

**Factors Affecting Successful Implementation of Projects in  
Nongovernmental Organizations: *The Case of SOS Children  
Villages Jimma Branch.***

*A Thesis Submitted to the School of Graduate Studies of Jimma University  
in Partial Fulfillment of the Requirements for the Award of the Degree of  
Master of Arts in Project Management and Finance (MMPMF)*

*BY:*

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**JULY 13, 2021**

**JIMMA, ETHIOPIA**

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Under the Guidance of

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**JULY 13, 2021**  
**JIMMA, ETHIOPIA**

## DECLARATION

I hereby declare that, this thesis entitled “*factors affecting successful implementation of project in NGO: in case of SOS children village in Jimma*” has been carried out by me under the guidance and supervision of Mr. Million Gezaw (Assistance Professor) and Mr. Serkalem Tesfaye (MSc).

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

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## CERTIFICATE

This is to certify that the thesis entitles “*factors affecting successful implementation of project in NGO: in the case of SOS children village Jimma*”, submitted to Jimma University for the award of the Degree of Master of Project Management and Finance (MPMF) and is a record of bonafide research work carried out by *Mr. Yadeta Negasa Moti* under Our guidance and supervision.

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

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### ***Abstract***

*A project is a temporary group of activity with a defined beginning and end time, scope and resources designed to produce a unique product, service or result. Many projects have succeeded and others have failed due to several prevailing reasons. Therefore, the general objective of the study was to examine factors affecting successful implementation of projects in NGO: the case of SOS Children Village in Jimma branch. The study adopted both descriptive and explanatory research designs with the target population of 104 staff of SOS children village Jimma and stakeholders). The study used census survey and primary data source. Both closed and open-ended self-administered questionnaires with five-point Likert scale were distributed to the respondents. The collected data was analyzed through descriptive and inferential statistics with the help of the Software Package for Social Science (SPSS) version 23.0. The analyzed data were presented with tables, figures and chart. The finding from Pearson correlation has shown strong positive and significant relationship between successful implementation of projects and project team competences, project manager competences and effective planning and weak positive significant within clarity in project scope. The researcher concluded that all the five independent variables were statistically significant contribution to successful implementation of the project. The study recommended that it is advisable to clear understood of the project work plan to employees and stakeholders before starting the project implementation in order to minimize the communication gap within the stakeholders. The study also recommends suitable to hire the right sufficient person at the right place to reduce burdening of work from the workers and educational qualified project managers; the organization motivates the project team member to enhance their commitment in performing their roles effectively to enhance the effectiveness of the project implementation success in study organization.*

***Key words:*** *project, project implementation, success, NGO*

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## ACRONYMS

ANOVA	Analysis of Variance
FBC	Family Based Care
FSP	Family Strengthening Project
INGOs	International Non-Governmental Organizations
M	Mean
NGOs	Non-Governmental Organizations
PMI	Project Management Institutions
PM	Project Manager
PCSF	Project Critical Success Factors
PMBOK	Project Management Book of Knowledge
SD	Standard Deviations
SPSS	Statistical Packages for Social Science
SOS	Social Service Society

# CHAPTER ONE

## INTRODUCTION

This chapter presents the general background information of the study, statement of the problem, research objectives; research questions and significance of the study. The chapter also covers other sections including the scope and limitation of the study and organization of the study.

### **1.1. Background of the study**

It is universally agreed that, NGOs are operating in different nations and parts of the world having with different mission and purpose. NGOs play different roles and take very different shapes and forms within and across different country contexts (Riddell, 2007). Further, Civil associations began to emerge in Ethiopia during the 1930s as the issue of urbanization and economic development. However, INGOs began to appear in Ethiopia in the 1960s, when neither the self-help groups found in all levels of Ethiopian society nor the government was able to meet the growing demands of the population (Jeffrey, 2000). These International NGOs operating in Ethiopia engaged in playing an intermediary role between international donors and local implementing agencies and their projects are resourced by private donor funding. The process of accessing these funds are very competitive and so, if the accountability mechanisms that are delivery of outputs and activities and budget utilization are met: there is possibility of either getting a rewards or endorsements by the funding entity. However, SOS children village is amongst the international NGOs established since 1974 those involved in the implementation of development projects in Ethiopia (SOS International annual report, 2018).

Project is a short-term task carried out to generate products or services that are distinct within definite ending point, unique and were done to carry out in line with the strategic objectives of the organization (Ohara, 2015). Arslan and Kivark (2014) stated that the success of a project is arriving at what the clients expects from the project and all other parties involved and attaining the rationale of the project. Most of NGO's projects have done very well in delivery of outputs and activities are basically the core of project management delivery within time, budgets and scope but weak at impact level to mean that the delivery of this project might not make any change in

reversing poverty, inequality, restoration on economic growth at macro level. It is very beneficial to understand the various factors affecting during project implementation that determine a project success or failure in nongovernmental organizations. The overall performance of a project is a key factor to ascertain the success of a project. This is usually determined by the attainment of the project objectives and the sustainability of the project afterwards. As a research studied by Pheng et al. (2017) on project success factors and identified: competent project manager, adequate funding, competent project team, commitment and availability of information.

According to a study by Frese and Sauter (2003), a project is only successful when there is good planning. This requires excellent forward planning, which includes detailed planning of the process implementation stages, task timeliness, fallback positions, and re-planning. The researchers noted that, initial planning was not enough. Projects often take wrong turns, or initial solutions prove unfounded. The project manager is not prepared to re-plan or has not considered and planned fallback positions when initial plans fail will often find that the project first stalls, and then finally fails. We must remember that project management is not a straight-line process; it requires rethinking which goes with the changing environment.

There are conditions or terms imposed by most donors that must be followed in projects that they finance or sponsor. When donor attaches so many conditions on the project agreement, the disbursement of funds for the projects; clients may end up being delayed and it can culminate into cost overrun of the project or the project stalling or abandoned by the funder and also extend the project completion time. Ofunaya (2013) studied the degree of success of donor funded projects is determined by both technical and managerial capacity of the human resources of implementing agencies. It further noted that, projects fail too often because the project scope was not fully appreciated and/or user needs not fully understood.

According to the study resulted by Robert and Dr. Vicki (2003), who found that there are areas that should emphasized by project managers who are committed to the success of their projects. As their findings, the three variables that lead to success of the project are good planning, clear responsibility and accountability, and schedule control. In their study, they further noted that there were top five factors found in

successful projects: user involvement, executive management support, clear statement of requirements, proper planning and realistic expectations. Further, their report concluded that these were the elements that were most often pointed to as major contributors to project success. On other hand, Robert and Dr. Vicki, (2003) also listed out other factors that indicated a failed project. They were: lack of efficient internal communication links, lack of responsive decision making, and lack of effective teamwork, incomplete requirements, lack of user involvement, lack of resources, unrealistic expectations, lake of executive support, changing requirements and specifications, lack of effective planning and technical illiteracy. Project implementation are open to all sorts of external influence, unexpected events, ever growing requirements, changing constraints and fluctuating resource flows. This clearly shows that, if projects were applied and steps were not taken in order to manage them effectively and efficiently, the chance of project failure is high.

Good project management is a process of continuous improvement. It is a process of making mistakes and learning from those mistakes and a process of continuous study and learning. Different studies have identified different success factors and a lack of consensus of idea among researchers on the criteria for judging project success and the factors that influence that success (Fortune and White 2006). Therefore, the study was aimed to determine factors that affect project implementation success and establish to what extent these factors individually or collectively contributed to the success of the project implementation at SOS children village Jimma.

### **1.1.1. Background of the study organization**

SOS Children's Villages is the largest international nongovernmental, non-political, non-denominational charitable child welfare organization in the world. Its mission is to build families for children in need, help them, shape their own futures and share in the development of their communities. This NGO was first established by humanitarian professor Hermann Gmeiner in 1949 in Imst, Austria with a vision to give or provide humanitarian and developmental support to children in need and protects their interests and rights around the world. He was committed to help children in need, children who had lost their homes, their security and their families as a result of the Second World War.

Today, SOS children's villages have been expanded its branches to 136 countries around the world to offer an effective alternative foster care projects through its services in the Family Based Care (FBC) program and Family Strengthening (FS) Program (SOS International Annual report, 2018 &2019). This organization also supports educational programs, medical centers and it was active in the field of child protection and child rights. From 136 countries in the world, 47 countries were located in African continents including Ethiopia. (SOS Children's Villages International - Africa ([sos-childrensvillages.org](http://sos-childrensvillages.org))).

In Ethiopia, SOS Children village was established in 1974. The main office's this organization is located in Addis Ababa and have seven SOS Children's Villages' branches in different parts of Ethiopia. The first SOS Children's Village was established in Tigray region (Mekele) in 1974 following severe drought and famine occurred in 1973 in Northern Ethiopia. Six years later, the second SOS Children's Village became operational in Harar. This was followed by the establishment of the third children's village in Addis Ababa in 1981. Between the years 1985- 2004, additional three SOS Children's Villages were established in Hawassa, Bahir Dar and Gode, respectively. Now, the seventh SOS Children's Village Program was also officially inaugurated in Jimma in March, 2013 (Ayenew, 2016).

Currently, SOS Children's Villages Jimma cares for children in SOS families and children in families of origin. This organization implement many houses for strengthen poor families and families living with HIV, construct school for kindergarten, primary and secondary school and the medical centers or clinic. However, the problem of child care and poor families were still not solved. Many children and poor families especially women with their children were lived on street road in Jimma Town those who need support. The education and training program for youth under the program as well as children coming from the neighboring communities. Now a days, SOS Children villages Jimma delegates an alternative child care program through the implementation of Family based care (FBC) development project, Family Strengthening Project (FSP), Women empowerment project, Girl empowerment project and Edu-care project. It also gives services like educational programs and medical centers and also active in the field of child protection and child rights for the nearby communities.



## **1.2. Statement of the Problem**

Across the world, project failures have often been reported more than project success. According to the research published by Standish Group (2009) in USA, only 32% projects succeed, 44% were challenged and 24% of projects failed. As the research conducted by Stewart (2003) and further claimed that only 25% of projects remain successful. Furthermore, in developing countries, project failure is more alarming (Haughey, 2010). It has also been established that critical project success factors influence project completion and performance; project leadership (80%), funding (80.73%), stakeholder involvement (90%) and effective planning (92.4%). As noted by Harindranath (2003) though developing countries commit a sizable number of economic resources to projects, for them to reap maximum benefits; project needs careful planning and coordination prior to implementation and use. Otherwise, trial and error methods of implementation that characterize most government projects applications will only succeed in the wastage of scarce resources.

At implementation stage, that most projects fail, and this has given concern to governments as well as the citizens. Implementation of development projects being the most crucial of all the stages of policy is not desired of certain factors that influence it, some of these factors are: wrong priority; shortage in resource availability, inadequate assessment of targets, wrong scheduling of time for project completion, inadequate project identification, formulation and design, faulty conceptualization of policy. Kaliba, Muya and Mumba (2009) noted that the difficulties of administration rather than the nature of the project, have been the main difficulties with public projects implementation. As a matter of fact, there is an abundance of project failure, resulting from the inability to or poor performance in terms of fulfilling or effectuating policy purposes or intentions.

However, as studied by Sumner (1999) 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. However, Smith (1998) in analyzing project failure factors identified as 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.

This organization implemented many houses for strengthen poor families and families living with HIV, construct school for kindergarten, primary and secondary school and the medical centers or clinic(SOS children village Jimma, 2019). Many children and poor families especially women with their children were lived on street road in Jimma Town those who need support. However, the problem of child care and poor families were still not solved.

Compared with public sector organizations, NGOs have received less research attention at the empirical level thus making the NGOs related literature; somewhat underdeveloped (Ahsan and Gunawan, 2010; Ika et al., 2010). In particularly, very little has been written on international development project success, success criteria, critical success factors and factors affecting success of international NGOs projects in Sub-Saharan Africa (Khangand Moe, 2008; Ika, et al., 2012; Daniel, 2013). NGOs projects succeed due to proper project design, realistic budget estimates, realistic time frames, effective communication; secure funding, institutional strengths (Lawrence et al., 2007). The PMI (2013) aligning projects with strategic objectives brings value to an organization and implementing successful projects generates positives effects on the organization, influencing not just short and medium but also long term development. The internal and external environments in which international NGOs operate vary from organization to organization.

According to the research studied by Ashley (2007) on the analysis of project implementation success and he concluded that effective project implementation is repeatable and requires a great deal of work to understand it for achieving cost effectiveness and competitive position. They identify on their work; planning effort; project team motivation; project manager goal commitment; project manager technical capabilities; control system; and scope and work definition as the important factors. On other hand, the extent of success of donor funded projects is determined by both technical and managerial capacity of the human resources of implementing agencies (Ofunaya, 2013). It further noted that, projects fail too often because the project scope was not fully appreciated and/or user needs not fully understood. Furthermore, Sohu et al.(2018) revealed that good project management team, the full

commitment by stakeholders and effective project planning and the experienced team were positive predictors of the success of projects.

All the authors (Ashley, 2007; Ofunaya, 2013; Sohu et al, 2018) have not stated the effect of communication on project implementation success. However, the researcher indicates that communication has a positive impact on project success. Communication mainly deals with the information of employees, the management of changes and the motivation of employee (Dolphin, 2005) and lack of effective communication implies that most of the projects tend to be poor (Bunyaminu & Mahama , 2016). This indicated that, there was a knowledge gap between the authors. A good communication should enable a better understanding of the strategy, a better commitment and a lower resistance to change which eventually leads to a better implementation of the project. This calls the need for a closer investigation and understanding of correlates of project success at individual organization level.

On other hand, to the best of researcher`s knowledge: there is no research studied on factors affecting successful implementation projects at SOS children village Jimma. However, few studies have been conducted a research on SOS children village Ethiopia. The study conducted by Walelgne (2014), on doctoral dissertation on the role of social workers and challenges they face in an institutional care: the case of SOS children`s villages, Ethiopia. So the study did not focused on factors affecting project implementation success SOS children village Jimma. In addition, Ayenew (2016) studied the doctoral dissertation on the Effect of Training and Development Practices on Employees` Performance at SOS Children`s Villages – Ethiopia. But the study did not conducted on factor affecting successful implementation projects success in the study Organization.

Another study by Bejituwal (2017), conducted on the “Assessment of Monitoring and Evaluation of Family and Community Development Program: The Case of SOS Children`s Village” Ethiopia, in Addis Ababa. Still the study did not conducted on factors affecting successful implementation of project. Therefore, it is necessary to identify and establish to what extent these factors individually or collectively contributed to the success or failure of the project implementation in the study organization.

Accordingly, this study is intended to fill this research gaps and give feedback on the correlates of factors affecting successful implementation project at SOS children village Jimma branch and answers the general research questions what are the factors that affect successful implementation of project in the study organization.

### **1.3. Research Questions**

The study was guided by the following overarching research questions:

- i. What is the impact of effective planning on successful implementation of projects at SOS Children village Jimma branch?
- ii. What is the impact of clarity in project scope on successful implementation of projects at SOS Children village in Jimma branch?
- iii. What is the impact of effective communication on successful implementation of project at SOS Children village Project in Jimma branch?
- iv. What is the impact of project manager competences on the successful implementation of project at SOS Children village in Jimma branch?
- v. What are the impacts of project team competencies on successful implementation of project at SOS Children village in Jimma branch?

### **1.4. Objectives of the Study**

#### **1.4.1. General Objective of the study**

The main objective of the study was to determine the factors affecting successful implementation of project in NGOs: The case of SOS Children village Jimma branch.

#### **1.4.2. Specific Objectives of the study**

The study was guided by the following specific research objectives.

- i. To determine the extent to which effective planning affects successful implementation of Projects at SOS Children village in Jimma branch.
- ii. To determine the effect of clarity in project scope on successful implementation Projects at SOS Children village in Jimma branch.
- iii. To assess the influence of effective communication on the successful implementation Projects at SOS Children village in Jimma branch.
- iv. To assess the influence of project manager competencies on successful implementation of projects at SOS Children village in Jimma branch.
- v. To explain the extent to which project team competencies affects successful implementation of projects at SOS Children village in Jimma branch.

