below of sample determination only 231 employees were considered applying simple random sampling technique. In order to address all the above-mentioned NGO's 3 randomly selected employees were included as part of the sample frame from each organization.

Specifically, the management staffs of these local NGOs including executive directors, program managers and finance heads were the respondents as they are directly involved and are responsible of many aspects of the project including the implementation, hence are in a better position to provide the information required by this study. The confidence level for this research was 95% confident with a margin of error of +/-5% (Smith, 2013).

Sample size was determined using following formula of Yamane (1967).

$$n = N / (Ne^2 + 1)$$

Here; N= 543, $e^2 = 0.05$ $n = 231$. The researcher considered the confidence interval (marginal error) of 5% and the confidence level of 95%. The sample size of 231 is chosen. In order to collect quantitative data for the study, a total of 231 questionnaires was printed and distributed for the purpose of data analysis.

3.6. Data Analysis & Presentation Methods

The quantitative data was first filtered & edited before analysis and then processed and analyzed using the Statistical Package for Social Science (SPSS) version 21. Descriptive statistics (using such as mean and median) as well as inferential analysis (using correlation and regression) was used to analyze data leading to the identification of technical information. The findings of the data are presented in tables and charts.

3.6.1.Data Screening

The first step in data analysis involves data screening. Odom and Henson (2002) suggest that conducting a statistical analysis without careful inspection of the data may cause erroneous findings and conclusions. Data screening helps researchers detect potential data problems by identifying missing values, possible outliers and other data features (Odom & Henson, 2002). This section sheds light on the data screening results; issues of missing data, outliers, and normality are presented.

3.6.2.Descriptive statistics

Descriptive statistics is a tool that helps us understand information that we generate to organize large amount of information in a concise manner (Beins and McCarty, 2012). SPSS was applied to perform descriptive statistics such as frequencies, percentages, mean values, and standard deviations as well as correlation and multiple regressions for the variables. These analyses were performed for each variable separately and to summarize the demographic profile of the respondents in order to get preliminary information of the data (Sekaran, 2003).

3.6.3.Correlations Analysis

Correlation analysis is a method of statistical evaluation used to study the strength of a relationship between two, numerically measured, continuous variables. This analysis is useful when a researcher wants to establish if there are possible connections between variables. If correlation is found between two variables it means that when there is a systematic change in one variable, there is also a systematic change in the other; the variables alter together over a certain period. If there is correlation between variables, depending upon the numerical values measured, this can be either positive or negative. A

positive correlation exists if one variable increases simultaneously with the other, i.e. the high numerical values of one variable relate to the high numerical values of the other. A negative correlation exists if one variable decrease when the other increases, i.e. the high numerical values of one variable relate to the low numerical values of the other.

The sample correlation coefficient (r) always lies between ranges (depending on the correlation) between +1 and -1. An (r) of +1 indicates the perfect positive correlation possible, and -1 indicates the perfect negative correlation possible. Therefore, the closer the coefficient to either of these numbers the stronger the correlation of the data it represents. On this scale 0 indicates no correlation, hence values closer to zero highlight weaker or poorer correlation than those closer to positive 1 or negative 1.

Thus, for this study Pearson product-moment correlation coefficients were computed to measure the degree to which the dependent and independent variables are associated with each other.

3.6.4. Regression Analysis

Regression analysis is a statistical technique that is used to relate dependent or response variable M-Banking adoption with one or more independent or predictor variables stated on the conceptual framework of the study. Hence, a variable of interest the dependent or response variable (Y) is related to one or more independent or predictor variables (X 's). Multiple regression was used for a single dependent variable presumed to be a function of more than one independent variable and its objective was to make a prediction about the dependent variable based on its covariance with all the concerned independent variables (Saunders, et al., 2009). This analysis was preferred because of the assumption that data was normally distributed, a linear relationship was assumed between the independent variables and the dependent variable project implementation.

The objective of the regression analysis is to build a regression model or a prediction equation relating the dependent variable to one or more independent variables. The model can then be used to describe, predict and control the variable of interest based on the independent variables (Aeker et al., 2007).

3.6.5. Reliability Test and Validity of Data

The researcher did the pilot study with selected NGOs to check on the reliability and validity of the questionnaire using Cronbach's Alpha value. Staffs that were part of the pilot study were not part of the main study. It was after the validity and reliability test was conducted that the data gathered was analyzed.

The reliability of the scale which is how the collected data is free from random error was checked. Collected data is worthwhile only if they are recorded in accurate ways. For any measurement to be valid, it must first demonstrate reliability (Frey, Botan, and Kreps 2002). Cronbach's alpha is a statistic. It is generally used as a measure of internal consistency or reliability of a psychometric instrument. In other words, it measures how well a set of variables or items measures a single, one-dimensional latent aspect of individuals.

In order to be reliable, using SPSS result, the Cronbach's alpha should exceed the threshold of .70. This indicates that there was a high degree of internal consistency amongst the test items. (Streiner D.L., Norman G.R. (1989) New York: Oxford University Press (pages 64-65). As a result, Cronbach's alpha which is a measure of internal consistency of the items were computed using SPSS Software package.

3.7. Reliability Test

Table 1: Reliability Test

Variable	Cronbach's Alpha	No. of items
Training	0.785	7
Communication	0.868	7
Resource/Fund	0.8	7
Donor requirement	0.88	7
Government requirement	0.711	4
Project Implementation	0.853	7

Source: survey result 2020

Accordingly, since the Cronbach's alpha value for each of the variables in the model are more than 0.70, it can be said that reliability is maintained based on a pilot survey data collected from 10 respondents.

Validity which is the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration. According to LoBiondo-Wood and Haber (2006), there are three major kinds of validity including content, criterion-related, and construct validity. For this study, content validity was used to assess the validity of the instrument. Accordingly, the validity of the data collection tools of this study is proofed through content validity and some unnecessary and invalid questions are avoided. Questionnaires developed based on literature review, the basic research questions, comment of the advisor is incorporated and the same is made for the contents of the topic.

3.7.1. Model Specification

Accordingly, regarding to the independent & dependent variables of the study, the model of this study was;

$$PI = \beta_0 + \beta_1 TR + \beta_2 COMM + \beta_3 FM + \beta_4 DR + \beta_5 GR + e_i$$

Where: -

PI = **Project Implementation** (Dependent variable of the study)

β_0 = constant or intercept

TR= **Training** (an independent Variable)

COMM= **Communication** (an independent Variable)

FM = **Fund Management** (an independent Variable),

DR=**Donor requirement** (an independent Variable)

GT= **Government requirement** (an independent Variable)

Where β_1 , β_2 , β_3 , & β_4 are coefficients and i.e. is an error factor

3.8. Ethical Consideration

Support letter from Jimma University College of Business and Economics research and postgraduate coordination office was submitted to executive directors of the NGOs in order to get permission to collect data from their employees. The researcher also obtained permission from employees in prior to collect data through a questionnaire. To maintain the confidentiality of the information provided by the respondents, the respondents were

not asked to write their names on the questionnaire and were assured that the responses would be used only for academic purpose and kept confidential. Finally, respondents are included in the study based on their free will.

CHAPTER FOUR

Data Analysis and Discussion

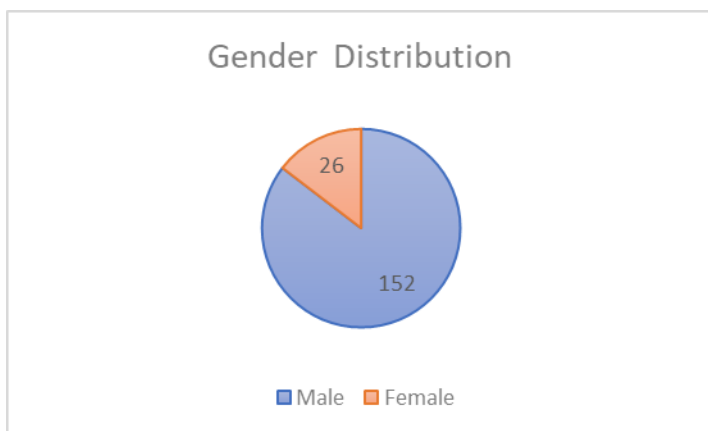
4. Introduction

In this study the researcher has shown the data analysis and discussion on the general information about the respondents, Factors Affecting Project Implementation in Local Non-Governmental Organizations (NGOs) and their corresponding summarized results based on the response by the sample respondents towards the items included in the questionnaire. Descriptive statistics as well as a regression and correlation analysis are made, and the results are displayed by using tables, percentage and frequencies with the help of a Statistical Package for Social Science (SPSS) Version 21.

4.1. General information

In the following section, general background information about the participants of the study is made where respondents gender, age, educational qualification, NGO experience, current position in the organization, type of sector they belong to, size of the organization terms of number of projects per year and the size of project staff are assessed by using frequencies and percentages.