### **1.5. Significance of the study**

The findings of this study is beneficial to SOS Children village in Jimma branch and other branches of SOS children village Ethiopia in understanding of the factors affecting its project implementation success and hence inform them on necessary correction strategies to mitigate on their effects. This study is also important for several stakeholders including non-governmental organizations donor agencies, project managers and project management of NGOs, NGO coordination Bureau, for governments, for future researchers and academicians.

For the management of the NGOs, the findings of this study would be important for future planning and strategy development as far as the operations of the NGOs are concerned. To the NGO coordination bureau, this study will be important in the development of policies governing the NGO sector in the country besides clarifying the challenges that NGOs face in the implementation of their projects. For future researchers and academicians, the study will be important in conducting further research in the suggestion of areas requiring and building on the topic of factors affecting successful implementation of project among the NGO sector. Further this research is important to government agencies to govern and agreement with donor funded projects in Jimma town. In addition, the findings of this study would be important source of reference for future scholars and researchers.

### **1.6. Scope of the Study**

This Non-Governmental Organization SOS children village's was implemented its projects in different areas of regional states across Ethiopia. However, to make the study manageable and to determine the factors affecting successful implementation of projects in individual organizational level; the scope of this study was only specified in nongovernmental organization SOS children village's Jimma branch and does not include other projects implemented by other Nongovernmental organization.

### **1.7. Limitation of the study**

The study was limited to only on SOS Children villages in Jimma whose projects were funded by donors. Therefore, the study was limited to the area coverage due to expenses that could have been involved and time if it covers other branches of SOS Children village Ethiopia and other NGOs. In addition the study only considered five independent variables: effective planning, clarity in project scope, effective

communication, project manager competences and project team competences though there might be other variables to be considered that affect the successful implementation of the projects in the study organization.

Furthermore, the study only used primary data source and self-administered questionnaires for data collection in order to minimize the time taken during field work, data coding, entry and analysis.

### **1.8. Organization of the study**

The study was organized into five chapters. The first chapter includes the introduction and general background such as the statement of the problem, objectives and research questions, significance of the study, scope and limitation of the study. The second chapter discusses the theoretical review and empirical review of the literature that is relevant to the study variables. The third chapter of the study presents about the research design and methodology adapted to conduct the research: target population, method of data collection and method of data analysis would be used. The fourth chapter presents result and discussion of the study. Finally, the fifth chapter deals with summary of findings, conclusion and recommendation and of the study.

# CHAPTER TWO

## RELATED LITERATURE REVIEW

This chapter presents the literature that have been reviewed on the study and publication that related to the study. The literature has reviewed and organized based on the factors that affects the successful implementation of NGO funded projects in the case of SOS children village Jimma branch. Therefore, literature will reviewed under the raised factors on study Questions/objective in the direction of effective project planning, clarity in project scope, effective project communication, Competencies of the project manager and competencies of team members.

### 2.1. Theoretical Literature Review

#### 2.1.1. Definition and Concepts

##### i. Project

The definition of project is stated by different scholars. Project is a short-term task carried out to generate products or services that are distinct within a definite ending point, unique and are done to carry out in line with the strategic objectives of the organization (Ohara, 2015). According to the definition of PMI (2004) a project has also "A temporary endeavor undertaken to create a unique product or service". Temporary means that every project has a specific beginning and a specific end. Unique means that a product or service is different in some characteristic way from all other products or services.

On other hand, project is defined as a unique investment of resources to achieve specific objectives, such as the production of goods or services, in order to make a profit or to provide a service for a community (Merna and Al-Thani, 2008). Generally, projects involve large, expensive, unique or high risk undertakings which have to be completed by a certain date, for a certain amount of money, within some expected level of performance. At a minimum, all projects need to have well defined objectives and sufficient resources to carry out all the required tasks.

##### ii. Project management

Similar to the case for project, different definitions were given for project management. By summarizing those definitions, this research defines Project

management as: the discipline of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria (Dennis, 2009). Project management is the skills, tools and management processes required to undertake a project successfully. According to `Kerzner (2017),` project management is the planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives. As defined by PMBOK in practitioners, Project management, is ‘the application of knowledge, skills, tools and techniques in order to meet or exceed stakeholder requirements from a project (PMBOK, 2004, p. 8)

Project management is accomplished through the use of the processes such as: initiating, planning, executing, controlling and closing". PMI went on to explain that the work of projects usually involves (a) competing demands for scope, time, cost, risk and quality; (b) stakeholders with different needs and expectations; and (c) identified requirements. Project management is designed to make better use of existing resources by getting work to flow horizontally as well as vertically within the company. Therefore, to ensure the success of projects, the project manager must have the requisite knowledge of project management, which is defined as the planning, organization, monitoring and control of all aspects of a project and the motivation of all involved to achieve project objectives safely and within defined time and cost.

According to the study conducted by `Schultz and Slevin (2009)`, management support for projects, or indeed for any implementation, has long been considered of great importance in distinguishing between their ultimate success and failure. In addition Beck(2006) stated that project management as not only dependent on top management for authority, direction, and support, but as ultimately the channel for implementing top management's plans, or goals, for the organization. For the purposes of classification, the factor top management support refers to both the nature and amount of support the project manager can expect from management both for him-self as leader and for the project. Management's support of the project may involve aspects such as allocation of sufficient resources (financial, manpower, time, etc.) as well as the project manager's confidence in their support in the event of crises.



### **iii. Project Implementation**

Project implementation can be defined as a temporary or permanent social system of activities formed by a team in a given organization to complete a specific tasks with in a given time constraint (Linda, 2017). It is a logical conclusions after the project has been proposed, decide on, formulated, funds have been acquired together with other resources and a project has been evaluated for execution. Effective project implementation is looked in many ways to include a large variety of criteria. However, in its simplest terms, effectiveness of project implementation can be thought of as incorporating four basic facts.

A project is generally considered to be successfully implemented if it comes in on-schedule (time criterion), comes in on-budget (monetary criterion), achieve basically all the goals originally set for it (effectiveness criterion), and is accepted and used by the clients for whom the project was intended (client satisfaction criterion). By its basic definition, a project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics.

The activities that were needed to be accomplished includes: delegating work, procuring materials and services, controlling the scope of the project, monitoring risk events, monitoring and controlling the project budget, monitoring and controlling the project schedule, forecasting final project cost and delivery date, finding ways to make up time or reduce final cost. Further, the project is usually targeted for use by some client, either internal or external to the organization and its project team (Guy,2009).

### **iv. Project Implementation success**

Since projects are temporary in nature, the success of the project should be measured in terms of completing the project within the constraints of scope, time, cost, quality, resources, and risk as approved between the project managers and senior management (PMBOK, 2013). Such measures have often defined success as meeting the objectives of the project budget and schedule and achieving an acceptable level of performance. A number of papers relating to critical success factors emerged during the late 1980's for example: Pinto and Slevin (1987); de Wit (1988) who viewed success as being judged by the degree to which project objectives have been met.

According to a study conducted by `Molenaar et al., (2013)`, on their work, they articulated that the traditional theory of time, cost, and the quality triangle is associated with the success of projects. In addition, as mentioned by Jugdev and Muller project success factors are the factors to achieve established goals and objectives (Jugdev & Muller, 2005).

Tradeoffs have to be accepted between various performance parameters for effective management of a project (Harvey A & Lev, 2002). Project success factors (PSFs) are factors or characteristics that, when present, improve the likelihood that projects will be implemented successfully (Kerzn, 2017).

## **2.2. Factors Affecting Successful Implementation of Projects**

Project success factors are influences, conditions, or variables that can have a significant impact on the success of the project when properly sustained, maintained, or managed (Milosevic & Patanakul, 2005). The search for the answers to the question what are the main factors affecting successful project implementation was initial task of discipline of projects management (Andersen & Jessen, 2003). However, different studies have identified different success factors and a lack of consensus of opinion among researchers on the criteria for judging project success and the factors that influence that success (Fortune & White, 2006). Therefore, under this study; it presents the literature related to the factors affecting successful implementation of project in SOS children village Jimma branch as accordingly.

### **2.2.1. Effective Planning**

Project planning is highly crucial in any project but is immensely underrated (Project Engineer, 2020). Planning spans are a whole project period and it begins with the project planning activities determine the organization's strategy and identifies the projects. However, Project Management Institute (PMI) has suggested that project planning should constitute about 20 – 30% of the time required to perform the project work. Therefore, low level of attention paid to project planning can lead to delays, increase costs, and lower probability of project success (Project Engineer, 2020).

Planning in a project environment may be described as establishing a predetermined course of action within a forecasted environment. Planning of the project is associated with using a step by step procedure to help achieve the aims and aspiration

of the project (Damian, 2012). So that, before the project work begins, we must make sure that the work is properly planned, understood and agreed to by the project sponsor and key stakeholders. In achieving project success, the single most important activity that project managers engage is planning. This involves detailed, systematic, team-involved plans which are the only foundation for project success.

Davis (2014), stated that `project planning is a method to develop the project strategies, project scope, establish the project objective and set sufficient milestone to ensure the project is successfully delivered. Also the study conducted by Tsoy and Staples (2020) added further on their work, project planning as a new attribute to critical success factors of projects. This show that project planning plays a vital role in the success of project.

Poor planning does not provide any coherent mechanism by which the project would be implemented. Therefore employers and team members at certain points of the projects do not have a clear direction as what to do, when and how (Bunyaminu & Mahama , 2016). So, this hinders the success rate of most projects. In the case of ECG, more than 605 of the respondents for the study recognized lack of proper planning as one of the major determinants of project failures in the organization (Ibid, 2016). In an analysis of project implementation success found that project planning is significantly correlated with project success. Within the framework of a few fixed constraints, project plans evolve with the lifecycle. The constraints are time and money so each project has a clear deadline and a tight budget (Currie, 1995).

#### **i. Availability of Budget during Projects Implementation**

Financial planning is a vital component of project management since it determines profitability of projects. In order to survive in a competitive environment, project contractors must negotiate payment terms that maximize cash flow. Project budget is the well-coordinated and management approved financial plan of operations, indicating the amounts required for achieving assigned targets, and the expected receipts from sales or the value of work done (Chitkara, 2009). Effective project costs requires adherence to the project budget during implementation of the project.

#### **ii. Time resource and Project Implementation success**

According to the study conducted by `Chua, Kog &Loh (2013),` project success requires creating proper project plan in terms of time to be taken as well as

considering the key factors towards its success. It helps the project manager and the stakeholders to arrive at better decision and focus on the success of the project. Crawford (2002), stated that time is one of the major factors that leads to project not been completed timely and also poor quality. The project managers sometimes use more resources in order to ensure that projects are completed timely. The network analysis has been used to manage time (Gardiner, 2005).

Successful project managers realize that project planning is an iterative process and must be performed throughout the life of the project (Kerzner, 2013). Effective planning is preventing problems caused by differing viewpoints on the basic terms of the project and has a positive impact on project success. On other hand, Lack of effective planning produce uncertainty, affects efficiency of project operation and there will be lack of better understanding of project objectives by all project teams (Kerzner, 2013). Lack of proper planning is also a factor that inhibits/obstruct the successful completion of projects. So, effective planning positively influences the successful implementation of a project.

### **iii. Quality of Projects and implementation success**

Quality is one of the important key performance indicators of a construction project which may cause cost overrun and time delays (Construction Management & Economics vol. 18(4), 2000). Quality can be defined as the level of conformance of the final deliverable to the customer's requirements. One cause of usual project failure is that quality is overlooked or scarified so that a tight deadline can be met. It is very helpful to complete a project on time, only to discover that the thing delivered will not work properly (PMBOK/PMI 2008). Researchers have explored various factors affecting quality of projects fundamentals of which are discussed below.

Quality is affected by shortage of materials, equipment, design changes, error in cost estimation and lack of budget (R.R. a. L. Tan & Y.G., 1995). The other factors affecting quality are deficiencies in scheduling, inappropriate planning and unclear evaluation standards (D. I. OT Ibronke, 2011). The significance of these factors depends on type of projects, working environment and local culture. Many researches have been carried out both in developed and developing countries to investigate the factors that have a substantial effect on the quality of construction projects. Below is presented a highlight of the factors affecting quality of construction projects.

As studied by C. M. T and Albert P.C. Chan (2006), found that continuous improvement, training of employees, effective communication, and building an effective project team are the factors affecting quality. The quality problems are due to management, improper planning, and carelessness, lack of training and improper use of materials (P. S. B.A & Bezelga,2002).

### **2.2.2. Clarity in Project scope**

As studied by Roseke (2020), the scope management plan specifies how the scope will be defined, developed, monitored, controlled, and validated in any project. Scope management incorporates the process that is necessary to ensure that only the required work is included in the project delivery (Engineer, 2020). All the requirements are compiled into a scope statement that defines the project comprehensively. Scope creep and other issues related to scope can be the leading cause for project failure. Furthermore, Olaposi(2018), stated that project scope should include all those activities which are necessary for project to be completed. Failure to manage scope can lead to scope creep. Therefore, a lack of understanding of scope or failure to define the scope comprehensively can contribute to unsuccessful project (Mirza. et al., 2013).

The project must be defined as accurately and fully as possible before it is allowed to start. Pollack (2007), discusses the project goals are hierarchical. Therefore, goals at the lower levels are defined more precisely and elaborate than the goals at above levels. So, the main goals shows that the main areas to be addressed by the project. Also Nwachukwu et al.(2010) emphasized the need of understanding the systems concept which involves recognizing and integrating all the subsystems whose activities may jeopardize the stated project goals. This refers to agencies or organizations having several linkages and any commission or omission will directly interfere with the ultimate goals of the implementing agency. In project management it is best to begin with objectives because projects are managed according to a set of predefined objectives. Therefore it is important that all of the appropriate objectives are considered up front. Appropriated objectives are those that are essential for the success of the project (Dinsmore, 2006).

Conner (2003), suggested that `the cost effectiveness of the projects needs to be evaluated since major organizational change is too disorderly, time consuming and

expensive to approach lightly`. Managers must justify the risk and resources of attempting significant project only if they feel that their part of the organization will slip competitively or miss critical opportunities unless the change goals are achieved. Engaging minor changes has no such restrictions, but a manager should not undertake major project unless the organization cannot afford to fail at the implementation.

### **2.2.3. Effective Communication**

Effective communication in project implementation creates a common perception, changing behaviors and acquiring information(Brown, 2011). In the project management process communication is a transfer of information from one person to the other and a key driver on the extent to which the project achieves its success. In addition, communication is an informative tool, which communicates to all relative groups what is happening in the project. The importance of communication in the success of a project is vast. Therefore, according to study conducted by `Bunyaminu and Mahama (2016),` revealed that lack of effective communication was one of the key factors that accounted for the poor success rate of projects at ECG. This suggests that effective communication must be created in order to enhance the success of projects.

Ika (2012), found that poor communication among stakeholders in a project is one of the main reasons why projects were failing. Therefore, communication skill includes; oral communication, written communication, and comprehensive skills. Oral communication skills (the course of face-to face conversation) are the ability to communicate efficiently with others orally, and the ability to make effective presentation (Shi & Chen, 2006). This kind of communication may occur in a formal meeting or in an informal way, when the two or more interlocutors get together. (i). Face-to-face can be the most powerful meant of communication since it adds personal interaction and easier to observe all the distinctions of what is being communicated. It can also be a way to create stronger personal relationships. A drawback can be that it takes a lot of time and money to travel (Grosse, 2002). (ii). another kinds of oral communication is verbally in the phone communication. More recently and thanks to the development of the technology, new media have appeared. For instance, it is now possible to have a video conference where you can speak by word of mouth and see your interlocutor.

Written communication skills means the ability to communicate efficiently by writing documents, letters, faxes and reports. But the apparition of the email has modernized the way to communicate within the organization. The email has become universal and has now been commonly adopted by the major part of the organization. We can also add the more and more common use of intranet or databases which communicate information to a large amount of people within the organization. Therefore, communication is an essential tool in the field of project management. It mainly deals with the information of employees, the management of changes and the motivation of employees (Dolphin, 2005).

A failure in communication can negatively impact on project success (Ruska, 2007). Careful communication planning and setting the right expectations with all the project stakeholders is extremely important. Hence, a good communication enables a better understanding of the strategy; a better commitment and a minor resistance to change which eventually leads to a better implementation of the project.

#### **2.2.4. Competencies of project manager**

The project manager's competence becomes most critical during the planning and termination stages of projects (Zwikael & Globerson, 2006). Most of the projects succeed due to managerial skills and leadership styles of project managers. Project managers should acquire skills to identify, maintain, build, motivate, lead and inspire project team to achieve high team performance and to meet the projects objectives. It controls day-to-day management activities of the project. In the literature, many factors related to the competencies of project managers and team members have been proposed for the successful completion of projects. These factors are not only affecting project performance but they also have an impact on client satisfaction and project acceptance (Procaccino & Verner, 2006).

Garbharran, Govender and Msani (2012), indicated that project managers should possess both technical skills directly related to the project as well as soft skills relating to team management among other skills. Well performing projects start with organizations which have a mission that is clearly defined and have created a vision of what they want their impact to be and in their activities and plans (Kraeger, 2011).

Therefore, Crawford(2004), noted that `the project managers should display competence, make clear decisions, give precise achievable instructions, delegate well, listen to and accept sound advice is enthusiastic/eager and confident and thus generally commands respect by example and qualities of leadership`. Recently, more attention has been given to the 'soft' interpersonal competencies it necessary to manage projects (Pollack, 2007). The soft skills of the manager includes: interpersonal communication, commitment to success, negotiation, decision making, problem solving, leadership, motivation, team working, flexibility and alertness, human resource management, negotiation and conflict management, positive attitude and ability to influence people. While, the 'hard skills` of the managers are the technical skills of planning, estimating, scheduling and controlling a project (Gardiner, 2005). These hard skills are project integration management, project scope, time, cost, and risk and quality management. Management commitment and failure to acquire the right knowledge regarding methodologies usually lead to poor implementation processes hence leading to delays in projects (Lysons & Farrington, 2006).

### **2.2.5. Competencies of the project team members**

According to PMBOK (2008), team work is a critical factor for project success. Further, Thi and Swierczek (2010) established on their work on critical success factors in project management are external environment, project manager, team members, and organization and project characteristics influence project success. Therefore, the competence of the team members is also found to be a critical factor throughout the project cycle (Puthamont & Chareonngam , 2007).

On the contrary, the success of a project does not only depend on the project manager competences but also on the whole project team member competences. So, composition of the team includes team professional competence, the level of responsibility of the team members, challenges encountered by the team, the factors that accounts for the success or failure of the project, the level of involvement/participation of team members in the planning and design of the project and the level of monitoring of the project.

Team building means talking, discussing, asking and answering, being ready for brainstorming or working harder than usual, listening and asking for suggestions,



respecting and following the indications received, keeping the morale as high as possible and motivating people when necessary. The technical capacity and expertise of the organization in conducting evaluations, the value and participation of its human resources during the decision making process as well as their motivation in implementing the decision can hugely impact on the evaluation of the project success(Vanessa & Gala, 2011).

Similarly, well established communication channels between the project manager, the organization and the client are necessary for the acceptance of the project outcome by the client. So, in many literatures, communication is widely agreed upon that the flow of communication within project teams influence the success of projects (Griffin & Hauser , 1992).

### **2.3. Empirical Literature Review**

The empirical review of literature indicates that the relevant literature on the variables under study to establish the research gaps and therefore provided a guideline along which the study conducted.

According to the study conducted by `Novo, Landis and Haley(2017),` carried out to discover the role of project manager skills together with its competency in leadership and how they can lead to project success on planning. The study found that planning is directly related with the project manager competency and its leadership skills and will have strong correlation with project success. On another hand, a study conducted by Sohu et al.(2018) on critical success factors in India through qualitative research design, they revealed that good project management team, the full commitment by stakeholders and effective project planning and the experienced team were positive predictors of the success of projects. So, project success is an important project management issue. It is one of the most frequently discussed topics and lack of agreement concerning the criteria by which success is judged. Hence, this study has methodological gaps.

According to the study conducted by `Mirza et al.(2013),` on their work to the significance of scope in project success, they concluded that higher probability of project success could be achieved through better understanding and distinction between project and product scope. Mullay(2003), identified that lack of clarity in scope is a stone of the key reasons why projects fail to achieve the expected results

within time, cost and the required quality. Also he identified that with a proper defined scope one has a better chance of succeeding because they know what they are aiming at, one avoids unnecessary work and no project overlaps and gaps.

The study conducted by Roy(2007), points out that 85 - 90 % of the projects fail to deliver on time, on budget and to the quality of performance expected due to lack of a valid business case justifying the project, objectives not properly defined and agreed, lack of communication and stake holders management, outcomes / benefited not properly defined in measurable terms, lack of quality control, poor estimation of duration and cost, inadequate definition and acceptance of roles and insufficient planning and coordination of resources. Project failure can be traced to poor decisions which result more often than from poor decision - making processes by the project manager and staff. An important issue in understanding the decision context is determining which comes first, the objectives or the decision.

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

Stephen and Daniel(2016), found that project funding, quality of project management, working environment, communication, adequate resources allocation and organization of the project team are critical factors affecting NGOs project implementation. As per their study, there are other key factors that influence projects implementation success; these are project product delivery, budget delivery and time delivery affects delivery of the project goals and objectives by the NGOs. Budget and time deliveries are key indicators of an effectively implemented project.

An empirical investigation on critical success factors on World Bank projects by Ika(2012), they found that poor communication among stakeholders in a project is one of the main reasons why projects fail. On other hand, Bunyaminu and Mahama (2016) found that lack of effective communication implies that most of the specifications, requirements, and understanding needed by all stakeholders of the

projects tend to be poor. The study also revealed that lack of effective communication was one of the key factors that accounted for the poor success rate of projects at ECG of Ghana. This indicates the geographical gap. As study conducted by Peng and John(2001), on organizational communication and project implementation aimed at the effectiveness of communication on project implementation. The study used a target population of 150 employees and a sample size of 58 respondents. The study concluded that effective communication is a key requirement for effective project implementation

A study conducted by Muringo (2012), found out, competencies of project manager influences effective implementation of donor funded projects. He noted that project manager soft skills more influence the success of the project compared to the technical and academic qualifications. A competent project manager is critical to the success of any project implementation. A study carried out by `Yang, Huang and Wu, (2011),` on the association among project planning and project success. The study used questionnaires to measure the leadership style of the project manager, the success of the project in regard to scope, budget, and quality and client satisfaction. The study found that better project management leadership leads to better project team members' relationship. The study also revealed that teamwork spirit has a statistical significance influence on project performance.

According to the study conducted by `Ngugi and Susan (2017),` on their work determinants of project performance in NGOs in Kenya found that project team commitment has a positive and significant influence on project performance and implementation success.

According to the study conducted by `Garbharran, Govender and Msani (2012),` in their work titled Critical success factors influencing project success in the construction industry in Durban South Africa found out that both project managers and contractors strongly support the key success factors of competence, commitment, communication and cooperation as significant in achieving project success. A competent project manager is critical to the success of any project. On their study, they indicates that project managers should possess both technical skills directly related to the project as well as soft skills relating to team management among other skill.

According to the study conducted by Hailu (2018), on factors affecting successful implementation of project in NGO in world vision Ethiopia through descriptive and explanatory research design. The target population was 40 projects and census survey has been applied. The data was analyzed through descriptive and multiple Regression analysis. He found out the management and team related factors, effective communication and Project schedule (plan) to be the significant predictors to the success of projects. The study concluded that a proper and well planned project schedule has a positive effect on the quality of the projects; effective communication is one of the factors that affect the project success. Further, when time is used to measure project success, then an effective project management and team cohesion between the team members become critical factors of project success. However, the study did not indicate whether the variables were strongly contribution or not as a weakness of the study.

#### **2.4. Research Gap**

As a study conducted by Stephen and Daniel (2016), project funding, quality of project management, working environment, communication, adequate resources allocation and organization of the project team are critical factors affecting NGOs project implementation. As per their study, there are other key factors that influence project implementation success; these are project product delivery, budget delivery and time delivery affects the delivery of the project goals and objectives by the NGOs. Budget and time deliveries are key indicators of an effectively implemented project. However, this study did not looked-up the influence of effective planning and clarity in project scope on successful implementation project. Therefore, the study wants to fill the gap of effective planning and clarity in project scope influence on successful implementation of the project.

As the study conducted by Ashley (2007), on the analysis of project implementation success and concluded that effective project implementation is repeatable and requires a great deal of work to understand it for achieving cost effectiveness and competitive position. They identify planning effort; project team motivation; project manager goal commitment; project manager technical capabilities; control system; and scope and work definition as the important factors. So, this study has a gap of how effective communication affects successful implementation project. Therefore, the researcher needs to fill the communication gap.

According to the study conducted by `Garbharran, Govender and Msani (2012),` in their work titled Critical success factors influencing project success in the construction industry in Durban South Africa found out that both project managers and contractors strongly support the key success factors of competence, commitment, communication and cooperation as significant in achieving project success. A competent project manager is critical to the success of any project. On their study, they indicated that project managers should possess both technical skills directly related to the project as well as soft skills relating to team management among other skill. However, this study did not look the impact of effective planning, clarity in project scope and project team competencies. Therefore, the researcher needs to fill these research gaps.

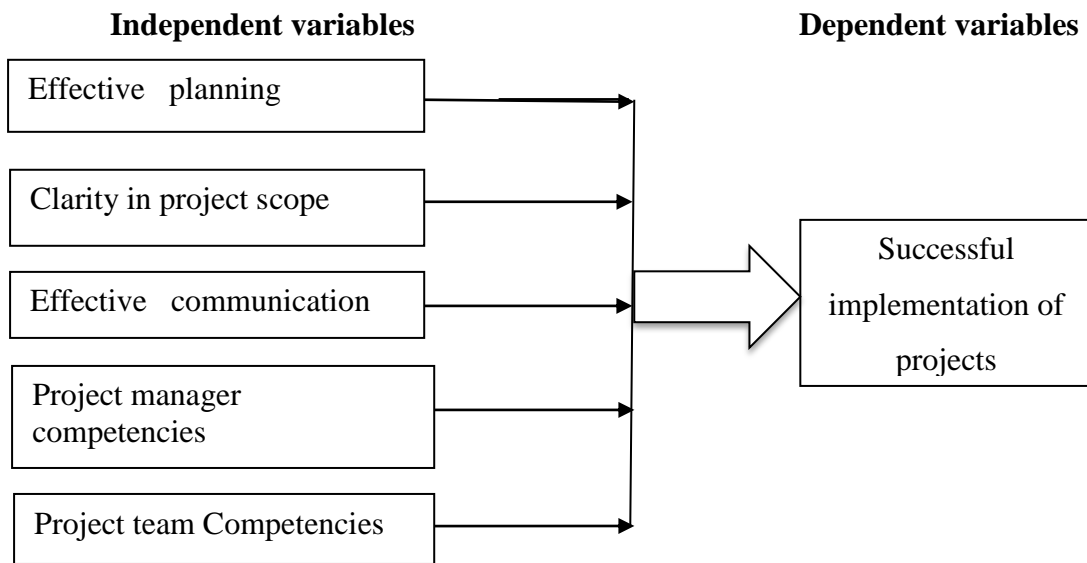
According to the study conducted by Thi and Swierczek (2010), in their work on critical success factors in project management in Vietnam established that external environment, project manager, team members, and organization and project characteristics influence project success. However, this study did not assess the impact of effective planning, effective communication and clarity on project scope on project implementation success. Therefore, the researcher needs to fill this research gaps.

As study conducted by Peng and John (2001), on organizational communication and project implementation aimed at the effectiveness of communication on project implementation. The study used a target population of 150 employees and a sample size of 58 respondents. The study concluded that effective communication is a key requirement for effective project implementation. This indicates the methodological gap. Therefore, the researcher needs to fill this methodological gap.

## **2.5. Conceptual Framework**

The conceptual framework looks how various factors under the study affecting the successful implementation of nongovernmental organizations SOS children village project in Jimma branch. The conceptual framework of this study was based on five independent variables and one dependent variable as represented diagrammatically. The independent factors were effective planning; clarity on project scope, effective communication, competencies of project manager and project team member competencies.

The diagrammatical presentation conceptual framework was shown in the figure 2.1 below.



*Source: Researcher design, 2021*

Figure 2.1: The conceptual Framework

From the conceptual framework, the dependent variables were (Project successful Implementation) depends on the independent variables (effective planning, effective communication, clarity on project scope, competencies of project manager, and competencies of project team members). Effective planning should enhance successful implementation of project on timely and effectively. Poor communication results project delays, project cost overrun and project abandonment. Therefore, Projects should be well communicated to employees for effective implementation and project success.

A committed project manager should be acquired skills to identify, maintain, build, motivate, lead and inspire project team to achieve high team performance and to meet the projects objectives. The success of a project does not only depend on the project manager but also on the whole project team members. Composition of the team, their Professional competence, the Level of responsibility of the team members, well communication between works can lead project success on time. With a proper defined scope and objective, a project manager will carry out a better chance of enhancing a project implementation successful, because they know what they are aiming at; one avoids unnecessary work and no project overlaps and no gaps.

# CHAPTER THREE

## RESEARCH DESIGN AND METHODOLOGY

This chapter provides the research methodology used in order to achieve the research objective. According to Mugenda and Mugenda(2003) research methodology includes research design, target population and sample techniques, data collection procedures, methods of data analysis and presentation. Finally the ethical consideration was described under this section chapter.

### 3.1. Description of Study area

Jimma is one of the largest towns in Ethiopia located in the Southwestern part of the country. The town is located 356 km Southwest from Addis Ababa at a latitude of 7°40'N 36°50'E/ 7.667°N and longitude of 36.833°E/ 7.667; 36.833 and has a total population of 184,925, of which 92,938 are men and 91,987 women CSA (2007) and the current population of the town is estimated to 215 thousand (Jimma Town municipality, 2019). The three largest ethnic groups reported in Jimma town are Oromo (46.71%), Amhara (17.14%) and Dawuro (10.05%); other ethnic groups make up 26.1% of the town's population. Currently the town undertakes its administrative duties and responsibility with 13 town kebeles and 4 rural kebeles. Jimma town is surrounded by different neighboring districts. The earlier history of Jimma town and its growth from the foundation 1936 was explores social, economic and administrative themes, but also attempts to show the interrelationship between these themes. The town of Jimma evolved during this period from beginning the home-town of a relatively homogenous society and culture into a place of residence for a diverse and increasingly diverse population.

The mixture of peoples and cultures, as well as the nature of the urban social institutions that evolved in the town, are closely tied to “the cash crop revolution”, which brought streams of permanent and temporary residents to the town; the evolution of the town into a chief administrative center, as well as the introduction of somewhat peculiar administrative and fiscal institutions, came about, at least in part, as a result of the location of the town in the heart of the “coffee country”, as southwestern Ethiopia came to be known. In short, both the urbanity and the urbanization of Jimma can be explained by the story of coffee production and trade. The SOS Children's Village Program was officially established in Jimma in March

2013. Therefore, this study was conducted on this organization concerned on Jimma town. The study was entitled factors affecting successful implementation of projects in SOS children village Jimma branch. As well as the study period was from February, 2021 to June, 2021.

### **3.2. Research Design**

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2004). Since the main objective of the study is to determine factors affecting successful implementation of projects: the researcher used both descriptive and explanatory research designs to achieve the objectives of the study. A descriptive study is concerned with finding out the what, where and how of a phenomenon or an event it exists (Cooper & Schindler, 2003). It attempts to describe or define a subject often by creating a profile of a group of problems, people or events through the collection of data and tabulation of the frequencies on research variables or their interaction as indicated.

According to Suanders, et al.(2009) explanatory study is used to explain the relationship between variables and used to identify the causal links between the dependent and independent variables that pertains the research problem. This study determines the factors affecting successful implementation of projects in NGOs in case of SOS Children village Jimma branch. Therefore, the collected data was analyzed quantitatively in descriptive and inferential statistics through statistical tools SPSS version 23 for data analysis. The study was conducted from February, 2021 to June, 2021.