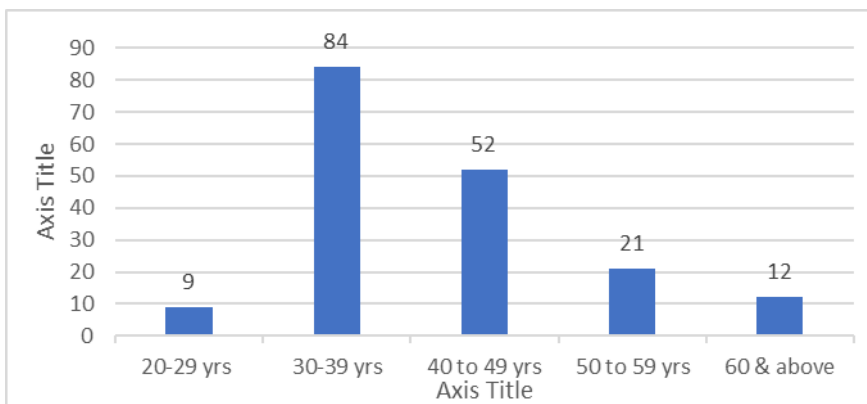
Figure 2: Response for “Gender distribution”



Source: SPSS Result (March 2020)

In the above figure, it is shown that the male respondents formed most of the target sample with a total of 152 representing 85.4% of the total sample taken, while 26 respondents were female representing 14.6%. This shows that the total number of male respondents who are surveyed in this study are more than their female counter part.

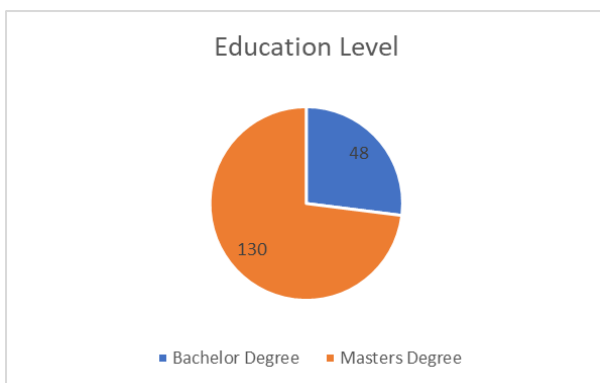
Figure 3: Response for “Age distribution”



Source: SPSS Result (March 2020)

Figure 3 shows that 5.1% of the respondents were in the age group of 20-29, 47.2% of the respondents were in the age group of 30 and 39, 29.2% were in the age group 40 and 49 while the remaining 11.8% and 6.7% of the respondents were between 50 and 59 and 60 and more respectively. This implies that the large proportion of respondents in the study are composed of young age group who are the most active and productive age group who are expected to contribute a lot to the sector/organization they belong to.

Figure 4: Response for “Educational Qualification”

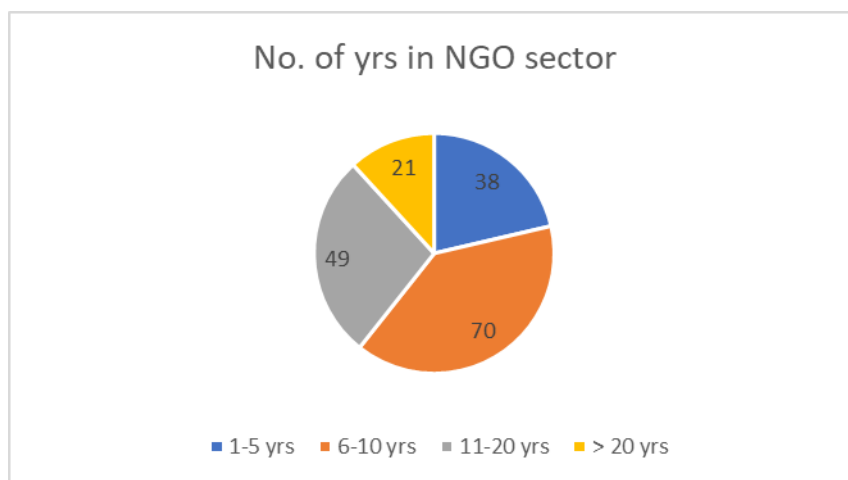


Source: SPSS Result (March 2020)

In figure 4 above, educational qualification of the sample respondents is assessed because it is found important to know what critically project implementation in local Non-Governmental Organizations (NGOs) looks like and factors affecting it.

Accordingly, the above figure shows that the respondents hold only two types of educational qualifications; Bachelor's degree and master's degree. Majority of the sample group were master's degree holders which account for 73% while bachelor's degree holders account only for 27%. This implies that educated people of any of the two types of qualifications were assumed to be employees of the Local NGO'S who are directly or indirectly associated with project works and have at least the basic knowledge about project implementation and factors that affect its implementation.

Figure 5: Response for “Work experience/Service years in NGO”



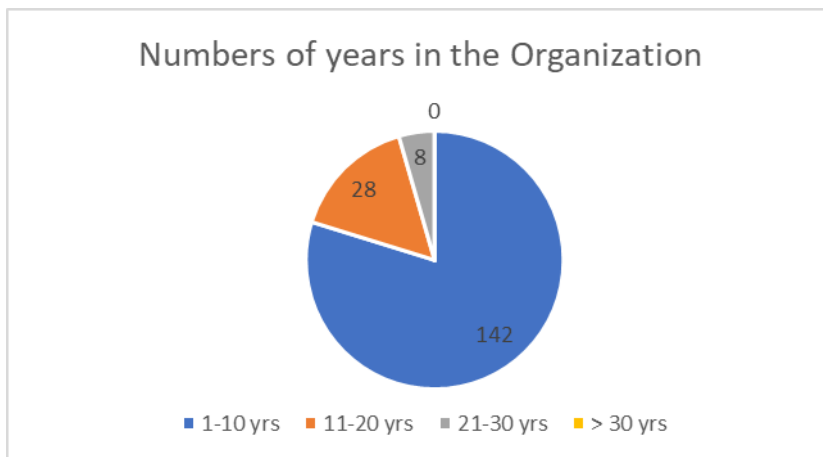
Source: SPSS Result (March 2020)

Figure 5 shows the number of years of service in Non-governmental Organizations (NGOs) where most of the respondents i.e. 39.3% have been working in such organizations between 6 to 10 years. 27.5% of the respondents have worked in the same organization from 11 to 20 years while 21.3% of them worked between 1 and 5 years. Only 11.8 % of them have worked for more than 20 years. The number of years that a respondent has spent in such organization helps them to critically look at the issue of

project in general and its implementation. It has also help to identify its main determinants.

As a result, it can be said that most of the respondents have a long years of work experience in NGOs and they know the ins and outs of the organization and about project implementation very well.

Figure 6: Response for “Work experience/Service years in the organization”



Source: SPSS Result (March 2020)

Figure 6 shows the number of years of service in the current organization they are employed where most of the respondents i.e. 79.8% have been working in the organization between 1 to 10 years. 15.7 % of the respondents had been working in the same organization from 11 to 20 years while 4.5% of them have been working between 21 and 30 years. None (0 %) of them had been working in such organization for more than 30 years. Again, the number of years that a respondent has spent in a specific organization helps them to critically look the specific project implementation in detail and identify those factors that affect its implementation.

Accordingly, most of them have a long years of work experience in the current organization they are employed, and they have a good opportunity to know the different projects (from their inception to implementation) run in their organization.

Figure 7: Response for “Current position of the respondents in the organization”



Source: SPSS Result (March 2020)

Regarding their current position in the organization, 30.3 % of the respondents are in the Top management/Executive position, 3.9% of them are Portfolio Manager while 19.7% of them are Project Manager. 12.9% of the respondents are Project Coordinators and 17.4 % of them are Finance Manager. The remaining 3.4%, and 12.4% of the respondents belong to Project Management Office Team Member and other position respectively. These different job composition shows that almost all of them are directly or indirectly involved with project and its implementation. Also, the diversity of the respondents helps to gather information from different positions in a better way and validate the results on the determinants of project implementation.

Table 2: Response for “size of the organization in terms of number of projects per year”

Size of your organization in terms of number of projects per year?	Frequency	Percent
1-5 projects	80	0.449
5-20 projects	84	0.472
Over 20 projects	14	0.079
Total	178	

Source: SPSS Result (March 2020)

In the above table it is shown that 44.9% of the of the organizations have 1 to 5 projects per year, 47.2% of them have 5 to 20 projects per year and the remaining 7.9% of them

have more than 20 projects per year. This implies that most local NGOs of the country accept and engage with 5 to 20 projects per year that makes this organizations to get busy with implementing a variety of projects at a time and reduced efficiency.