### **3.3. Target population and Sampling Techniques**

#### **3.3.1. Target Population**

The target population is a well-defined set of people, events, groups of things, households that are being investigated (Ngachu, 2004). As defined by Mugenda and Mugenda (2003), target population as the researcher studies and whose findings are used to generalize to the entire population. The study targeted to a population of 104 which included staffs member of SOS children village Jimma and stakeholders (like; Jimma town women, children & youth office, Jimma town workers & social affairs office, Jimma town finance & Economic development office,13 kebele`s leaders) for the study.



### 3.3.2. Sample size and Techniques

A sample design refers to the technique or the procedure of the researcher would adopt in selecting items for the sample.

#### i. Sample Size

Sample size is the selected group of people that represent the entire population. The number of sample size depends on the accuracy needed, population size, population heterogeneity and resources available. According to Kothari (2004), if the population is small, it is no use of resorting to a sample survey and a census survey is feasible because in order to produce estimates with small sampling error it may be necessary to sample a large fraction of the population. However, the populations of the study were small in number, accessible, and highly variable is accuracy likely to be greater with a census than a sample. Therefore, this study used a census where all the people in the target population were selected to take part in the study.

The summarized sample composition was shown in the following table 3.1 below.

Table 3.1: Sample size determination

No.	Categories	Target Population	Sample size	%
1	Management body	5	5	100
2	Workers directly involve in project implementation	38	38	100
3	Other supportive staff	15	15	100
4	Stakeholders(government agencies, kebele leaders), beneficiary`s	46	46	100
<b>Total</b>		<b>104</b>	104	100

*Source: Own survey, 2021*

#### ii. Sampling techniques

After having the above sample survey, the next step is to define techniques of sampling or the way of that sample of respondents would be selected. A sample technique describes the procedures and methods of sample selection. According to UNCE (2000) and cited by Murungi (2015), a census is a survey conducted on the full set of observation objects belonging to a given population. It is the complete enumeration for all units in the population with respect to well defined characteristics. Therefore, the target population of the study is small in number; all 104 target population has been participated in the study and stratified in their characteristics to get greater accuracy, reliable, more confidential and detail information.

### **3.4. Source of Data and data collection Techniques**

#### **3.4.1. Source of Data**

For the research study, primary data source was used for analysis. The Primary data was collected through Self-administered questionnaires. The primary data are those which are collected a fresh and for the first time and thus happen to be original in character (Kothari, 2004).

#### **3.4.2. Data collection instrument**

According to Kumar (2005), a questionnaire is a written list of questions, that the answers to which are recorded by respondents. The self-administered questionnaire has used for data collection instrument that was filled by the respondents because questionnaire is critical and easy to get direct response and feedback from the respondents; low cost; is free from the bias of the interviewer: answers are in respondents' own words. Further, Mugenda and Mugenda (2003), stated questionnaire is one of the best tools of collecting information geared towards addressing specific objectives for primary data.

In first section of the questionnaire focus on demographic information's and the next section which were to be responded using five alternatives of likert-scale; Where, (5= strongly agree, 4= Agree, 3= neutral 2= disagree, 1= strongly disagree). The qualitative data (non-numerical data) was collected from the open-ended questions where the responses were recorded verbatim.

#### **3.4.3. Data collection techniques**

The questionnaires were developed in English language. Hard copy of the questioners was also issued directly to respondents. The data were collected using both closed and open-ended questionnaires where the responses were scored on a numerical as well as non-numerical scale in order to achieving the objectives of the study. Three weeks have been given to the respondents to fill the questionnaire. Confidentiality was also assured.

### **3.5. Validity and reliability**

The study presents the validity and reliability of data collection instrument measures. A pilot test was conduct purposely to test for validity and reliability of the instrument.

#### **3.5.1. Validity**

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2004). Validity concerns the extent to which a measurement actually measures those feature the investigator wishes to measure, and provides information that is relevant to the question being asked. In order to ensure the validness of this study the instruments were checked and evaluated by professionals in the subject matter area. Moreover, my advisors had evaluated and commented on the instruments before they are distributed to the respondents in order to clear the ambiguous and unclear questions. The questionnaires were comprehensive to cover all the variables being measured.

### 3.5.2. Reliability

According to Sekaran (2003), “reliability analysis is conducted to ensure that the measures of scale item have internal consistency across time and across the various items that measure the same concept or variable”. Reliability was calculated and obtained with the help of the Statistical Package for Social Sciences (SPSS version 23). The reliability of the questionnaire was determined using a pilot study. Therefore 10 employees at SOS children village Jimma were used to test the questionnaire. The pilot test result of reliability was good. Cronbach`s alpha was used to measure reliability or the internal consistency the variable. The result is shown in the table 3.2 below.

Table 3.2: Reliability Results

Variables	alpha coefficient	N of items in variables	Comment
Effective planning	0.781	6	Reliable
Clarity in scope to members	0.701	4	Reliable
Effective communication	0.766	5	Reliable
Project manager competencies	0.872	5	Reliable
Project team members competencies	0.835	6	Reliable
Successful implementation of project	0.857	4	Reliable
<b>Average</b>	<b>0.802</b>	<b>30</b>	Reliable

*Source: own survey, 2021*

The findings in the table 3.2 above indicated that the Cronbach's alpha test reveals that the instrument's internal consistency as 0.802 or 80.2% which is above acceptable value (0.7 or 70%). The findings were agreed with Zaiontz (2016), who recommended the reliability coefficient above the 0.7 was acceptable for analysis. This signifies good reliability of the study instrument. Therefore, the research instrument is reliable and the upcoming findings and conclusions are acceptable.

### 3.6. Methods Data Analysis and Presentation

Data analysis is the processing, editing and reducing the accumulated data to a manageable size, developing summaries, looking for patterns and applying the statistical techniques (Cooper & Schindler, 2007). The researcher used both descriptive and inferential statistics for analyzing the data. The data collected through questionnaires were coded, tabulated, and interpretations is made using descriptive statistics, like frequency, percentage, mean, standard deviation with the help of the Software Package for Social Science (SPSS) software version 23.00. Excel software was also used to transform the variables into a suitable format for analysis.

Inferential statistics was used to identify the degree of correlation between the variables using Pearson Correlation (Kothari, 2004). In this analysis, Pearson correlation Coefficient (r) is used to see the relationship between the dependent and independent variables (successful implementation of project). According to Pallant(2010), correlation analysis is used to describe the strength and direction of the relationship between variables.

Multiple Regression Analysis, is a form of general linear modeling, is an appropriate statistical technique when examining the relationship between a single dependent (criterion) variable and several independent (predictor) variables. (Hair Jr. et al., 2007). Therefore, multiple linear regressions were also used for the inferential data analysis. The model was tested by, Linearity test, Normality test and Multi-collinearity test. ANOVA test was conducted to test the significance of the relationship between the independent and dependent variables by predicting the power of the model with that of an intercept only model (Faraway, 2002).

The model below used to determine the quantitative association between the variables:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \epsilon$$

Where, Y = Dependent variables (Successful implementation of Project)

X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, X<sub>4</sub>, X<sub>5</sub> = Independent variables (X<sub>1</sub>= effective planning, X<sub>2</sub>= clarity of scope/objective in project, X<sub>3</sub> = effective communication, X<sub>4</sub>= competencies of Project manager and X<sub>5</sub>= competencies of Project team,  $\beta_0$  or  $\alpha$ = the constant,  $\beta_1$ - $\beta_5$  = are the beta coefficients and  $\epsilon$  = representing the error term,

For open-ended questions, the study was used the content analysis to analyze the data.

Finally, the analyzed data were presented in form of tables, figures and charts for easy of interpretation and conclusion.

### **3.7. Research Ethical consideration**

Ethics are norms governing human conducts which have a significant impact on human well-being (Kothari, 2004). During the study observed the highest standards of research ethics and good academic behavior to ensure that the study was credible. Jimma University introduced the researcher to conduct this research in the area by legal letter. Then after, permission was requested from SOS Children village Jimma office to gather data from the respondents. The researcher confirmed for employee, that the study was used only for academic purpose. The researcher has assured the employees that the data they will give not have any kind of harm. To avoid any harm on research participants, the researcher has been careful to tolerate by the general research ethics. This is because participants may be harmed with what they express to the researcher. Before directly going into the questionnaires, each participant was informed about the nature of the research and they gave their consensus to researcher.

### **3.8. Operational Definitions of Variables**

This section dealt with the operational definition of study variables, along with other components of the conceptual framework. The independent variables were effective planning, Clarity in project scope, effective communication, project manager competences and project team competencies. The dependent variable was successful implementation of project.

**Planning:** Project planning is a procedural step in project management, where required documentation is created to ensure successful project completion.

**Project scope:** It is a detailed outline of all aspects of a project, including all related activities, resources, timelines, and deliverables, as well as the project's boundaries.

**Communication:** In the project management communication is a transfer of information from one person to the other and a key driver on the extent to which the project achieves its success. Effective communication is often the foundation of successful projects.

**Project manager competences:** A project manager is the person who is responsible for leading and execution of project tasks and activities. Project managers should acquire the competences of skills to identify, maintain, build, motivate, lead and inspire project team to achieve high team performance and to meet the projects objectives.

**Project team competences:** defined as the project management competences of the project team members plus the social knowledge and experience of the team to commonly create the “Big Project Picture,” to produce synergies, to solve conflicts, and to ensure learning in the team and to achieve project success.

**Dependent variable** is an attribute or characteristic that is dependent on or influenced by the independent variables.

**Independent variables** is an attribute or characteristic that influences or affects an outcome or dependent variable

Table 3.3: Operationalization of Variables

Objective	Types of variables	Indicators	Measurement Scale	Data collection	Data analysis
To determine factors affecting successful implementation of projects in NGOs: The case SOS Children village Jimma branch.	<u>Dependent variables</u>  Successful implementation of project	-With delivery in budget -With delivery in time -Delivery with quality -Achieve the intended set of purpose/objectives	5 point Likert scale	Questioner	Descriptive analysis Correlation Multiple linear Regression
To determine the extent to which effective planning influence the successful implementation Project of SOS Children village in Jimma branch.	<u>Independent variables</u> Effective planning	-Detailed work plan discussed before project implementation -clarity on project work plan for staff -Implement projects in time -Adequate budget for the project	5 point Likert scale	Questioner	Descriptive analysis Correlation Multiple linear Regression
To determine the influence of clarity in scope/objective to members of project to effective implementation Project of SOS Children village in Jimma branch.	Clarity in scope	-Well-defined procedure known by all employees -project goal/objectives discussed before project implementation -Clarity in scope affect projects completion time, quality and total cost inured -Technical and financial reports	5 point Likert scale	Questioner	Descriptive analysis Correlation analysis Multiple linear Regression

		sent timely			
To assess the influence of effective communication on the successful implementation Project of SOS Children village in Jimma branch.	Effective communication	-Communication flow -Information technology -Frequency of communication -Communication structure	5 point Likert scale	Questioner	Descriptive analysis Correlation Multiple linear Regression
To assess the influence of project manager competencies on the successful implementation of project SOS Children village in Jimma branch	Project manager competencies	-Leadership style and skill -Experience and educational qualification -Commitment, decision making, problem solving and team motivating	5 point Likert scale	Questioner	Descriptive analysis Correlation Multiple linear Regression
To examine the influence of project team competencies on successful implementation of project SOS Children village in Jimma branch	Project team competencies	-Team communication -Team Commitment and group cohesiveness -Team participating and Involvement -Team responsiveness to additional activities	5 point Likert scale	Questioner	Descriptive analysis Correlation Multiple linear Regression

*Source: Researcher design, 2021*



# CHAPTER FOUR

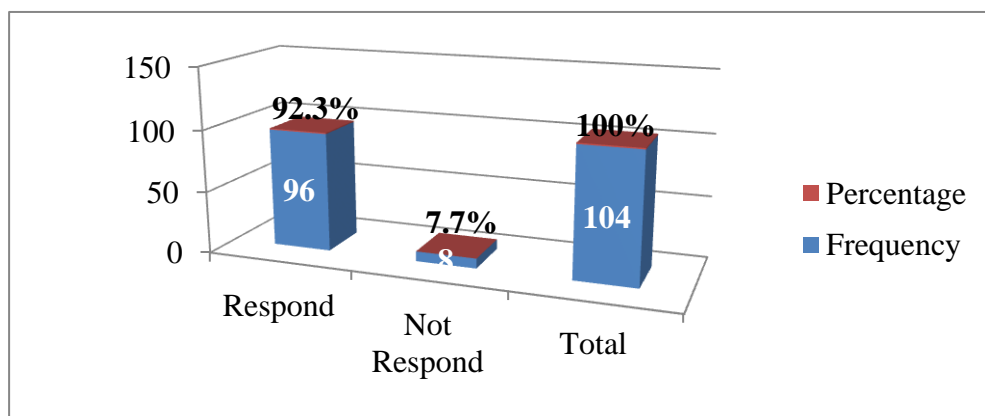
## RESULTS AND DISCUSSIONS

### 4.1. Introduction

This chapter represents the results of data analysis and discussions. It gives an overview on the responses that was generated from the study. The chapter was organized in sections describing the overall demographic profile of respondents, and descriptive statistics of respondents on the successful implementation of project. It also includes Pearson`s correlation and Multiple Regression analysis result used to establish and explain the association between the dependent variable and the independent variables. The results were presented according to the research question and objectives of the study.

#### 4.1.1. Response rate

The sample size of this study was targeted 104 respondents. Out of 104 questionnaires that were distributed; 96 respondents were filled adequately and returned the questionnaires. This represented 92.3% response rate. The unsuccessful response rate 7.7% consisted of those questionnaires that were either not filled, poorly and partially filled. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent; therefore, the findings of 92.3% response rate is adequate for analysis and reporting the study result. The result is shown in the figure 4.1 below.



*Source: own survey, 2021*

Figure 4.1: The response rate

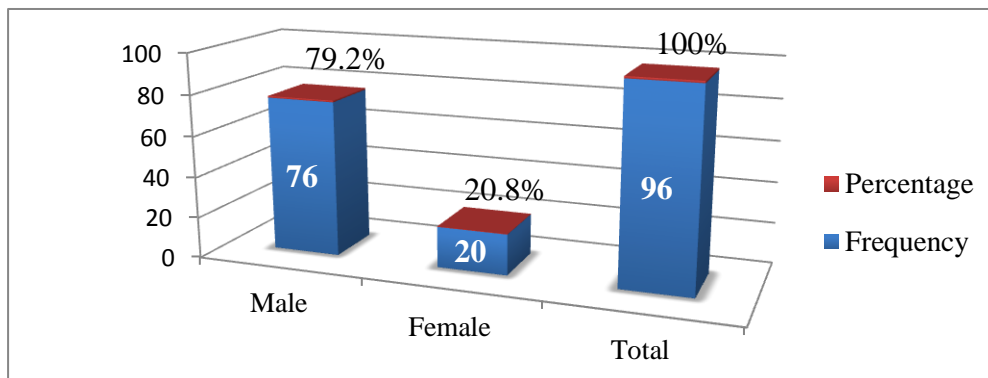
Based on the result of response rate, the researcher has been inaugurated the process of data analysis. The following section were presents the finding as arranged on the research instrument.

#### 4.1.2. Background Information of the Respondents.

The study sought to ascertain the general information of the respondents in the study concerning of gender, age, educational level, level of positions and work experience of the respondents.

##### 4.1.2.1. Gender of Respondents

In order to understand the respondents` gender; respondents were requested to indicate the gender category in which they fall and the findings are shown in Figure 4.2 below.



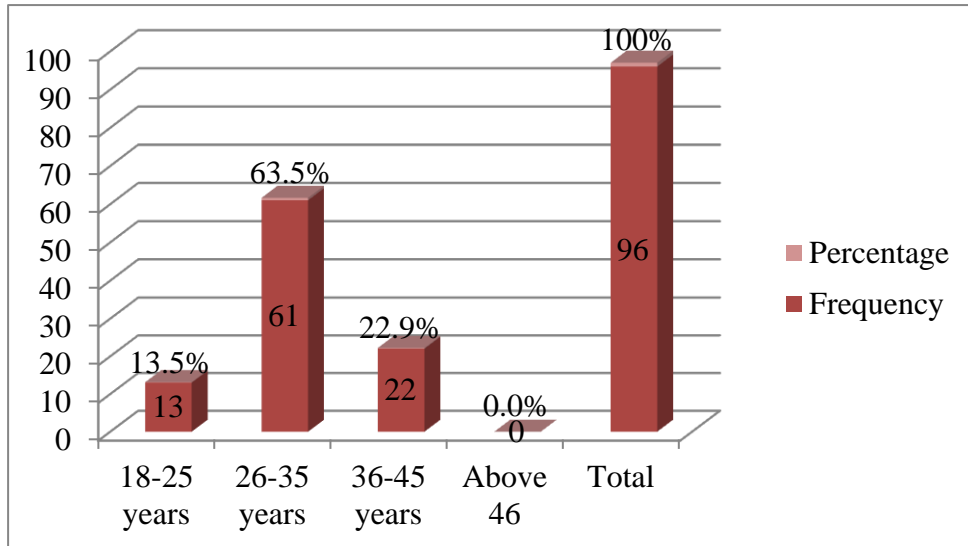
*Source: own survey, 2021*

Figure 4.2.: Gender of respondents

The finding of the above figure 4.2 indicated that 79.2 % (76) of the respondents were male, while 20.8% (20) were female. This shows that male respondents were participated in the study more in number than female respondents.

##### 4.1.2.2. Age of Respondents

In order to understand the respondents age distribution; the respondents were requested to indicate their age bracket in which they fell. Figure 4.3 below illustrates the findings.



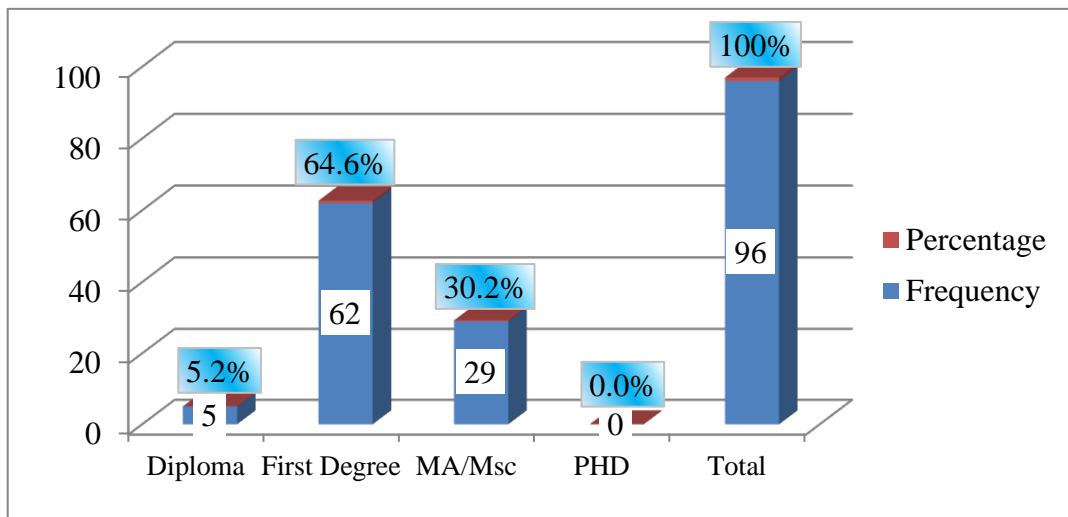
Source: own survey, 2021

Figure 4.3: Age Distribution of respondents

From the findings majority of the respondents 63.5% (61) were indicated aged between 26-35 years, 22.9% (22) respondents were aged between 36-45 years.

#### 4.1.2.3. Educational Level of the Respondents

The respondents were also requested to give information regarding to their highest education qualification. Figure 4.4 below shown as the findings.



Source: own survey, 2021

Figure 4.4: Educational background of the respondents

From the findings majority of the respondents 64.6% (62) have first degree, 30.2% (29) of respondents have second degree (post graduate) and 5.2% (5) of respondents have diploma. This indicates that majority of the respondents have first degree

educational background and have the required capability to effectively respond to the questions provided in the questionnaire.

#### 4.1.2.4. Positional level of respondents

The respondents were requested to indicate the positional level of them in the study organization. The findings are illustrated in Table 4.1.

Table 4.1: Position Level of the respondents

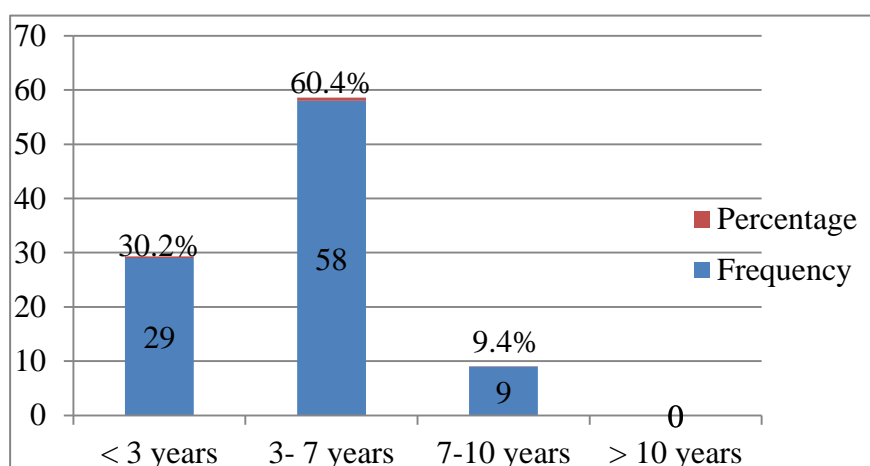
	Frequency	Percent
Program operation	6	6.3
Project manager	6	6.3
Expert	37	38.5
Supportive staff	12	12.5
Others stake holders	35	36.5
Total	96	100.0

*Source: own survey, 2021*

From the findings of table 4.1 above 38.5% (37) were an expert which is the majority followed by stake holders 36.5% (35), supportive staff was 12.5% (12). Finally both project manager and the program operation were 6.3% (6) which is the least at respectively. The finding has shown a relatively balanced distribution of the participants in the sample size implying the study benefited from a variety of opinions and responses to the questions. However, majority of the respondents' falls under experts those directly follow and participate in the project implementation.

#### 4.1.2.5. Work Duration of the Respondents

The respondents were requested to indicate how long they had been working the study organization. The finding was illustrated in figure 4.5 below.



*Source: own survey, 2021*

Figure 4.5: Work experience of the respondents

The finding of the study indicates that 60.4% (58) of the respondents have worked experience between 3 to 7 years, 31.3% (30) respondents were for less than 3 years; 9.4% of respondents were aged between 7 to 10 years. This indicates that most of the respondents have experienced with the study organization.

Generally, the finding regarding the characteristics of respondents confirms that the respondents are qualified. So, the researcher beliefs that the response obtained from them were reliable and trust full that enables the researcher to move towards intended research finding.

#### **4.2. Descriptive statistics of Factors affecting successful implementation of project**

In this section, the study was sought information based on the responses of respondents to compare the components of factors that affecting successful implementation of Project (effective planning, clarity in scope, effective communication, project manager competencies, and project team competencies) in non-governmental organization project: the case of SOS children village Jimma branch. The findings in this section were presented in figures and tables with frequency, percentage, mean and standard deviations according to the research question and objectives of the study accordingly.

##### **4.2.1. Effective Planning and successful project implementation**

The first objective of the study is to determine the effect of effective planning on successful implementation project in SOS children village Jimma branch. The results from data relating to the factor are analyzed in Table 4.2 below.

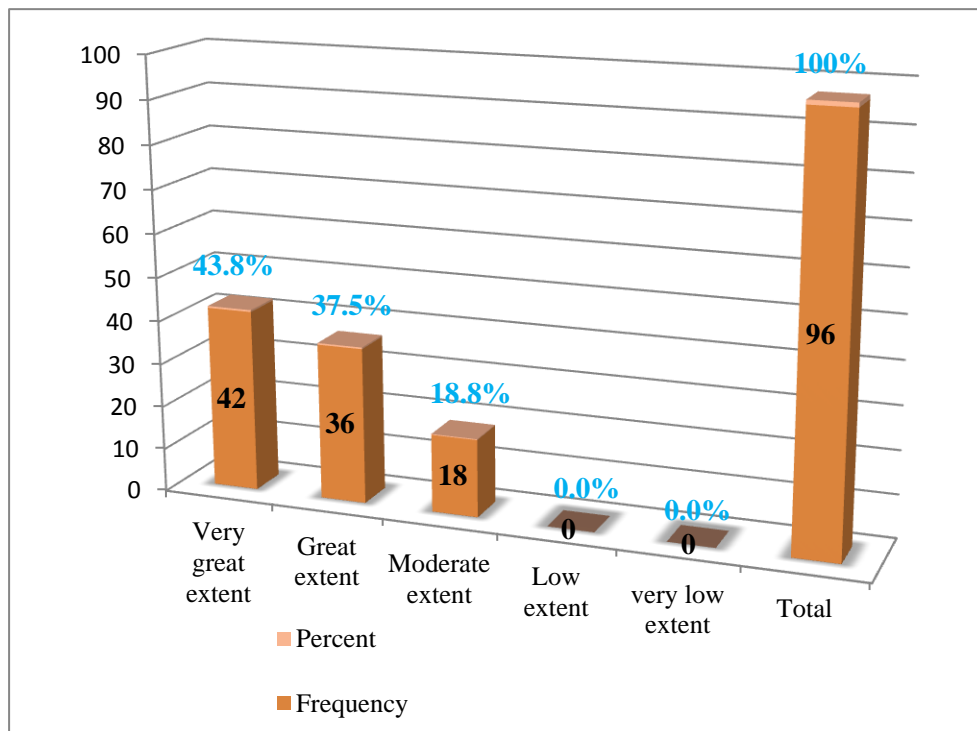
Table 4.2: Responses of the impact of effective planning on successful implementation of project

Response	Frequency	Percent
Yes	96	100.0
No	0	0
Total	96	100

*Source: own survey, 2021*

From the findings in table 4.2 above all the respondents (100%) thought that effective planning affects successful implementation of project. This implies that effective planning influenced the successful implementation of NGO sponsored project by SOS children village Jimma branch.

The respondents were asked to assess the extent to which effective planning affects successful implementation of projects in SOS children village Jimma. Results from data relating to the factors are analyzed in figure 4.6 below.



Source: own survey, 2021

Figure 4.6: The extent to which effective planning affects successful project implementation

According to the researcher findings of the figure 4.6 above, 43.8 % (42) of the respondents had represented that effective planning affects successful implementation of project by SOS children village Jimma to very great extent, 37.5%(36) of the respondents indicated to great extent, and 18.8% (18) of respondent indicated to a moderate extent. The logical implication is that effective planning affects successful implementation of projects in NGO at SOS children village Jimma to very great extent.

The research sought to determine the level to which those factors involved in study concurred with the following statements assessing on the relationship between effective planning and its influence on successful implementation of project.

The researcher put the range of mean score value to evaluate or compare the factors on the bases of mean score for five point Likert scale instruments; a mean score less than 4.48 considered as low, a mean score between 4.49 up to 4.53 is consider as moderate, mean score of above 4.53 is consider high. Results from data relating to the factors are analyzed in table 4.3 below.

Table 4 3: The Level of agreement of effective planning on project success

<b>Descriptive Statistics</b>			
<b>Indicators</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
An organized project work plan that is mutually understood by all employees in your department before project implementation starts	96	4.45	.766
Project detailed work plan discussed before project implementation	96	4.82	.384
Effective planning affect project completion on time, cost and its quality	96	4.63	.487
Clarity on project work plan for staff members affect the projects implementation success	96	4.46	.579
Organization have always implement projects in time	96	4.49	.598
Adequate budget for the project in the organization.	96	4.52	.680
<b>Average</b>		<b>4.56</b>	<b>0.58</b>

*Source: own survey, 2021*

The findings from the table 4.3 above indicate that majority of the respondents were highly agreement that project detailed work plan discussed before project implementation and does effective project planning was affect project completion on time, budget and its quality as mentioned in a (mean score of 4.82 and 4.63 , standard deviation of 0.384 and 0.487) respectively.

Majority of the respondents agreed that adequate budget allocated for the project; Project in the organization have always implemented in time; clarity on project work plan for staff members affect project implementation success and an organized project work plan that is mutually understood by all employees before project implementation start affect the project implementation success as shown a mean score of 4.52, 4.49, 4.46, 4.45 and standard deviation of 0.680, 0.598, 0.579 and 0.766 respectively.

The researcher was also interested in establishing whether an organized project work plan that is mutually understood by all employees in organization before project implementation starts influenced project implementation success. The findings imply that an organized project work plan that is mutually understood by all employees in the organization before project implementation start is a critical issue in SOS children village Jimma project as shown by a (mean of 4.45 and standard deviation of 0.766).

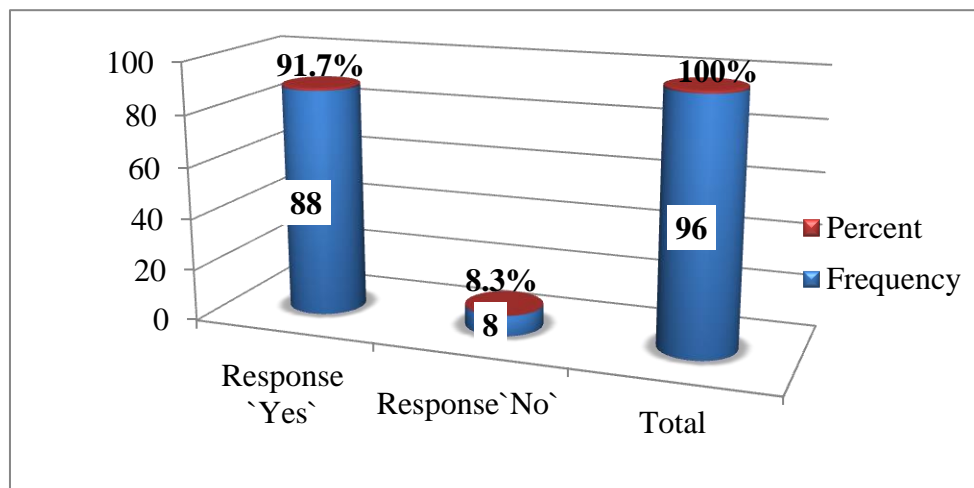
Generally, the effective planning categorical total has a mean average of 4.56 and a standard deviation of 0.58. From this the researcher indicated there was an agreement

that effective planning affect successful implementation of the project to very great extent. The result agreed with those of Chua, Kog and Loh (2013), who found project success, requires creating proper project plan in terms of time to be taken as well as considering the key factors towards its success. So, proper planning helps the project manager and the stakeholders to arrive at better decision and focus on the success of the project.

Respondents were also asked in open-ended questioners to state the difficulties during planning start up implementation. The respondents stated that key implementing partners or stakeholders like government authorities not equal involvement/participate during the planning involvement. This shows that there was a communication gap within the organization and key implementing stakeholders. In addition, there was an overlapping of work and workload (burden of work) to the workers, problem of hiring the right technical and operational project staffs were the critical issue during planning participation. This may hinder the implementation of effective plan and may causes inappropriate project implementation success.

#### 4.2.2. The effect of Clarity in project scope on successful implementation of project

The second objective of the study attempted to determine how clarity in project scope to members of staff affects successful project implementation. The following figure 4.7 shows the response rate of clarity in project scope to members.