Table 3: Response for “Size of the project staff”

Size of the project staff	Frequency	Percent
1-5 people	9	0.051
5-20 people	56	0.315
20-50people	61	0.343
Over 50 people	52	0.292
Total	178	1

Source: SPSS Result (March 2020)

The above result on the size of the project staff at the local NGOs shows that most of the respondents have 20 to 50 people per project (34.3%) followed by 5 to 20 people per project (31.5.2%). The remaining 5.1% and 29.2% of them hold 1 to 5 people and above 50 people per project respectively. From this result it can be inferred that most of the projects have adequate number of staffs that can help to run their projects properly and efficiently in terms of manpower.

Table 4: Response for “sector of the organization”

In which sector does your organization fall?	Frequency	Percent
Agriculture	12	0.067
Education	20	0.112
Health	45	0.253
Environment	3	0.017
Relief	3	0.017
Micro finance	2	0.011
Other	21	0.118
Agriculture and education	2	0.011
Agriculture and health	3	0.017
Education and health	12	0.067
Agriculture, education and health	3	0.017
Agriculture, education, health, & env't	5	0.028
Combination of all others	47	0.264
Total	178	

Source: SPSS Result (March 2020)

The above table shows the proportion of the projects implemented in different sectors of the economy. Except for the combinations of different projects in a multitude of sectors which account for 26.4%, the first three top sectors are health, education and agricultural sectors with 25.3%, 11.2% and 6.7% respectively. This shows that for many known and unknown reasons donors are very much interested to invest their finance on those local projects related with health, education and agricultural sectors of the nation.

4.2. Factors Affecting Project Implementation in Local Non-Governmental Organizations (NGOs).

To investigate the overall Project Implementation situation in Local Non-Governmental Organizations (NGOs) and its determinants, the following important questions are raised to the respondents and hence the responses are analyzed using percentage and frequency distributions as follows.

Table 5: Response for Training as the determinant of Project Implementation.

		Responses									
		NE		LE		N		ME		GE	
Training		F	P	F	P	F	P	F	P	F	P
Items Included	Familiarity with core duties and responsibilities	6	3%	13	7%	17	10%	44	25%	98	55%
	Planned specialized training programs	2	1%	14	8%	20	11%	77	43%	65	37%
	Effectiveness of trainings provided	7	4%	5	3%	19	11%	98	55%	49	28%
	Appropriate technology	3	2%	8	5%	39	22%	71	40%	57	32%
	Skilled personnel	4	2%	9	5%	6	3%	53	30%	106	60%
	Adequate infrastructure	1	1%	12	7%	43	24%	72	40%	50	28%
	Career advancement	3	2%	12	7%	45	25%	78	44%	40	23%

Source: Survey (March 2020)

Key:

- NE= No Extent, LE=Low Extent, N= Neutral, ME=Moderate, Extent, and GE=Great Extent.
- F=Frequency, P=Percent

The above table is used to show the extent to which the items included affect effective implementation of their projects. Accordingly, 24.7% and 55.1% of the respondents have shown a moderate extent and a great extent response with the fact that familiarity with core duties and responsibilities as one factor to affect project implementation while few of them (3.4% and 7.3%) gave a no extent and low extent response on the same matter. 43.3% and 36.5% of the respondents also gave a moderate and great extent response that planned specialized training programs affect project implementation.

Also, 55.1% and 27.5% of them moderately and with a great extent agreed respectively that Effectiveness of trainings provided do affect project implementation. Only few of them (4%) gave a no extent and low extent response for it. Regarding the presence of Appropriate technology, even if a few numbers of them gave a neutral response (1.7% and 4.5%), still many of them (39.9% and 32%) believe that really it determines project implementation.

Skilled personal and adequate infrastructure are the two other factors that are considered as the determinant factor for project implementation with a moderate and great extent response of 29.8% and 59.6% and 40.4% and 28.1% respectively. Career advancement is also believed to be one another factor that most of the respondents (43.8% and 22.5%) considered as an influential factor in project implementation.

From the above results in can be inferred that project implementation at Local NGOs of Ethiopia is influenced by training provided to the staff in which training constituents such as Familiarity with core duties and responsibilities, Planned specialized training programs, Effectiveness of trainings provided, the presence of Appropriate technology, Skilled personal and adequate infrastructure, and career advancement are found determinants of project implementation.

Table 6: Response for **Communication** as the determinant of Project Implementation.

		Responses									
Items Included		NE		LE		N		ME		GE	
	Communication	F	P	F	P	F	P	F	P	F	P

Written communication procedure and policy	0	0%	9	5%	30	17%	66	37%	73	41%
Effective communication among project staff	2	1%	8	5%	14	8%	66	37%	88	49%
Exchange of information among stakeholders	5	3%	6	3%	19	11%	83	47%	65	37%
Feedback to/from project staff to/from users	3	2%	6	3%	21	12%	82	46%	66	37%
Availability of information for decision-making	2	1%	7	4%	15	8%	58	33%	96	54%
Timely access to necessary information	0	0%	15	8%	14	8%	67	38%	82	46%
Easy use of PM tools	2	1%	11	6%	29	16%	85	48%	51	29%

Source: Survey (March 2020)

Key:

- NE= No Extent, LE=Low Extent, N= Neutral, ME=Moderate, Extent, and GE=Great Extent.
- F=Frequency, P=Percent

Table: 6 above shows that 37.1% and 41% of the respondents gave a moderate extent and a great extent response respectively towards the item ‘Written communication procedure and policy’, 37.1% and 49.4% of them gave a moderate extent and a great extent response respectively towards the item ‘Effective communication among project staff’ are things that are considered during project implementation. There are also many the respondents (46.6% of them with a moderate extent response and 36.5% of them with a great extent response) who said that Exchange of information among stakeholders is a factor that need to be seen when projects are implemented.

Except for few of them (1.7% and 3.4%), most of them (46.1%) and (37.1%) of them replied to the item ‘Feedback to/from project staff to/from users’ with a moderately and great extent response. The same is true for the items: ‘Availability of information for decision-making’, ‘Timely access to necessary information’, ‘Easy use of PM tools’ where a response of moderately extent and great extent are forwarded with a response rate of 32.6% and 53.9%, 37.6% and 46.1%, and 47.8% and 28.7% respectively.

These results imply that communication as a measure of project implementation in the local NGO’s of Ethiopia is found as the major factor that the respondents considered

whenever they think of implementing a given project. That means having a well written communication procedure and policy, conducting an effective communication among project staffs, proper exchange of information among stakeholders, gathering feedback to/from project staff to/from users, availing information for decision-making, making a timely access to necessary information as well as easy use of PM tools are supposed to affect project implementation in these local NGO's.

Table 7: Response for **Fund/Financing** as the determinant of Project implementation.

		Responses											
		NE		LE		N		ME		GE			
		F	P	F	P	F	P	F	P	F	P		
Items Included	Fund/Financing												
	Availability of adequate fund	6	3.3%	9	5.1%	21	11.8%	19	10.7%	123	69.1%		
	Source of funding: donor, fundraising activity, government	3	1.7%	10	5.6%	28	15.7%	55	30.9%	82	46.1%		
	Independency in the budgetary decision for budget implementation practice	11	6.2%	8	4.5%	36	20.2%	75	42.1%	48	27.0%		
	Delivery of project activities in terms of time-taken	6	3.4%	7	3.9%	23	12.9%	65	36.5%	77	43.3%		
	Effect on project staff relations – adequacy and timeliness of compensation	4	2.2%	5	2.8%	31	17.4%	90	50.6%	48	27.0%		
	Effect on overall implementation effort - systemic and efficiency	2	1.1%	8	4.5%	24	13.5%	78	43.8%	66	37.1%		
Delivery of project activities in terms of budget utilization	5	2.8%	9	5.1%	14	7.9%	69	38.8%	81	45.5%			

Source: Survey (March 2020)

Key:

- NE= No Extent, LE=Low Extent, N= Neutral, ME=Moderate, Extent, and GE=Great Extent.
- F=Frequency, P=Percent

In table 7 above a detail analysis on resources/funding of projects is made. In the first case the number of respondents for the item that the 'availability of adequate fund' as a

factor for project implementation shows that 10.7% and 69.1% of them with moderate extent and great extent it affects project implementation.

Source of funding: donor, fund raising activity, government and Independence in the budgetary decision for budget implementation practice are the other two factors that the respondents believed to determine project implementation with 30.9% and 46.1% and 42.1% and 27% moderate extent and great extent responses respectively

Delivery of project activities in terms of time-taken, Effect on project staff relations – adequacy and timeliness of compensation, as well as Effect on overall implementation effort - systemic and efficiency are found the other major components of resource/funding that with a response rate of 36.5% and 43.3%, 50.6% and 27%, 43.8% and 37.1% for moderately and great extent respectively to determine project implementation in local NGO's of Ethiopia.

Finally, 38.8% and 45.5% of the respondents also agreed that 'Delivery of project activities in terms of budget utilization' is assumed to affect project implementation.

From the above results it can be deduced that resource specifically funding of finance is one of the determinant factors of project implementation at Local NGOs of Ethiopia. That is, its availability, its source, budgetary decision, its delivery, as well as its timeliness are factors that are found affecting project implementation.

Table 8: Response for **Donor requirement** as the determinant of Project Implementation

		Responses									
		N		LE		N		ME		G	
		F	P	F	P	F	P	F	P	F	P
Items Included	Donor requirement										
	Donor accountability	8	4.5%	7	3.9%	1	7.3%	53	29.8%	97	54.5%
	Reporting formats and requirement	10	5.6%	15	8.4%	2	14.6%	61	34.3%	66	37.1%
	Knowledge Management	5	2.8%	15	8.4%	2	14.0%	85	47.8%	48	27.0%

Efficiency in terms of number of beneficiaries reached	5	2.8 %	6	3.4 %	3	21.3 %	68	38.2 %	61	34.3 %
Value creation for the budget/grant obligated	6	3.3 %	10	5.6 %	4	27.0 %	63	35.4 %	51	28.7 %
Timely and predictable fund disbursement	2	1.1 %	12	6.7 %	3	16.9 %	53	29.8 %	81	45.5 %
Project monitoring and evaluation system	6	3.3 %	8	4.5 %	2	14.0 %	61	34.3 %	78	43.8 %

Source: Survey (March 2020)

Key:

- NE= No Extent, LE=Low Extent, N= Neutral, ME=Moderate, Extent, and GE=Great Extent.
- F=Frequency, P=Percent

Respondents are also surveyed about how much donor requirement affects project implementation. In table 4.7 above it is revealed that 29.8% and 54.5% of the respondents said that donor accountability is important to a moderately and great extent level in the implementation of projects respectively. 34.3% and 37.1% of them also replied the same way regarding the reporting formats and requirements.

As a donor requirement criterion, the proportion of respondents who have responded with again the moderate and great extent for the items: ‘Knowledge Management’ and ‘Efficiency in terms of number of beneficiaries reached’ are 47.8% and 27% as well as 38.2% and 34.3% respectively.

The other three important items that are assumed to be reflections of the donor requirement: Value creation for the budget/grant obligated, Timely and predictable fund disbursement and Project monitoring and evaluation system are also found as factors that greatly affected the project implementation (with a response rate of 28.7%, 45.5% and 43.3% respectively.)

In a nutshell, from the above results it can be inferred that what the donors require from the project runners such as accountability, formats used for reporting purpose, managing their knowledge, bringing efficiency, value adding over the budget granted, on time

budget disbursement, monitoring and evaluation of the projects, etc. greatly determine in one way or the other how and when the projects are effectively implemented.

Table 9: Response for **Government requirement** as the determinant of Project Implementation

		Responses									
		N E		LE		N		ME		GE	
		F	P	F	P	F	P	F	P	F	P
Government requirement											
Items Included	Accountability	8	4.5%	7	3.9%	19	10.7%	66	37.1%	78	43.8%
	Restrictive proclamations-20/80, IPSAS etc	7	3.9%	4	2.2%	34	19.1%	54	30.3%	79	44.4%
	Conflicting interest	1	6.7%	18	10.1%	40	22.5%	50	28.1%	58	32.6%
	Sustainability	2			%				%		%
		1	0.6%	17	9.6%	26	14.6%	58	32.6%	76	42.7%

Source: Survey (March 2020)

Key:

- NE= No Extent, LE=Low Extent, N= Neutral, ME=Moderate, Extent, and GE=Great Extent.
- F=Frequency, P=Percent

As it can be seen on Table 9 above, 37.1% and 43.8% of the respondents replied that accountability as a government requirement is considered at moderate and great extent level respectively to affect project implementation. The same is true for most of the respondents (30.3% and 44.4%) who disclosed that Restrictive proclamations-20/80, IPSAS etc. have a determinant effect. Conflicting interest and sustainability which are indicators of government requirement with 32.6% and 42.7% of responses respectively are found affecting project implementation.

From these findings it can be deduced that project implementation in local NGOs of Ethiopia also associated with and hence influenced by government requirements such as Accountability of the NGOs, Restrictive proclamations-20/80, IPSAS etc. Conflicting interests among different stakeholders and Sustainability of the projects.

Table 10: Response for **Project implementation.**

Project implementation		Responses									
		NE		LE		N		ME		GE	
		F	P	F	P	F	P	F	P	F	P
Items Included	Project product delivery	6	3.4%	10	5.6%	11	6.2%	71	39.9%	80	44.9%
	Sustainability of project benefits	0	0.0%	8	4.5%	19	10.7%	56	31.5%	95	53.4%
	On-Budget delivery	2	1.1%	8	4.5%	16	9.0%	78	43.8%	74	41.6%
	On-Time delivery	2	1.1%	6	3.4%	10	5.6%	81	45.5%	79	44.4%
	Project product quality	4	2.2%	8	4.5%	16	9.0%	55	30.9%	95	53.4%
	Stakeholder satisfaction	4	2.2%	2	1.1%	19	10.7%	52	29.2%	101	56.7%
	Donor satisfaction	2	1.1%	4	2.2%	18	10.1%	70	39.3%	84	47.2%

Source: Survey (March 2020)

Key:

- NE= No Extent, LE=Low Extent, N= Neutral, ME=Moderate, Extent, and GE=Great Extent.
- F=Frequency, P=Percent

The respondents are also asked to show up their response towards those factors that were most indicative to them to show that a given project had been effectively implemented. Accordingly , it is indicated in table 10 above that 84.8%, 84.9%, 85.4%, 89.9%, 84.3%, 85.9% and 86.5% of them replied a positive response towards project implementation for items: Project product delivery , Sustainability of project benefits, On-Budget delivery, On-Time delivery, Project product quality, Stakeholder satisfaction, and Donor satisfaction respectively i.e. these factors were most indicative in describing whether a given project had been effectively implemented or not. Therefore, out of all these indicative factors the most extremely indicative ones that is used by the project runners to show that a given project had been effectively implemented are on-time delivery, donor satisfaction and stakeholder satisfaction.

Table 11: Response for **Difficult to finish projects.**

Do you find it difficult to finish projects in the specified time and using the set resources?		Frequency	Percent
Items Included	Yes	83	46.6
	No	95	53.4
Total		178	

Source: Survey (March 2020)

In table 11 above the response for the question ‘Do you find it difficult to finish projects in the specified time and using the set resources?’ reveals that 83(46.6%) of them gave a ‘Yes’ response while 95(53.4%) of them gave a ‘No’ response. That is even if many of them didn’t face any difficult to accomplish their projects within a specified period by using the available resources, but still a significant number of them responded saying they really do face the problem. Those who faced the problem have mentioned many common reasons for it such as:

- ✓ *Because most of the time funds are not released on time and due to other factors, such as cultural barriers and poor infrastructure, on top of that, project agreement to be signed with regional government is time taking and it affect the project implementation time.*
- ✓ *Due to economic and market fluctuations. Budget planned before 5 years become less effective to fulfill after five years.*
- ✓ *Sometimes other factors include such as state of emergency declared on 2016*
- ✓ *The other problem arises in project planning stage. They plan projects from their office desks and with limited information about the implementation areas or the target groups. And in implementation phase you find many things that were not considered during the planning phase, but these delay the implementation of the project.*

- ✓ *Also, some budgets or costs might be budgeted too small for a certain activity and this also affects timely completion of a project.*
- ✓ *Lack of skilled manpower, overlapping different activities and ambitious plan might also affected the duration and hence implementation of the project*

The respondents are also asked in an open-ended question form to reflect their opinion on the question: ‘What Socio-cultural factors affected effective project implementation in your organization? Accordingly, the following common factors are identified by most respondents of the study:

- *Community resistance, dependency syndrome from the beneficiaries and stakeholders, poor attitude towards sustainability and change,*
- *Deep rooted traditions, Wrong beliefs, opinions and unhelpful practices that challenge development, illiteracy and climate change*
- *Family background of the staff, religious, lifestyle difference, Geographic location*
- *Differences in political ideology, Political instability and reluctant stakeholders’ participation*
- *Undermining communities’ culture and resources they have etc.*

Finally, the respondents are asked whether there are other factors to which they would attribute to a great extent for the effective implementation of projects in their organization or not. Their response showed that most of them replied as there are such factors and some of their common responses(factors) are summarized here under:

- ◆ *Lack of trust between NGO's and government which resulted in the formulation of various restrictions both formal and or informal.*
- ◆ *Many of the projects and development programs by donors are in general are very specific in scope so that they couldn’t address many challenges of our society.*

- ◆ State structures' negative perception of the organizations and hence there is lack of team spirit and proper utilization of resources (financial and human)
- ◆ Usually and in most cases, the donor not the implementer act as an initiator of the project. This has loosed sense of belongingness to the project.