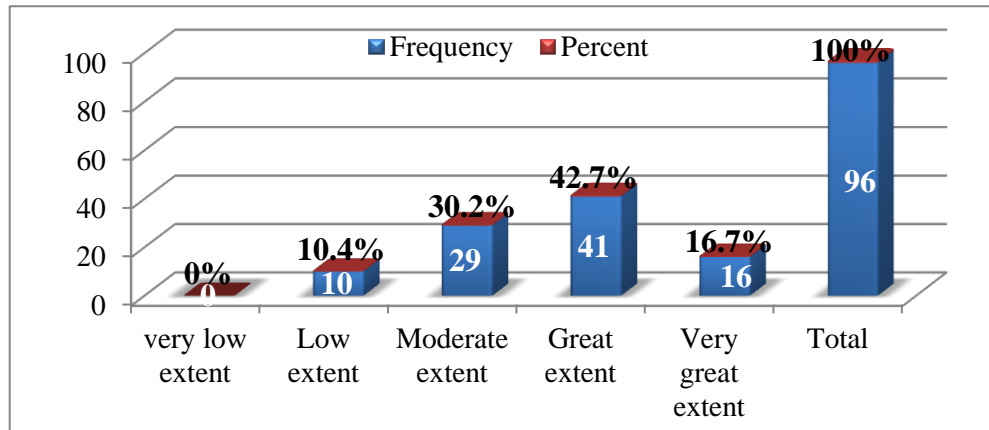


Source: own survey, 2021

Figure 4.7: Responses of clarity in project scope affects successful project implementation



The findings from the figure 4.7 above indicate that 91.7% (88) of the respondents were responded clarity in project scope to members of staff affects successful implementation of project by SOS children village Jimma branch. While 8.3% (8) of the respondents were responded clarity in project scope has no influence on successful implementation of project.



Source: own survey, 2021

Figure 4.8: The effect of clarity in project scope affects successful project implementation.

The findings from figure 4.8 above shows that 42.7% of the respondents indicated that clarity in project scope influences successful project implementation to a great extent; 30.2% of respondents indicated to a moderate extent, 16.7% of respondents indicated to very great extent and only 10.4% of respondents indicated to low extent.

The research also sought to determine the level of agreement which statements assessing on the effect of clarity in project scope to members on successful implementation of project. The findings in form of mean and standard deviations are indicated in the Table 4.4 below.

Table 4.4: The level of agreement on the clarity in project scope influence on successful project implementation

Descriptive Statistics			
Indicators	N	Mean	Std. Deviation
Well-defined procedure that is known by all employees in the organization determining the scope of projects before implementation	96	4.51	.503
Project goal/objectives discussed before project implementation	96	4.76	.429
Clarity in scope to members affect projects completion on time, quality and total cost inured in your organization	96	4.47	.580

Technical and financial reports sent as per the donor requirements	96	4.47	.561
<b>Average</b>		<b>4.55</b>	<b>0.52</b>

*Source: own survey, 2021*

From the findings of the table 4.4 above few of the respondents were highly agreed that the projects objectives/goals were discussed before project implementation as shown by a (mean of 4.76 and standard deviation of 0.429), few of the respondents neutrally agreed that well-defined procedures in determining the scope of the projects before project implementation as shown by a (mean score of 4.51 and standard deviation of 0.503) , half of the respondents were lowly indicated that both clarity in project scope to members of staff affect project completion time, quality and total cost incurred and the technical and financial reports sent as per the donor requirements affects at mean score of 4.47, 4.47, and standard deviation of 0.580, 0.561 respectively.

Respondents were also asked in open-ended questionnaires to state what would be done differently to ensure staff understanding and implementing the project scope. The respondents noted that depend on the identification of project scope to the employees; different meeting were prepared for staffs and discuss made clarity in project scope. The findings imply that the clarity in scope of projects to members of staff influences successful implementation project to a great extent. This finding was agreed with the finding by Mullay (2003), who identified “the lack of clarity in scope is a stone of the key reasons why projects fail to achieve the expected results within time, cost and the required quality”. This indicated that with proper defined scope one has a better chance of succeeding a project implementation because they know what they are aiming at one avoids unnecessary work and no project overlaps.

#### **4.2.3. Effective Communication and Successful project implementation**

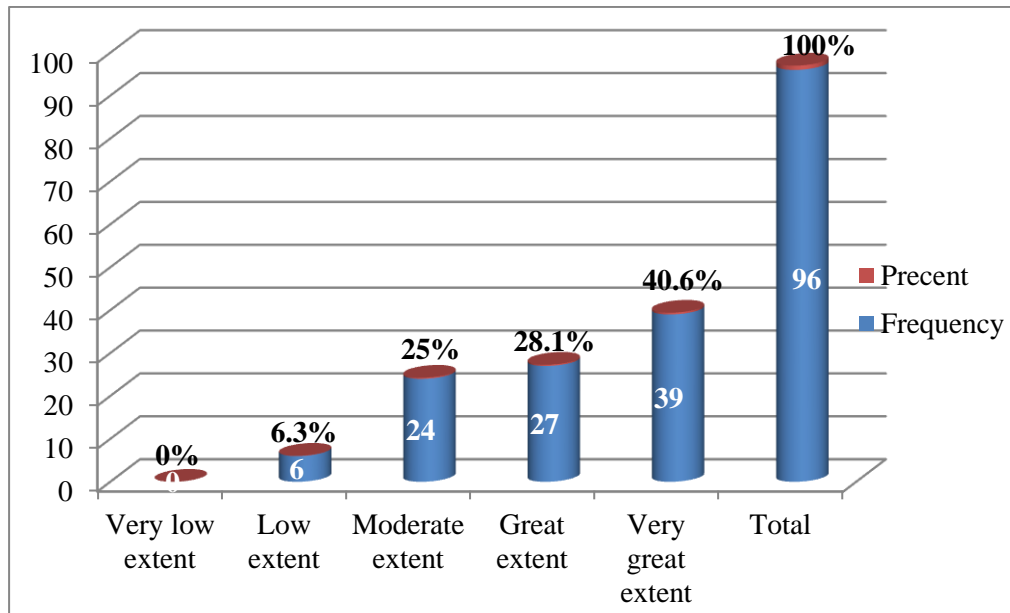
The third objective of the study was to determine how effective communication influences successful implementation of projects in SOS children village Jimma. The finding of respondents was shown in the table 4.5 below.

Table 4 5: Responses of Communication and Successful implementation of projects

Response	Frequency	Percent
Valid Yes	83	86.5
No	13	13.5
Total	96	100

*Source: own survey, 2021*

The findings of the table 4.5 above were indicated that 86.5% of responds said that effective communication affects successful project implementation to SOS children village Jimma and only13.5% of respondents said effective communication does not affect successful implementation of project.



Source: own survey, 2021

Figure 4 9: The of extent effective communication affects successful implementation of project

The findings from the figure 4.9 above shows 40.6% of the respondents indicated that effective communication affect successful implementation of project to a very great extent; 28.1% of respondents indicated to a great extent, 25% of respondents indicated to a moderate extent and only 6.3% of the respondents presented to a low extent. Also the researcher has been determined the statements of assessing the influence of effective communication on successful implementation of project. The findings in the form of mean and standard deviations are indicated in the Table 4.6 below.

Table4.6: The level of agreement that effective communication affects successful implementation of projects.

Descriptive Statistics			
Response	N	Mean	Std. Deviation
Email and internet helps as means of communication in project implementation	96	4.77	.423
Well-defined way of communicating projects have been implemented	96	4.68	.470
Information with regard to project progress up date is untimely communicated	96	4.71	.457

Information and communication technology (ICT) help in communicating project	96	4.71	.579
Project status meeting are helpful	96	4.72	.556
<b>Average</b>	<b>96</b>	<b>4.716</b>	<b>0.4954</b>

*Source: own survey, 2021*

The findings from a table 4.6 above majority of the respondents indicated that emails and internet aid in project implementation success were as indicated by a mean score of 4.77 and a Standard deviation of 0.423. Status meeting was important as indicated by a mean of 4.72 and standard deviation of 0.556. Also it is neutral to the reaction that both project progresses timely communicated and ICT help in communicating project efficiency as indicated by a mean of 4.71, 4.71 and standard deviation of 0.457, 0.579 respectively. This indicated that majority of the respondents support effective communication influences successful implementation of project at SOS children village Jimma. The findings has been agreed with Bunyaminu and Mahama (2016), who revealed that lack of effective communication was one of the key factors that accounted for the poor success rate of projects.

Further, the respondents were asked in open-ended questionnaires to state the frequently used channel of communication during projects implementation; they indicated that telephone and email were used on day to day running of the project. They also indicated that status meeting were also used to update the team on project progress. Weekly written reports on project progress were also done. Therefore, a good communication enable a better understanding of the strategy, a better commitment and a lower resistance to change which eventually leads to a better implementation of the project

#### **4.2.4. Project manager competencies and successful implementation project**

The fourth objective of the study was to determine how project manager competencies affects successful implementation project by SOS children village Jimma. The result has shown in the table 4.7 below.

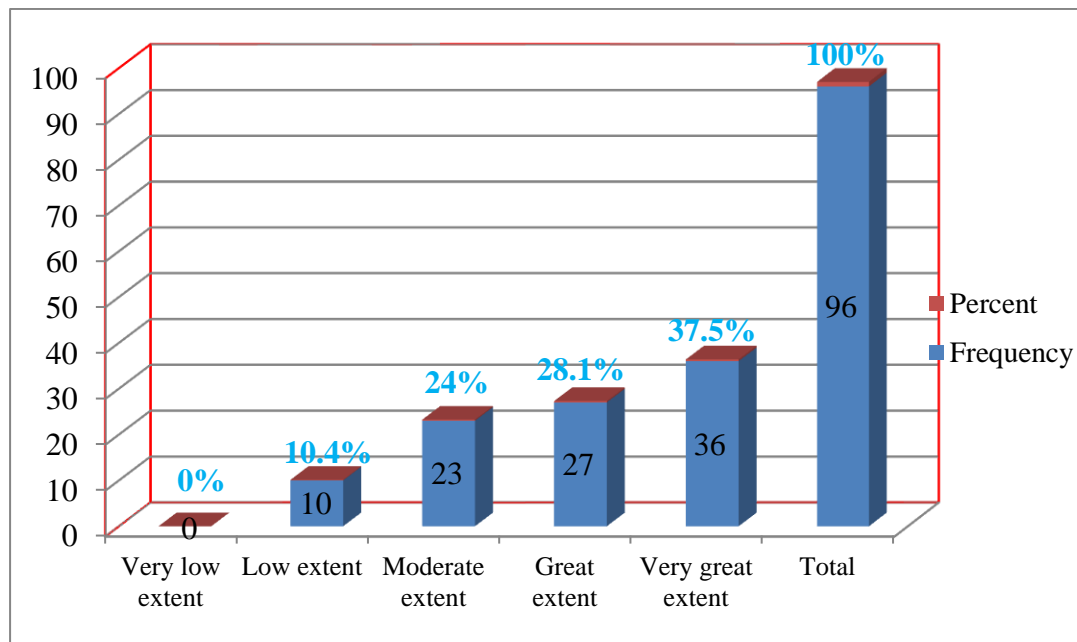
Table4.7: Responses of Project manager competencies and successful implementation project

	Response	Frequency	Percent
Valid	Yes	93	96.9
	No	3	3.1
Total		96	100.0

*Source: own survey, 2021*

The findings from the table 4.8 above shows 96.9% (93) of the respondents indicated that project manager competencies affects successful implementation project by SOS children village Jimma; while 3.1%(3) of the respondents indicated that project manager competencies do not influence successful implementation of project by the study organization.

The extent to which project manager competencies affect successful implementation of the project has been shown in the figure 4.10 below.



Source: own survey, 2021

Figure 4.10: The extent to which project manager competencies on successful implementation of the projects.

The findings from the figure 4.10 above shows 37.5% (36) of the respondents indicated that project manager competencies influences successful implementation of project to very great extent; 28.1% of the respondents indicated to a great extent; 24% to a moderate extent and 10.4% the respondents indicated to a low extent. This implies that majority of the respondents have agreed with project manager competencies influences on successful implementation of projects in the study organization to a very great extent.

Respondent`s level of agreement that determine the influence of project manager competencies on successful implementation of project in the study organization. The result was shown in table 4.8 below.

Table4.8: The level of agreements that project manager competencies affect successful implementation project.

<b>Descriptive Statistics</b>			
Indicators	N	Mean	Std. Deviation
Project manager has a role in facilitating project implementation	96	4.65	.649
Project managers' leadership style and skill competencies are significant effect on project success	96	4.66	.678
Educational qualification of a project manager is important in project management.	96	4.46	.695
Interpersonal communication, commitment to success, negotiation and ability to influence people influence project manager effective implementation of projects	96	4.56	.678
Project manager decision making, problem solving, motivating team competencies are significant effect in project implementation success	96	4.48	.680
<b>Average</b>	<b>96</b>	<b>4.562</b>	<b>0.676</b>

*Source: own survey, 2021*

The findings from the table 4.8 above shows most of the respondents agreed that a project manager leadership style and skills of and project manager have a role in facilitating project implementation success influence on successful implementation of project in the study organization by mean score of 4.66, 4.65 and standard deviation of 0.678, 0.649 respectively to a great extent. There was also a neutral agreement that project manager interpersonal communication, commitment to success, negotiation, ability and the project manager decision making, problem solving and motivating team, and educational qualifications of project manager influence people affect successful implementation of the project by a mean of 4.56, 4.48, 4.46 and standard deviation of 0.678, 0.680, and 0.695 respectively. Therefore, the project manager problem solving, ability to decision making, commitment to success team motivation and the educational qualifications of project managers were the least mean value and indicated a critical issue. This finding was agreed with and supported by Muringo (2012), who found out, competencies of project manager influences effective implementation of donor funded projects.

#### 4.2.5. Project team members competencies and successful implementation of the project

The fifth objective of the study was to determine how project team member’s competencies affect successful implementation projects by SOS children village Jimma. The result of the respondents has been shown in the table 4.9 below.

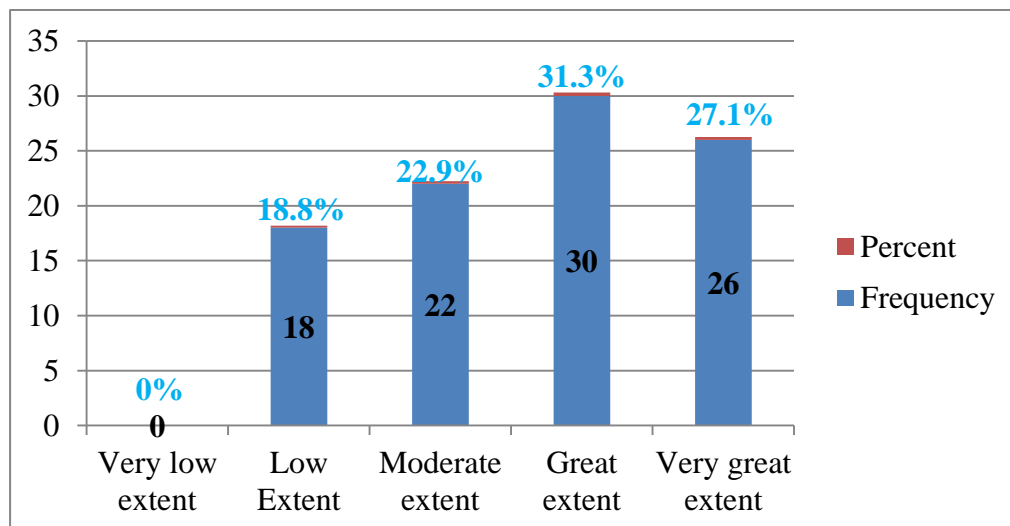
Table4.9: The responses to project team competencies and successful implementation of projects.

Response		Frequency	Percent
Valid	Yes	92	95.8
	No	4	4.2
Total		96	100.0

*Source: own survey, 2021*

The findings from table 4.9 above shows 95.8% of the respondents indicated that project team member competencies affect successful implementation projects by SOS children village Jimma; while 4.2% of the respondents indicated that project team member competencies do not affect successful implementation of project by the study organization.

The researcher also indicates the extent to determine the effect of project team competencies on successful implementation of projects in the study organization shown in figure 4.11 below.



*Source: own survey, 2021*

Figure4.11: The extent to which project team competencies affect successful implementation of the projects

The findings from the figure 4.11 above shows that 31.3% (30) of the respondents indicated project team competencies influences successful implementation projects to great extent; 27.1% (26) of the respondents indicated to very great extent; 22.9% to moderate extent and 18.8%(18) the respondents were indicated to a low extent. The findings indicate that majority of the respondents agreed that project team competences were influence successful implementation of projects in the study organization.