4.3. Multiple Regression and Correlation Analysis

4.3.1. Correlation analysis

A correlation analysis that is used to show how the independent variables are related with the dependent variable is made. Accordingly, in the following table a Pearson Correlation coefficient with the corresponding sig. value is presented.

Table 12: Correlation result

Independent Variables	Dependent variable: Project implementation	
TR	Pearson Corr.	0.820
	Sig.	0.000
COMM	Pearson Corr.	0.663
	Sig.	0.000
FR	Pearson Corr.	0.794
	Sig.	0.000
DR	Pearson Corr.	0.762
	Sig.	0.000
GR	Pearson Corr.	0.650
	Sig.	0.000

Source:(SPSS output)

In the above table it is shown that all the independent variables are found having a positive and strong correlation with the dependent variable. The sig. value of each coefficient also confirm that they are statistically significant with sig.(p-value) less than 0.05. Among these variables those variables with the highest Pearson Correlation coefficient relative to others include are TR, FR and DR. That is among the five independent variables included in the model, the three major ones that are highly associated with project implementation in the Local NGOs of Ethiopia are Training (TR), Fund requirement (FR) and Donor requirement (DR).

4.3.2. Multiple Regression

This section presents the results of the regression analysis. The following regression model was applied:

$$PI = \beta_0 + \beta_1 TR + \beta_2 COMM + \beta_3 FR + \beta_4 DR + \beta_5 GR + e_i$$

Where: -

PI = **Project Implementation** (Dependent variable of the study)

β_0 = constant or intercept

TR= **Training** (an independent Variable)

COMM= **Communication** (an independent Variable)

FR = **Fund/Resource requirement** (an independent Variable),

DR=**Donor requirement** (an independent Variable)

GR= **Government requirement** (an independent Variable)

Where β_1 , β_2 , β_3 , & β_4 are coefficients and i.e. is an error factor

Table 13: OLS Regression Result for all Explanatory Variables

	Variables	Coefficients (Beta)	t -value	sig. value
	(Constant)	2.134	6.828	0.000
	TR	0.336	3.647	0.000
Items	COMM	0.049	2.436	0.016
Included	FR	0.293	2.595	0.010
	DR	0.237	2.426	0.016
	GR	0.083	2.036	0.030

Source:(SPSS output)

4.3.3. Assumption tests

The classical linear regression model assumes that some of the econometrics assumptions need to be fulfilled otherwise the ordinary least square (OLS) method assumptions are violated. Therefore, the above regression model is checked for the following basic assumptions.

Auto correlation problem test

Since the Durbin Watson Statistic (D.W) ranges from zero to four, a statistics value of two indicates that there is no serial correlation to the model, if it is less than two there is

positive serial correlation and if it is close to zero there will be perfect positive serial correlation. And if D.W is greater than two, there is negative serial correlation and if it is close to four there will be perfect negative serial correlation. (Richard, 2015).

Accordingly, the model of this study was free from auto correlation with the D.W value of 1.99 which is close to 2. This indicates that the study model was free from serial/auto correlation problem.

Multicollinearity problem test

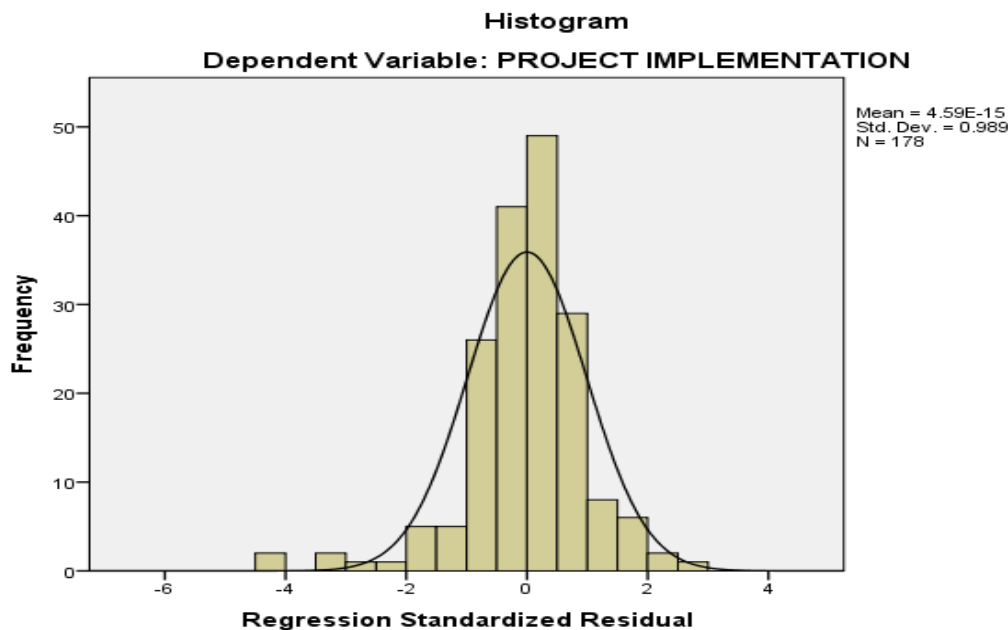
Multi collinearity problem mainly occurs when the independent variables are highly interdependent one over the other. Multi collinearity most of the time may occurs in a model but it becomes an issue if it is severe. Multi collinearity test is mainly checked by a system called variance inflation factor (VIF). In this case, a model is said to suffering from Multi collinearity problem if the VIF value is greater than 10 (Richard, 2015).

Based on this, the model was with a maximum value of VIF of 4.05, which is less than 10, we can conclude that there was no multi collinearity problem in the model.

Normality test

Normality test will help to determine whether the data used is normal, and therefore, that this assumption is met in your data for statistical tests. The approaches can rely on visual inspection or statistical tests. Graphical interpretation has the advantage of allowing good judgment to assess normality in situations when numerical tests might be over or under sensitive, but graphical methods do lack objectivity. If do not have great deal of experience to interpreting normality through graphically view, it is probably best to rely on the numerical methods.

When visualize the fit of the normal distribution, examine the probability plot and assess how closely the data points follow the fitted distribution line. Normal distributions tend to fall closely along the straight line. Skewed data form a curved line. As confirmed by visual inspection of the histogram of survey result from SPSS below, our residuals seem normally distributed which means our models are free of normality problems.

Figure 8 – Histogram with normal curve plotted (SPSS output) for Model

Source; SPSS output

Result of regression for Training (TR)

The value of beta of Training is 0.336, and the value of beta shows the contribution in the variation in the dependent variable by each independent variable. The beta of TR is 0.336 which shows a strongest contribution (in same direction) in the explanation of dependent variable Project implementation (PI) by Training (TR). The value of t-ratio is 3.647 which is more than the standard value. The rule of thumb for t-ratio is 2, and the value of t-ratio will always be interpreted as absolute (irrespective of its positive or negative sign). The p-value is .000 which is less than .05. Therefore, Training (TR) as a determinant factor has a significant effect on and hence determines the Project implementation (PI) of Local NGOs.

Result of regression for Communication (COMM)

The value of beta of Communication is 0.049, and the value of beta shows the contribution in the variation in the dependent variable by each independent variable. The beta of COMM is 0.049 which shows a strongest contribution (in same direction) in the explanation of dependent variable Project implementation (PI) by Communication

(COMM). The value of t-ratio is 2.436 which is more than the standard value. The rule of thumb for t-ratio is 2, and the value of t-ratio will always be interpreted as absolute (irrespective of its positive or negative sign). The p-value is .016 which is less than .05. Therefore, Communication (COMM) as a determinant factor has a significant effect on and hence determines the Project implementation (PI) of Local NGOs.

Result of regression for Fund requirement (FR)

The value of beta of Fund requirement is 0.293, and the value of beta shows the contribution in the variation in the dependent variable by each independent variable. The beta of FR is 0.293 which shows a strongest contribution (in same direction) in the explanation of dependent variable Project implementation (PI) by Fund requirement (FR). The value of t-ratio is 2.595 which is more than the standard value. The rule of thumb for t-ratio is 2, and the value of t-ratio will always be interpreted as absolute (irrespective of its positive or negative sign). The p-value is .010 which is less than .05. Therefore, Fund requirement (FR) as a determinant factor has a significant effect on and hence determines the Project implementation (PI) of Local NGOs.

Result of regression for Donor requirement (DR)

The value of beta of Donor requirement is 0.237, and the value of beta shows the contribution in the variation in the dependent variable by each independent variable. The beta of DR is 0.237 which shows a strongest contribution (in same direction) in the explanation of dependent variable Project implementation (PI) by Donor requirement (DR). The value of t-ratio is 2.426 which is more than the standard value. The rule of thumb for t-ratio is 2, and the value of t-ratio will always be interpreted as absolute (irrespective of its positive or negative sign). The p-value is .016 which is less than .05. Therefore, Donor requirement (DR) as a determinant factor has a significant effect on and hence determines the Project implementation (PI) of Local NGOs.

Result of regression for the Government requirement (GR)

The value of beta of Government requirement is 0.083, and the value of beta shows the contribution in the variation in the dependent variable by each independent variable. The

beta of GR is 0.083 which shows a strongest contribution (in same direction) in the explanation of dependent variable Project implementation (PI) by Government requirement (GR). The value of t-ratio is 2.036 which is more than the standard value. The rule of thumb for t-ratio is 2, and the value of t-ratio will always be interpreted as absolute (irrespective of its positive or negative sign). The p-value is .030 which is less than .05. Therefore, Government requirement (GR) as a determinant factor has a significant effect on and hence determines the Project implementation (PI) of Local NGOs.

Table 14: Model Summary of Linear Regression for all Independent or Explanatory Variables

Model	R	R ²	Adjusted R ²	F	Sig.
	0.88374	0.781	0.773	2.560	0.000

Source:(SPSS output)

The above table shows the results of regression model. The model was used to check the effects of independent variables on the dependent variable. The value of R is 0.88374, and this shows the association of independent variables with dependent variable. The value shows that independent variables are 88.37 percent correlated to the dependent variable. The value of R² is 0.781 which shows the effect of independent variables on the dependent variable. The results show that 78.1 percent of variation in project implementation at local NGOs of Ethiopia is influenced by factors such as training, communication, fund requirement, donor requirement, and government requirements. But, out of all these factors, the three top determinant factors are training, fund requirement and donor requirement with their respective beta coefficients of 0.336, 0.293 and 0.237.

4.3.4. Summary for the Hypotheses Testing

The following table summarizes the results of hypotheses testing:

Table 15: Summary of Hypotheses Testing Result

Null Hypothesis (Ho)	The detected coefficient sign	Decision
Training has no significant effect on Project implementation	Positive	Rejected
Communication has no significant effect on Project implementation	Positive	Rejected
Fund/Resource requirement has no significant effect on Project implementation	Positive	Rejected
Donor requirement has no significant effect on Project implementation	Positive	Rejected
Government requirement has no significant effect on Project implementation	Positive	Rejected

Source:(SPSS output)

Discussion of the findings

According to the findings of this study the variables; training, communication, funding requirement, donor requirement, and government requirement attributed to donor policies and practices and cross cutting policy functionality, as influences in project implementation manifested in LNGOs. Based on the demographic characteristics of the informants, the fact that the number of men exceeded that of women by a great margin was reason for concern. It implied that women were not given equal opportunities as men. We must continue to push women more and create equal opportunities not only on the financial positions but also on project management and eliminate the idea of women not wanting to go to field office reason to minimize the smallest opportunities available. We must continue to move away from the binary frame that views women as powerless and men as powerful at work and continue to develop rich analyses of the conditions under which advantages and disadvantages accrue to certain workers in certain contexts (Dellinger and Williams, 2010). Most of the respondents were master's graduates. This indicated that they

could comfortably comprehend issues raised in the study and work related to project implementation. In relation to objective one which sought to assess the level to which training influenced project implementation in non-governmental organizations under Local capacity development program, most informants reported that NGOs was affected by challenges attributed to skilled personnel and familiarity with core duties and responsibilities. This would mean that projects in LNGOs were not expertly implemented based on set standards. It would be worth noting that Morris and Pinto (2007) quoting Delisle (2001) assert that it is always imperative upon decision makers to consider the size and level of expertise on the project team. Deciding who belongs to the core, mid-layer, and outer stakeholder group should be considered an important exercise, as it would contribute to successful project implementation. All the informants also reported that proper project implementation systems and processes influenced project implementation at LNGOs. It could thus be concluded that LNGOs did not have requisite systems and processes in place to support project implementation thereby affecting the overall project performance. Badiru (2012) is of the view that whether a project is simple or complex, proven project management processes should be followed with a worldwide system view of the project environment. Objective two assess communication and its effect on project implementation. Most of these LNGOs didn't have communication polices nor did they think it was relevant to have it. There is also a loophole on information shared among employees like finance and program. Program staffs withholding program implementations progress from finance and finance staff not providing enough information on financial management regulation prior to issues leading the implementation process to be delayed. Most communication with donors are being handled by executive directors who in the end couldn't provide task specific inquiries from donors and when communicated towards relevant employees it could be distorted and donors not getting the information needed on time would be another issue for decision making. Hence, the respondents agree on the need to have timely information for decision making through effective communication among project staffs that are guided by a written policy and procedure. Moving on to Fund requirement which is the life line of these organizations, all the respondents also felt that timely and predictable funds disbursement schedules influenced project implementation. This could be viewed as an acknowledgement that

there were gaps when it came to the issue of projects funds disbursement at LNGOs. Ribeiro (2011) defines disbursement as the mechanism through which the project co-donors' funds are channeled to the project account for project implementation. He further recommends that the project appraisal team need to be conversant with disbursement mechanisms and requirements 50 to minimize funding problems during implementation. Disbursement procedures that ease project implementation reducing bureaucracy and transaction costs should also be put in place, but care taken not to compromise on control systems and requirements.

In relation to objective four, which sought to evaluate the extent to which donor policies and practices influenced project implementation at LNGOs, most of the informants were of the view that donor requirement influenced project implementation at LNGOs. This could be concluded to mean that at the time of the study, there was a general indication that different donors were not fully accountable in their engagements with LNGOs. The issue of donor accountability is not isolated to LNGOs as different literatures indicate it as a general phenomenon in the development world. As observed by Hopper et al (2012) due to the power differentials, it may not be easy to institute dialogue on downward accountability that brings about effective partnership relationships between donors, INGOs, local NGOs and beneficiaries that are not hierarchical and not dictatorial. Furthermore, Hopper et al (2012) Quoting a study by O'Dwyer and Unerman (2010) found some resistance in practice from some of the INGOs they studied in putting in place mechanisms that would enable them to engage in effective downward accountability. Most of the informants also were of the view that issues related to project monitoring and evaluation, were not adequately addressed in project implementation at LNGOs. It could therefore be concluded that LNGOs did not have in place project monitoring and evaluation mechanisms in place. In their book, Bowers, Higgins and Millar (2013), state that putting in place on going project monitoring and evaluation processes was vitally important in ensuring that the project remained on track and that the ability to change approaches in response to evaluation outcomes was crucial as these adjustments were based on new information or knowledge that could potentially impact the performance of the project. Considering government requirements in terms of to which some cross-cutting policy issues manifested in LNGOs in relation to project implementation, most respondents acknowledged

awareness of existence of project implementation policies. LNGOs are expected to be accountable for the beneficiaries and government within the country while maintain the sustainability of their projects. Government of Ethiopia has restrictive proclamation to increase the accountability of these NGOs where they come up with 20 percent of their fund from the organization own budget which has hugely affected most of these organizations as most of them didn't have any income generating activities. Also, the financial management system was changed to International Public Sector Accounting Standard (IPSAS) which is a challenge for these NGOs as they don't have employees with the required qualifications.

Majority additionally felt that project implementation was also important to general policies and programs at LNGOs. This could mean that some form of project implementation policies existed at LNGOs with elements of integration of the same in other general policies and programs.

It is important for project management stakeholders to have a common frame of reference regarding the projects being performed. This is usually place under project policy framework (Hill. 2008). All the respondents also felt that LNGOs designed and funded specific projects to address problems of project implementation. They were also of the view that policies and regulations related to project implementation were reviewed from time to time and internal audits carried out to establish gaps in project implementation. This was supported by the results of observation, which indicate that LNGOs had been certified under NGOs benchmarking audit and had well-established internal control systems. Annual surveys to monitor attitude change among the staff and take appropriate action were not consistent however there was a provision for two staff retreats, which could be an opportunity to achieve the same purpose. The informants were also of the view that operational plans with monitoring indicators were maintained by LNGO. Through observation, yearly operational plans were also available at the time of the study. It could thus be concluded that LNGOs emphasized on a planning process though not distinctly for its projects.

CHAPTER FIVE

Conclusion and Recommendation

5.1 Summary of the major findings

Based on the data analysis made on the previous the major findings of the study are summarized as follows.