Furthermore, the result of the level of agreements of descriptive statistics in mean and standard deviation has been shown in the table 4.10 below.

Table 4.10: Respondents level of agreement on project manager competencies affect successful implementation projects.

<b>Descriptive Statistics</b>			
<b>Indicators</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Project team member ability, communication commitment, participation, negotiation, and cohesiveness influence on effective implementation of projects	96	4.66	.630
The project team members are able to allocate sufficient time to the project.	96	4.39	.655
The project management team has granted as the necessary authority and has accepted the decisions concerning the project.	96	4.29	.614
The right number and quality of team members are available to the project.	96	4.34	.630
The project team was working together towards a common goal	96	4.47	.695
Project team members motivated in the organization	96	4.06	.646
<b>Average</b>		<b>4.368</b>	<b>0.646</b>

*Source: own survey, 2021*

The findings from Table 4.10 above has shown that few of the respondents were agreed that Project team competencies of their ability, communication, commitment, participation, negotiation, and group cohesiveness affect successful implementation of projects in the study organization as shown by a mean score of 4.66 and standard deviation of 0.630.

The project team members were worked together towards a common goal as shown by a mean score of 4.47 standard deviation of 0.695; the project team members have



allocated sufficient time to the project by a mean of 4.39 and standard deviation of 0.646; the right number and quality of team members were affect successful project implementation as shown by a mean of 4.34 and standard deviation of 0.630 and Project team members motivation as shown the least mean of 4.06 and standard deviation of 0.646. This indicates that project team members were less motivated by the organization. Generally, majority of the respondents were agreed that the project team factors were affects successful implementation of projects in the study organization. This finding was supported by Sohu et al.(2018), who revealed that good project management team, the full commitment by stakeholders and effective project planning and the experienced team were positive predictors of the success of projects. All these competencies of project team competencies influence on successful implementation of the projects.

#### 4.2.6. Result of Successful implementation of the Project

The descriptive statistics of agreements that respondents have been greed were shown in the table 4.11 below.

Table 4.11: The agreement of successful implementation of project

<b>Descriptive Statistics</b>			
	N Statistic	Mean Statistic	Std. Deviation Statistic
Projects in the organization finished within budget delivery	96	4.28	.736
Projects in the organization finished within the set time delivery	96	4.41	.762
Projects finished within quality	96	3.86	.495
Projects achieve the intended set of purpose/objectives	96	4.29	.631
<b>Average</b>		<b>4.21</b>	<b>0.656</b>

*Source: own survey 2021*

From the Table 4.11 above majority of the respondents were to moderately agree that project in the study organization finished within the time delivery, achieved the intended set of objective and finished with budget delivery as shown by a mean score of 4.41, 4.29, 4.28 and standard deviation of 0.762, 0.631 and 0.736 respectively. The result/findings therefore reveals that majority of the respondents agree that time delivery, project achieved the intended objective and budget delivery as the factors that were most indicative to them showing that a given project had been successfully

implemented. Time delivery and budget delivery helps in defining the goals and objectives of a project thus making implementation successful, and their impact is felt across the project implementation process and in the final project results.

#### **4.2.6.1. The Summary of descriptive statistics for factor affecting successful implementation of project**

The descriptive statistics summaries of all variables have been indicated in the table 4.12 below.

Table 4.12: summary of descriptive statistics to the factors affecting successful implementation of projects for all values SPSS output

<b>Descriptive Statistics</b>			
	Mean	Std. Deviation	N
Successful implementation of project	4.211	.553	96
Effective planning	4.559	.411	96
Clarity in scope to members	4.552	.378	96
Effective communication	4.717	.359	96
Project manager competencies	4.560	.549	96
Project team competencies	4.369	.477	96

*Source: own survey, 2021*

The findings of descriptive statistics summary displayed in table 4.12 above had an observation of 96 respondents were used in the study. From the findings majority of the respondents agreed that effective communication have the highest weight and affect successful implementation of project with an average mean score of 4.717 and standard deviation of 0.359. Those respondents who agreed project manager competences have average mean score of 4.560 and standard deviation of 0.549 and effective planning was average mean score of 4.559 and standard deviation of 0.411 respectively. While clarity in scope is average mean score of 4.552 and standard deviation of 0.378 and project team competencies has an average mean score of 4.369 with Standard deviation of 0.477. The finding reveals that the five independent variables are the greatest contribution of factors that affect successful implementation of projects in SOS children village Jimma appropriately.

### **4.3. Inferential Statistics**

Pearson's product moment correlation ( $r$ ) analysis was applied to establish the relationship between the variables, whereas multiple linear regressions were applied

to establish the predictive power of the factors influencing the successful implementation of the project at SOS children Village Jimma.

#### 4.3.1. Pearson Correlation Analysis (r)

According to SPSS survival manual step-by-step guide for data analysis Pallant,(2010) correlation analysis was used to describe the strength and direction of the linear relationship between two variables. The correlation of the variable was measured by Pearson correlation coefficient (r). Pallant (2010, p.126), stated the value the correlation result as guideline: weak correlation for value 0.1 to 0.29; medium correlation for 0.3 to 0.49; and strong for 0.50 to 1.0. Generally, the Pearson`s correlation coefficient (r) should be felt in the range between -1 and 1. The Results from data relating to the factor analyzed shown in the Table 4.14 below.

Table 4.13: Correlation Matrix

		Correlations <sup>c</sup>					
		Successful implementat ion of project	effecti ve planni ng	Clarit y in scope	effective commun ication	project manager competenc ies	project team compet encies
Successful implementatio n of project	Pearson Correlation	1					
	Sig. (1-tailed)						
Effective planning	Pearson Correlation	<b>.562**</b>	1				
	Sig. (1-tailed)	.000					
Clarity in project scope	Pearson Correlation	<b>.170*</b>	<b>.698**</b>	1			
	Sig. (1-tailed)	.049	.000				
Effective communication	Pearson Correlation	<b>.365**</b>	<b>.578**</b>	<b>.589**</b>	1		
	Sig. (1-tailed)	.000	.000	.000			
Project manager competencies	Pearson Correlation	<b>.636**</b>	<b>.513**</b>	<b>.397**</b>	<b>.605**</b>	1	
	Sig. (1-tailed)	.000	.000	.000	.000		
Project team competencies	Pearson Correlation	<b>.790**</b>	<b>.586**</b>	<b>.335**</b>	<b>.605**</b>	<b>.739**</b>	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	

\*\* . Correlation is significant at the 0.01 level (1-tailed).

\*. Correlation is significant at the 0.05 level (1-tailed).

c. List wise N=96

*Source: survey, 2021*

The Pearson correlation coefficient (r) results presented in Table 4.14 show there was a strong positive correlation between project team competencies and successful implementation of project ( $r=0.790$ ). This implies that effective project team commitment, team motivation, project team communication, team involvement results to enhance effective implementation of project successfully. There was also a strong positive correlation between project manager competencies and successful implementation of project in Pearson correlation of ( $r=0.636$ ). There was a strong positive correlation between effective planning and successful implementation of project and ( $r=0.562$ ). The researcher has been indicated that appropriate planning by taking in to attention in detail work plan, clarity in the project work plan to members, adequate budget and effective time schedule; the study organization results to enhance successful implementation project.

There was also a moderate positive correlation between effective communication and successful implementation of project and this correlation is significant at ( $r= 0.365$ ). This implies that the effective communication enhances the better and the chances of implementing an effective project successfully. Further, there was a weak positive correlation between clarity in scope and successful implementation of project ( $r= 0.170$ ) as we compare with (Pallant, 2010). Generally, there was a positive and significant relationship between all the five independent and dependent variable.

#### **4.3.1.1. Correlation between each independent variables**

From the findings table 4.14 above there is a strong and positive correlation between effective planning and (clarity in scope, effective communication, project manager competencies and project team competencies) with correlation coefficient of ( $r= 0.698, 0.578, 0.513, 0.586$ ) respectively. There is also a strong and positive correlation between clarity in scope and (effective planning and effective communication) with the correlation coefficient of ( $r= 0.698, 0.589,$ ) respectively and a moderate positive correlation between project manager competencies and project team competencies ( $r= 0.397, 0.335$ ) respectively.

There was a strong and positive correlation between effective communication and

effective planning, clarity in scope, project manager competencies and project team competencies in ( $r= 0.578, 0.589, 0.605, 0.605$ ) respectively. There was a strong and positive correlation between project manager competencies and effective planning, clarity in scope, effective communication and project team competencies in ( $r= 0.513, 0.605, 0.739$ ) respectively and moderate and positive correlation with clarity in scope ( $r= 0.397$ ). There was a strong and positive correlation between project team competencies and effective planning, clarity in scope, effective communication and project manager competencies with ( $r= 0.586, 605, 0.739$ ) respectively and moderate and positive correlation with clarity in scope ( $r= 0.335$ ) and statistically significant with level significant  $p<0.05$ .

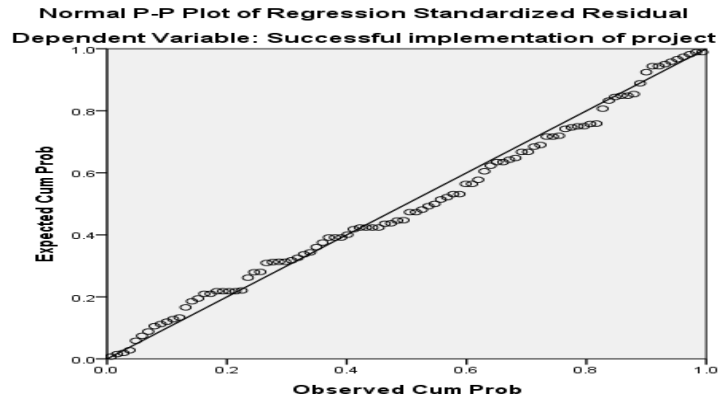
#### **4.3.2. Model Test**

Before applying regression analysis, to test the effect of the independent variables on dependent variables (successful implementation of project) some tests has been conducted in order to ensure the appropriateness of data to assumptions regression analysis as follows. The assumption concerned in the research includes linearity, normality and multicollinearity. The results have been discussed in the following subtopics.

##### **i. Linearity Test**

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables.

The relationship between the dependent variable (successful implementation of project) and each explanatory variables; effective planning, clarity in scope, effective communication, project team competencies, project team competencies were not matching perfectly, but fairly similar or relatively linear; normal p-plots of the regression residuals through SPSS software has been used. This suggests that residuals are approximately normally distributed. In this study the assumption is not disturbed. Therefore, the linearity assumption is satisfied. Because the residual p-plot was follow relatively at straight line.

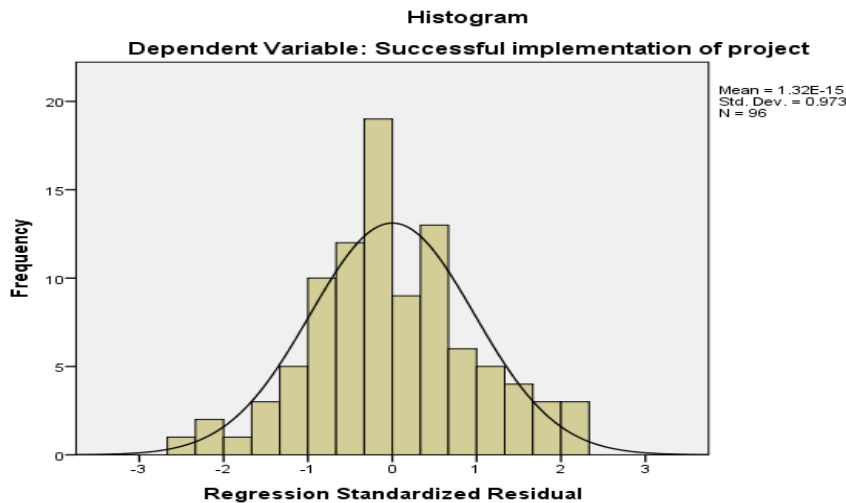


Source: Own source, 2021

Figure 4.12: The Regression model Assumptions of Linearity in the study

## ii. Normality Test (assumption)

Normality tests are used to determine whether a data set is well-modeled by a normal distribution or not, or to compute how likely an underlying random variable is to be normally distributed (Gujarati, 2009). Researcher has been used histogram methods of testing the normality of the data. The result was indicated in the figure 4.13 below.



Source: Own survey, 2021

Figure 4.13: The Regression model Assumptions of Normality in the study

The shape of histogram from the figure 4.13 above has bell shaped which lead to infer that the residual (disturbance or errors) are relatively or normally distributed and regression standardized residual plotted between -3.3 and 3.3 with the mean of 1.32 and Standard deviation 0.973. This indicated that the variables were relatively normal distribution for each value of the independent variables.

### iii. Multicollinearity test

The simplest way to ascertain whether or not the explanatory variables are highly correlated with each other: check and examine the correlation matrix. The result was shown in the table 4.14 below.

1 Table 4.14: Correlation Matrix for Multicollinearity test

Model	Correlations			Collinearity Statistic	
	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)					
Effective planning	.562	.436	.253	.373	2.683
Clarity in scope	.170	-.336	-.186	.418	2.394
Effective communication	.365	-.249	-.134	.446	2.243
Project manager competencies	.636	.246	.133	.411	2.436
Project team competencies	.790	.569	.362	.350	2.857

*Source: own survey, 2021*

From result of the (table 4.14) above, the tolerance value is  $T > 0.3$  and  $VIF < 2.85$  and the result from the (table 4.13) of correlation matrix shows that the highest correlation result between independent variables is  $r = 0.739$ . This indicates that the problem of multicollinearity did not exist between explanatory variables in the model. Therefore, the researcher concluded that there is no problem of multicollinearity. The SPSS survival manual step-by-step guide for data analysis pallant (2010) as a rule of thumb, inter-correlations among independent variables above ( $r > 0.9$ ), Tolerance value ( $T < 0.1$ ) and variance inflation factor ( $VIF > 10$ ) indicator that causes a possible problem of collinearity. Therefore, from an examination of the information presented in all the three tests above, the researcher has concluded that there is no significant data problems has been happened that lead to say the assumptions of multiple regressions have been violated /disrupted.

#### 4.3.3. Effect of independent variables on dependent variable (successful implementation of project)

Through a correlation analysis it is identified that there is a positive and significant relationship between the independent variables and dependent variables (successful implementation of project). To what extent the variance in the dependent variables

(successful implementation of project) is explained by independent variable is discussed as follows through regression analysis.

#### 4.3.3.1. Multiple Linear Regression Analysis

Multiple linear regressions analysis has been conducted in the study. According to (Hair Jr. et al., 2007) multiple regression analysis, is a form of general linear modeling and an appropriate statistical technique when examining the relationship between a single dependent (criterion) variable and several independent (predictor) variables. Therefore, the findings from regression analysis helped and predict the values of successful implementation of project from the values of the multiple independent variables. So that, multiple linear regression analysis has been conducted using SPSS version 23 at 95% confidence level. Table 4.15 below presents the model summary of the regression analysis.

##### i. Model Summary

The model summary of the regression analysis was shown in the table 4.15 below.

Table 4.15: the Model summary of Regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852 <sup>a</sup>	.726	.711	.29711

Source: SPSS output, 2021

The results presented in the table 4.15 above indicated that the goodness of model fit for the regression of independent variables and dependent variable (successful implementation of project) has good fit. Coefficient of determination was applied to judge the model fit.

The coefficient of regression model summary (R) of  $r=0.852$  indicated that the combined effect of the five independent variables have strong and positive correlation with dependent variable (successful implementation of project). R Square is used to find out how well the independent Variables are able to predict the dependent variable. The findings of regression model summary R square ( $R^2$ ) of 0.726 implied that the variation in independent variable (effective planning, clarity in scope to members, effective communication, project manager competencies and project team competencies) accounted for by 72.6% to successful implementation of project.



Therefore, the finding has shown that all independent variables contribute positively to project implementation success at SOS children village Jimma branch. While the unaccounted factors not covered in this study were 27.4%. Therefore, further research will be conducted in identifying other factors that can improve the value of R square ( $R^2$ ). The adjusted R Square takes into account to give more accurate information about the fitness of the model.