The demographic profile of the study showed that the study is conducted in a such way that the total number of male respondents are more than their female counter part. They are composed of young age group who are the most active and productive age group who are expected to contribute a lot to the sector/organization they belong to. Educated people of either bachelor or master's degree are employees of the Local NGO'S and they are directly or indirectly associated with project works and have at least the basic knowledge about project implementation and factors that affect its implementation. Moreover, they have a long years of work experience in NGOs and they know the ins and outs of the organization and about project implementation very well. Specifically, have a long years of work experience in the current organization they are employed, and they have a good opportunity to know the different projects (from their inception to implementation) run in their organization.

Their different job composition also shows they are directly or indirectly involved with project activities and its implementation and this helped the researcher to gather detail information from different positions in a better way and easily validate the results on the determinants of project implementation.

These different local NGOs of the country are found in most cases accepting and engaging with approximately 5 to 20 projects per year that makes such organizations to get busy with implementing a variety of projects at a time and reducing their efficiency. However, most of projects have adequate number of staffs that can help to run their projects properly and efficiently in terms of manpower.

In terms of sector wise projects, for many known and unknown reasons, donors are very much interested to invest their finance on those local projects related with health, education and agricultural sectors of the nation.

Project implementation at Local NGOs of Ethiopia is influenced by training provided to the staff in which training constituents such as familiarity with core duties and responsibilities, planned specialized training programs, effectiveness of trainings provided, the presence of appropriate technology, skilled personal and adequate infrastructure, and career advancement are found determinants of project implementation.

Communication as a measure of project implementation in the local NGO's of Ethiopia is found as the other major factor that the respondents considered whenever they think of implementing a given project. That means having a well written communication procedure and policy, conducting an effective communication among project staffs, proper exchange of information among stakeholders, gathering feedback to/from project staff to/from users, availing information for decision-making, making a timely access to necessary information as well as easy use of PM tools are supposed to affect project implementation in these local NGO's.

Availability of resources specifically funding of finance is one of the determinant factors of project implementation at Local NGOs of Ethiopia. That is, its availability, its source, budgetary decision, its delivery, as well as its timeliness are factors that are found affecting project implementation.

What the donors require from the project runners such as accountability, formats used for reporting purpose, managing their knowledge, bringing efficiency, value adding over the budget granted, on time budget disbursement, monitoring and evaluation of the projects, etc. greatly determine in one way or the other how and when the projects are effectively implemented.

Besides, project implementation in local NGOs of Ethiopia also associated with and hence influenced by government requirements such as accountability of the NGOs,

restrictive proclamations-20/80, IPSAS etc. conflicting interests among different stakeholders and Sustainability of the projects.

Finally, the regression result showed that the value of R^2 which is 0.781 shows 78.1 percent of variation in project implementation at local NGOs of Ethiopia is influenced by factors such as training, communication, fund requirement, donor requirement, and government requirements. But, out of all these factors, the three top determinant factors are training, fund requirement and donor requirement.

The correlation results also confirmed that among the five independent variables included in the model, the three major ones that are highly associated with project implementation in the Local NGOs of Ethiopia are Training (TR), Fund requirement (FR) and Donor requirement (DR)

5.2 Conclusion

Project implementation at Local NGOs of Ethiopia is influenced by training provided to the staff, communication disseminated among the staff, Availability of resources specifically funding of finance, donors' requirement to implement the project, government requirements such as government policies and proclamations

On-Time delivery, Project product quality, Stakeholder satisfaction, and Donor satisfaction respectively i.e. these factors were most indicative in describing whether a given project had been effectively implemented or not. Therefore, out of all these indicative factors the most extremely indicative ones that is used by the project runners to show that a given project had been effectively implemented are On-Time delivery, Donor satisfaction and Stakeholder satisfaction.

At the same time, there are many difficulties that the study has identified as a challenge for not to accomplish the projects within a specified period. For instance, time lags in fund disbursement, cultural barriers and poor infrastructure, time taking in signing of project agreements, economic and market fluctuations. Sometimes other factors include such as state of emergency declared on 2016, mismatch between project plan and delay in

the implementation of the project, insufficient budget, Lack of skilled manpower, overlapping different activities and ambitious plan might also affected the duration and hence implementation of the project etc.

Different Socio-cultural factors also affected effective project implementation in this organizations such as Community resistance, dependency syndrome from the beneficiaries and stakeholders, poor attitude towards sustainability and change, deep rooted traditions, Wrong beliefs, opinions and unhelpful practices that challenge development, illiteracy and climate change, family background of the staff, religious, lifestyle difference, Geographic location, differences in political ideology, Political instability and reluctant stakeholders participation etc.

In addition to the above factors there also some additional facts that this study has investigated as an attribute for an effective implementation of projects such as Lack of trust between NGO's and government which resulted in the formulation of various restrictions both formal and or informal, many of the projects and development programs by donors are in general are very specific in scope so that they couldn't address many challenges of our society, State structures' negative perception of the organizations and hence there is lack of team spirit and proper utilization of resources (financial and human), Usually and in most cases, the donor not the implementer act as an initiator of the project.

From the regression result it can be concluded that project implementation at local NGOs of Ethiopia is influenced by factors such as training, communication, fund requirement, donor requirement, and government requirements. But, out of all these factors, the three top determinant factors are training, fund requirement and donor requirement. Also, these three major factors are highly associated with project implementation in the Local NGOs of Ethiopia.

5.3 Recommendation

The researcher, based on the findings of the study and the general problems observed, recommends the following major points:

- The study further recommends that the qualified staff should be recruited and trained on project management. This will give them the skills and knowledge in project management and increase innovativeness among employees. Training at all levels to both the stakeholders and the staff should be frequently offered.
- Staff career needs should be planned and identified rather than depending only on ad-hoc basis trainings that are given by donors which in most cases emphasis on the donor requirements than those trainings needed to successfully manage and implement projects. Hence, the LNGOs should incorporate training needs and budget when preparing proposal submissions.
- Local NGOs to create resource mobilization strategy rather than depending and waiting for bidding opportunities to come from the donor side. Local NGOs should strengthen the internal income generating activities (IGA) to cover their administrative costs and comply with both donor and government requirements.
- Donor and government requirements should clearly be identified with a clear discussion and understanding among different stakeholders etc. Responsiveness and communication with donors should be formalized through communication policy and assigned responsible personnel. Proactive follow up will be required for consistently meeting both donor and government requirements.
- Stakeholder involvement in project implementation, monitoring and evaluation must be developed. The study recommends that stakeholder's participation should be improved in project management. This will promote the implementation of project management since there will be little resistance from stakeholders.
- Teamwork Commitment, Leadership, Joint planning, Learning and accountability are some focus areas that the Local NGOs need to work intensively.

- The local NGOs are suggested to work in cooperation with the government in many aspects while also advised to work smoothly with local entities influencers around project implementation areas.
- Good communication (both internal and external) must developed even more in such organizations.
- Wholistic and diversified investment projects need to be implemented by the NGOs and donors other than confining only to few sectors only. The projects are recommended to be diversified to a very important and series sectors. And create flexibility within organizations to take on various projects in various sectors.

5.4 Limitation of the Study

The study focused on NGOs operating in Addis Ababa under the local capacity development program. Though the research generated useful findings and recommendations that could trigger further in-depth and broader studies and/or influence policy decisions; it did not manage to incorporate project implementation practice of NGOs residing in other cities as well as operating in other sectors such as governmental and construction. The researcher forced to narrow the scope of the study in terms of target population and study topic due constraints of time, finance and other necessary resources. Nonetheless, it is believed that the findings of the study present the true picture of NGOs challenge that emerges from project implementation process.

5.5 Recommendation for further study

Based on the broad analysis and evaluation made in this study scholars, policy formulators, donors and the NGOs themselves are urged to make further studies on related areas. This may include investigation for existence of other project implementation elements affecting NGOs in Ethiopian context including, NGOs operating in other regions of the country. It's also advisable to further assess the shift in donor funding to specific sector due to various environmental and political issues that might arise positively or negatively affect project implementation practice.

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APPENDIX

ANNEX I

JIMMA UNIVERSITY

School of Graduate studies

MBA Program

Questionnaire

I am a student of Jimma University and am currently studying master’s in business administration. I am writing my thesis on the Factors Affecting Project Implementation in Local Non-Governmental Organizations (NGOs). I have designed this survey on issues related to this topic. I would really appreciate if you could spare a few minutes of your time filling in this survey.

Your answers are very important for the proper analysis of the research. Your answers will be treated confidentially and anonymously. All information obtained from this survey will be treated in the strictest confidence and will only be available to the researcher and his thesis supervisor.

Kindly complete this questionnaire as honest as possible.

Thank you for your co-operation and time.

Instructions For certain questions, you are required to choose by ticking (√) one answer among the alternatives. For certain questions, you are encouraged to specify other alternatives in the space provided or to fill the blank spaces. Also feel free to write helpful comments where appropriate in the margins.

Part A

1. What is the name of your organization?

.....
.....

2. What is your gender?
- a) Male Female
3. Age? _____
4. What level of education have you attained?
- a) O-level
- b) Certificate
- c) Diploma
- d) Bachelor 's Degree
- e) Master 's Degree
- f) Doctorate
5. How many years have you been in the NGO sector? _____
6. How many years have you been at the organization? _____
7. What is your position in the organization?
- a) Top Management
- b) Portfolio Manager
- c) Project Manager
- d) Project Coordinator
- e) Finance Manager
- f) Project Management Office Team-Member
- g) Others (please specify)
8. Of the following, in which sector does your organization fall?
- a. Agriculture
- b. Education
- c. Health
- d. Environment
- e. Relief
- f. Micro finance
- g. Other _____

9. What is the size of your organization in terms of number of projects per year?

- (a) 1 – 5 projects
- (b) 5 – 10 projects
- (c) 10 – 20 projects
- (d) Over 20 projects

10. What is the size of your projects staff?

- a) 1 – 5 people
- b) 5 – 20 people
- c) 20 – 50 people
- d) Over 50 people

Part B Questions on independent variables

As far as the below variables are concerned, to what extent does these variables affect effective implementation of your projects?

1-No Extent 2-Low Extent 3-Neutral 4-Moderate Extent 5-Great Extent

	1	2	3	4	5
11. Training					
Familiarity with core duties and responsibilities					
Planned specialized training programs					
Effectiveness of trainings provided					
Appropriate technology					
Skilled personnel					
Adequate infrastructure					
Career advancement					
12. Communication	1	2	3	4	5

Written communication procedure and policy					
Effective communication among project staff					
Exchange of information among stakeholders					
Feedback to/from project staff to/from users					
Availability of information for decision-making					
Timely access to necessary information					
Easy use of PM tools					
13. Fund/Financing					
Availability of adequate fund					
Source of funding: donor, fundraising activity, government					
Independency in the budgetary decision for budget implementation practice					
Delivery of project activities in terms of time-taken					
Effect on project staff relations – adequacy and timeliness of compensation					
Effect on overall implementation effort - systemic and efficiency					
Delivery of project activities in terms of budget utilization					
14. Donor Requirement					
Donor accountability					
Reporting formats and requirement					
Knowledge Management					

Efficiency in terms of number of beneficiaries reached					
Value creation for the budget/grant obligated					
Timely and predictable fund disbursement					
Project monitoring and evaluation system					
15. Government Requirement					
Accountability					
Restrictive proclamations-20/80, IPSAS etc.					
Conflicting interest					
Sustainability					

16. Of the above factors, which one do you consider as the most critical in the successful implementation of projects within your organization and why?

.....

PART C Questions on dependent variables

17. How do you measure project implementation practice/progress?

.....

18. Do you find it difficult to finish projects in the specified time and using the set resources?

Yes No

If Yes, what is the common reason

.....

 19. Which of the below factors were most indicative to you to show that a given project had been effectively implemented?

1-No Extent 2-Low Extent 3-Neutral 4-Moderate Extent 5-Great Extent

Project Implementation	1	2	3	4	5
Project product delivery					
Sustainability of project benefits					
On-Budget delivery					
On-Time delivery					
Project product quality					
Stakeholder satisfaction					
Donor satisfaction					

20. What socio-cultural factors affected effective project implementation in your organization?

.....

21. Are there other factors to which you would attribute to a great extent effective implementation of projects in your organization?

.....

Thank you for your cooperation!

ANNEX II

List of 98 Case Organizations		
No.	ACRONYM	Full Organization Name
1	AGOHELMA	Abebech Gobena yehetsanat Kebekabena Limat Mahiber
2	AFD	Action for Development
3	AISDA	Action for Integrated Sustainable Development Association
4	ASDEPO	Action for Social Development and Environmental Protection Organization
5	APIDO	Action on Podoconiosis and Integrated Development Organization
6	ADV	Addis Development Vision
7	ANFEAE	Adult and Non-Formal Education Association in Ethiopia
8	ADAA	African Development Aid Association
9	AEID	Afro Ethiopia Integrated Development
10	ACPA	Aged and Children Pastoralists Association
11	ASE	Agri Service Ethiopia
12	ANPPCAN	Association for National Planned Program for Vulnerable Children and in Need- Ethiopia
13	BL	Berhan LeHetsanat
14	CFAI	Cheshire Foundation Action for Inclusion
15	CCC	Children's Cross Connection
16	CH	Children's Heaven
17	CVDA	Common Vision for Development Association
18	CFID	Concern for Integrated Development
19	CETU	Confederation of Ethiopian Trade Union
20	CORHA	Consortium of Reproductive Health Association
21	CoSAP	Consortium of Self-Help Group Approach Promoters
22	DHEA	Dawn of Hope Ethiopia Association
23	EFDA	Education for Development Association

24	EDA	Emmanuel Development Association
25	ERSHA	Enhanced Rural Self Help Association
26	EWNRA	Ethio Wetlands and Natural Resources Association
27	EAA	Ethiopian Association of Anesthetists
28	ECC-SDCO	Ethiopian Catholic Church Social & Development Commission
29	ECDD	Ethiopian Center for Disability and Development
30	ECSF	Ethiopian Charities and Societies Forum
31	EEA	Ethiopian Economic Association
32	ELA	Ethiopian Lawyers Association
33	EMA	Ethiopian Medical Association
34	EMwA	Ethiopian Midwives Association
35	EMRDA	Ethiopian Muslims Relief and Development Association
36	ENDAN	Ethiopian National Disability Action Network
37	ESSWA	Ethiopian Society of Sociologist, Social Workers & Anthropologists Association
38	EWLA	Ethiopian Women Lawyers Association
39	FfC	Facilitator for Change
40	FIDO	Fayaa Integrated Development Organization
41	FSCE	Forum on Sustainable Child Empowerment
42	FSA	Friendship Support Association
43	FHIDO	Future Hopes Integrated Development
44	GPSDO	Guraghe Peoples Self-Help Development Organization
45	HDAMA	Health Development and Anti-Malaria Association
46	Hiwot	Hiwot Ethiopia
47	HIDO	Hiwot Integrated Development Organization
48	HFC	Hope for Children
49	HTT	Hope 2020
50	HRCO	Human Rights Council

51	HUNDEE	HUNDEE/Oromo Grassroots Development Initiative
52	IA	Initiative Africa
53	IFSO	Integrated Family Service Organization
54	ISHDO	Integrated Service on Health and Development Organization
55	IAG	Inter Africa Group
56	IRCE	Inter Religious Council of Ethiopia
57	JeCCDO	Jerusalem Children and Community Development Organization
58	JFA-PFE	Justice for All - Prison Fellowship Ethiopia
59	Kelem	Kelem Ethiopia
60	KMG	Kembatti Mentii Gezzima-Tope
61	LCO	Love for Children Organization
62	LIAE	Love in Action Ethiopia
63	Maedot	Maedot
64	MSD	Mahibere Hiwot for Social Development
65	MJDA	Mary Joy Development Association
66	MWECS	Mathiwos Wondu YeEthiopia Cancer Society
67	MENA	Medkdim Ethiopia National Association
68	MCDP	Mission for Community Development Program
69	MCMDO	Mothers and Children Multisectoral Development Organization
70	NNPWE	National Network of Positive Women Ethiopians
71	NEWA	Network of Ethiopian Women's Association
72	NEP+	Network of Networks HIV Positive in Ethiopia
73	NSAC	Non-State Actors Coalition
74	ODA	Organization for Development in Action
75	OPRIFS	Organization for Prevention Rehabilitation and Integration of Female Street Children
76	OSSHD	Organization for Social Services, Health & Development
77	OWDA	Organization for Welfare and Development in Action

78	OSHO	Oromia Self-Help Organization
79	PC	Pastoralist Concern
80	PDC	Peace and Development Center
81	PHEEC	Population Health Environment Ethiopia Consortium
82	PCI	Precise Consult International
83	PADet	Professional Alliance for Development in Ethiopia
84	Progynist	Progynist
85	PP	Pro-Pride
86	RtG	Redeem the Generation
87	RIPPLE	Research-Inspired Policy and Practice Learning in Ethiopia
88	RCWDO	Rift Valley Children and Women Development Organization
89	SYGE	Save Your Generation Ethiopia
90	SWDA	Siiqqee Women's Development Association
91	SOS-SE	SOS Sahel Ethiopia
92	SVO	Stand for Vulnerable Organization
93	TSDA	Tesfa Social and Development Association
94	VECOD	Vision Ethiopian Congress for Democracy
95	WCAT	Wabe Children's Aid and Training
96	WACT	Water Action
97	WK	Whiz Kids Workshop
98	WSA	Women Support Association