**ii. Analysis of variation (ANOVA)**

This research study also tested the significance of the model using the ANOVA test technique. The findings results are presented in Table 4.16 below.

Table 4.16: Summary of ANOVA Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.096	5	4.219	47.795	.000 <sup>b</sup>
	Residual	7.945	90	.088		
	Total	29.041	95			

Source: own survey, 2021

- a. Dependent Variable: Successful implementation of project
- b. Predictors: (Constant), project team competencies, clarity in scope, effective communication channel, project manager competence, effective planning

The findings of table 4.16 above shows the overall model was significantly indicating that (effective planning, clarity in scope, effective communication, project manager competencies and project team members competencies) are good joint explanatory variables for successful implementation of project ( $F = 47.795$ ,  $p\text{-value}=0.000$ , at  $p<0.05$ ). The findings imply that all the independent variables were statistically significant in explaining changes in successful implementation of project. This was demonstrated by a  $p\text{-value}$  of 0.000 which is less than the acceptance critical value of ( $p= 0.05$ ).

**iii. Coefficients of Determination**

The study applied the beta coefficient table below to determine the study model. The result of the findings is presented in the table 4.17 below.

Table 4.17: Beta Coefficients of determination

		Coefficients <sup>a</sup>				Sig.
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	
1	(Constant)	.991	.438		2.263	.026
	Effective planning	.558	.121	.415	4.593	.000
	Clarity in scope to members	-.421	.125	-.288	-3.380	.001
	Effective communication	-.309	.127	-.201	-2.434	.017
	Project manager competencies	.208	.087	.207	2.408	.018
	Project team competencies	.709	.108	.612	6.568	.000

*Source: own survey, 2021*

The unstandardized coefficients in table 4.17 can be substituted into the study model to enable prediction of the value of successful implementation from the values of the multiple independent variables.

The beta values that were obtained were used to explain the regression equation. The SPSS generated output as presented in table above, the regression model equation ( $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon$ ). It becomes:

$$Y = 0.991 + 0.558X_1 - 0.421X_2 - 0.309X_3 + 0.208X_4 + 0.709X_5 + \varepsilon$$

Where: Y = successful implementation of project,  $X_1$ = effective planning,  $X_2$  = clarity in scope,  $X_3$ = effective communication,  $X_4$ = project manager competencies and  $X_5$  = project team competencies.

From the regression result in table 4.17 above indicated that taking all factors into account; (Effective planning, Clarity in project scope, effective communication, project manager competencies and project team members competencies) held constant at zero; successful implementation of project should be 0.991.

The study findings also shown that unstandardized beta value of the relationship contribution of effective planning and project team competencies had strongly contribution to explain successful implementation of project in SOS Children village Jimma at ( $\beta = 0.709$ ,  $\beta = 0.558$  and  $p = 0.000$  at  $p < 0.05$ ) respectively. This implies that an increase in project team competencies and project planning effectiveness by 1

percent project implementation success was improved or increased by 70.9% and 55.8%) respectively keeping other factors constant. The finding shows that as the effectiveness of project team competencies and effective planning had a significant effect to enhance project implementation success in the study.

On other hand, the finding shows that unstandardized beta value; the contribution of project manager competencies with ( $\beta= 0.208$  with  $p= 0.018$ ) indicated that a 1% increase in effectiveness of project manager competences enhances the successful implementation of project by 20.8%.

Whereas, the beta value of clarity in project scope and effective communication were negative with beta value of ( $\beta= -0.421$  &  $-0.39$ ) at significant level of ( $p= 0.001$  &  $0.017$ ) respectively. This indicated that an increase in lack clarity in project scope by 1%, indicated that the effectiveness of successful implementation of the project was decreased by -42.1% at  $p= 0.001$ . This might indicates a problem of clearly defined project scope for the employee and other respected body (Stakeholders).

Similarly, the result of beta coefficient of effective communication shown that 1% increase in lack effective communication indicated that the successful implementation of the project was decreased by -0.39% at  $p= 0.017$  keeping other factors constant. This might indicated that there was a problem of communication inside and outside of the organization between the organization and stakeholders. Therefore, both clarity in project scope and effective communication have a contribution and positive impact to explain the dependent variable (successful implementation of projects) significantly and they need focus by the study organization.

From this the study indicated that, properly project planned; clearly stated project scope; clear and effective communication within the staff and the stakeholders and project managers having competencies of ability to guide, motivate workers, problem solving, commitment, effective interpersonal communication enhances the project implementation success effectively.

#### **4.4. Discussion of Findings**

These discussions were noted that all the findings were done with justification from the data that has been analyzed and interpreted in the descriptive and inferential

statistics. It has been taken into consideration; the findings were specific to the objectives stated.

Questionnaires have been used to collect data and out of the 104 questionnaires have been distributed; only 92.3% were returned the response. This finding has been supported by Mugenda (2003), who found a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent; therefore, the response rate was adequate for analysis and reporting the study result.

The first objective of the study was to determine the influence of effective planning on successful project implementation. The findings of (figure 4.6) discusses majority (43.8%) of the respondents believed that effective planning influence on the successful implementation of NGO sponsored project by SOS children village Jimma branch to a very great extent.

Generally the effective planning has a categorical total of mean average of 4.56 and a standard deviation of 0.58. From this the researcher concluded there was an agreement that effective planning affect successful implementation of the project to very great extent. This result has been agreed with Davis (2014), project planning is a method to develop the project strategies, project scope, establish the project objective and set sufficient milestone to ensure the project is successfully delivered. The result also agreed with Chua, Kog and Loh (2013), who stated project success requires creating proper project plan in terms of time to be taken as well as considering the key factors towards its success. So, proper planning helps the project manager and the stakeholders to arrive at better decision and focus on the success of the project. Furthermore, lack of proper planning produce uncertainty, affects efficiency of project operation and there will be lack of better understanding of project objectives by all project teams.

The findings also indicated that, some respondents stated there is an overlapping of work and workload (burden of work) to the workers, hiring the right technical and operational project staff, less participation of stakeholders during the planning were the critical issue during planning. This may hinder the effective plan appropriately.

The second objective of the study was to determine the effects of Clarity in project scope to members on successful project implementation. The findings from the (figure 4.7) which shows 91.7% of the respondents indicated that clarity in scope to members of staff affects successful implementation of project by SOS children village Jimma branch and this findings also supported by (figure 4.8) that shows 42.7 % of the respondents indicated that clarity in scope influences successful project implementation to a great extent. Also the finding has agreed those of Mirza.et al.(2013), indicates that lack of understanding of scope or failure to define the scope comprehensively can contribute to unsuccessful project implementation.

The third objective of the study was to determine how effective communication affects successful implementation of projects in SOS children village Jimma. The findings from (table 4.5) that shows 86.5% of responds said that effective communication affects successful project implementation to SOS children village Jimma. This result is supported by (figure 4.9) majority of the respondents 40.6% indicated that effective communication affect successful implementation of project to very great extent.

This finding has been agreed with those of Ika (2012), who found that poor communication among stakeholders in a project is one of the main reasons why projects fail. In addition, respondents were asked the frequently used channel of communication during projects implementation, some of them indicated that telephone and email were used on day to day running of the project. They also indicated that virtual communication (zooming), status meeting were also used to update the team on project progress. Written reports on project progress were also done.

The fourth objective of the study was to assess how project manager competencies influences successful implementation project by SOS children village Jimma. The findings from (table 4.7) majority of the respondents 96.9% indicated that project manager competencies affects successful implementation project at the study organization. This was supported by 37.5 % of the respondents indicated that project manager competencies influences successful implementation of project to a very great extent and 28.1% of the respondents indicated to great extent (figure 4.10). Most of the respondents agreed that leadership style and skills of a project manager and

project manager have a role in facilitating project implementation success influence on successful implementation of project in the study organization by a mean score of 4.66, 4.65 and standard deviation of 0.678, 0.649. This result has been agreed with those of Ashley(2007), who concluded on the analysis of project implementation success: effective project implementation is repeatable and requires a great deal of work to understand it for achieving cost effectiveness and competitive position and also identify planning effort; project team motivation; project manager goal commitment; project manager technical capabilities; control system; and scope and work definition as the important factors.

Therefore, the researcher concluded that project manager competences have a great role in facilitating and enhancing the implementation of project success achievement. However, the organization more focus on the project manager decision making, problem solving and motivating team competencies and educational qualifications of project manager competencies. Because, project manager need to have competencies in areas that have great role on successful delivery of project.

The fifth objective of the study was to determine how project team members' competencies influence on successful implementation project in SOS children village Jimma. The findings from (table 4.9) majority 95.8% of the respondents indicated that project team member competencies influence on the successful implementation project in the above study organization. This result was supported by (figure 4.11) that shown 31.3% of the respondents indicated project team member competences influences successful implementation project to great extent influences and 27.1% of the respondents indicated to a very great extent. The finding has been agreed with those of Puthamont and Chareonngam (2007), who found the competence of the team members is also found to be a critical factor throughout the project cycle and the success of a project does not only depend on the project manager but also on the whole project team members.

In addition the finding has been agreed with those of Sohu et al.(2018) they revealed that good project management team, the full commitment by stakeholders and effective project planning and the experienced team were positive predictors of the success of projects. All these competencies of project team competencies influence on successful implementation of the project. However to enhance successful

implementation of project; the right number and qualified team members are available, the project team members must to allocate sufficient time to the project implementation. The result indicated that majority of the respondents has been agreed that project team competences were affect successful implementation of project in the study organization.

In case of Pearson correlation the study has been found that there was strong positive relationship between effective planning and successful implementation of project ( $r=0.562$ ,  $\text{sig}=.000$ ). This finding has been agreed with those of Damian(2012), who found planning of the project is associated with using a step by step procedure to help achieve the aims and aspiration of the project. From this, appropriate planning by taking in to attention in detail work plan, clarity in the project work plan to members, adequate budget and effective time schedule the study organization results to enhance successful implementation project. In addition, the finding has been agreed with those of Kerzner (2013), who found lack of effective planning produce uncertainty, affects efficiency of project operation and there will be lack of better understanding of project objectives by all project teams. Therefore, before the project work begins, we sure that the work is properly planned, understood and agreed to by the project sponsor and key stakeholders. In achieving project success, the single most important activity that project managers engage is in planning. This involves detailed, systematic, team-involved plans which are the only foundation for project.

On other hand, the study also found that weak but positive relationship between clarity in scope and successful implementation of project ( $r= 0.170$ ). These findings has been agreed with Mulla(2003) and cited by Muringo (2012) identified that lack of clarity in scope is a stone of the key reasons why projects fail to achieve the expected results within time, cost and the required quality. Following the argument that with a proper defined scope one has a better chance of succeeding because they know what they are aiming at, one avoids unnecessary work and no project overlaps and gaps. Before taking responsibility for project management; the project requirements must be clearly established, documented and understood. The project must be defined as accurately and fully as possible before it is allowed to start. From this the researcher concluded that before implementing any project; clearly defining the scope of the project is critical issue. Therefore, further/detail research investigation might be needed.

The study found that moderate positive correlation between effective communication and successful implementation of project and this correlation is significant at ( $r = .365$ ). The study finding has been agreed with Bunyaminu and Mahama (2016), who revealed that lack of effective communication was one of the key factors that accounted for the poor success rate of projects at ECG. This finding also agreed with John (2012), who postulated that the success or failure of project implementation, whether in Africa or other developing regions, depends very much on effective communications between the stakeholders, funding agencies, host governments and project beneficiaries. This suggests that effective communication must be created in order to enhance successful implementation of project.

The study found that strong positive correlation between project manager Competencies and successful implementation of project and that this correlation is significant by ( $r=.636$ ). These findings have been agreed with Muringo (2012), who found out, competencies of project managers influences effective implementation of donor funded projects. It noted that project manager leadership style, skills, commitment, team motivation are more influence and enhance success implementation of project compared to academic qualifications.

The study also found strong positive correlation between project team member Competencies and successful implementation of project by ( $r= 0.790$ ). The finding has been agreed with Ngugi and Susan (2017), who found that project team commitment, has a positive and significant influence on project performance and implementation success. This implies that the competencies of project team motivation, Project team commitment, team communication and team involvement results to enhance effective implementation of project successfully.

Generally, the researcher found that three independent variables (effective planning, project manager competencies and project team competencies) had strong positive correlation with successful implementation of project in the study organization within the range of  $r=0.50$  to 1 and significance of ( $p<0.05$ ), effective communication has a moderate positive correlation that fall between a range of 0.3 to 0.49 and clarity in scope has weak positive correlation that fall between a range of 0.1 to 0.29. Therefore, all the independent variables had significant positive relationship with dependent variable (successful implementation of project) at significance value of  $p<0.05$ . These



findings are supported by SPSS survival manual step-by-step guideline Pallant (2010) and (table 4.13) of the findings.

Furthermore, the Pearson correlation ( $r$ ) between each independent variables were strong positive and significance correlation between effective planning and clarity in scope, effective communication, project manager competencies and project team competencies which falls in the range of ( $r= 0.5$  to  $1$  and  $p<0.05$ ) and moderate positive and significance correlation between clarity in scope, project manager competencies and project team competencies which falls in the range of ( $r= 0.3$  to  $0.44$  and  $p<0.05$ ). These findings has been supported by Pallant (2010) and (table 4.13 of the finding).

Regression analysis was also done in order to identify the extent to which the variance of independent variables explained on dependent variable. The significance of independent variables for dependent variable (successful implementation of project) has been analyzed and the relationship is significant. The study found from the regression model ( $R^2$ ) 72.6% successful implementation of project has been explained by independent variables (effective planning and clarity in scope, effective communication, project manager competencies and project team competencies). While other factors 27.4% were not studied in this study. Therefore, the researcher concluded that further research will be conducted to investigate other factors affects successful implementation of the project.

The study findings has indicated that unstandardized Beta value of the relationship contribution of effective planning and project team competencies had strongly contribution to explain successful implementation of project in SOS Children village Jimma in ( $\beta= 0.709$ ,  $\beta = 0.558$ ,  $p= 0.000$  at  $p<0.05$ ) respectively. This implies that an increase in project team competencies and project planning effectiveness by 1 percent leads would improve the project implementation success is by 70.9% and 55.8% respectively. The finding has shown that the effectiveness of project team competencies and effective planning had a highly contribution to enhance project implementation success in the study organization.

In addition, the project manager competencies has a contribution to successful implementation of at the beta value of ( $\beta= 0.208$  &  $p=0.018$ ). This indicates 1% change in the project manager competences enhance 20.8% to successful

implementation of the project. Therefore, the findings were agreed with Muringo (2012), who found out competencies of project manager influences effective implementation of donor funded projects. Project managers should acquire skills to identify, maintain, build, motivate, lead and inspire project team to achieve high team performance and to meet the projects objectives. It controls day-to-day management activities of the project.

Further, the clarity in project scope was shown negative ( $B = -0.412$  &  $p = 0.001$ ) with successful implementation of project. The result shown that an increase in lack clarity in project scope by 1%, indicated that the effectiveness of successful implementation of the project was decreased by -42.1% at  $p = 0.001$ . This might indicates a problem of clearly defined project scope for the employee and other respected body (Stakeholders). The findings were agreed with Mulla (2003) who identified “the lack of clarity in project scope is a stone of the key reasons why projects fail to achieve the expected results within time, cost and the required quality”. This agreement has indicated that with proper defined scope one has a better chance of succeeding a project implementation because they know what they are aiming at one avoids unnecessary work and no project overlaps.

On other hand, the result shown negative beta ( $B = -0.39$  &  $p = 0.017$ ) that indicated an increase in lack effective communication by 1%, shown that the successful implementation of the project was decreased by -39% at  $p = 0.017$ . This might indicate there was a problem of communication inside and outside of the organization between the organization and stakeholders. The findings also agreed with Bunyaminu and Mahama (2016), who revealed lack of effective communication, was one of the key factors that accounted for the poor success rate of projects. Therefore, a good communication enable a better understanding of the strategy, a better commitment and a lower resistance to change which eventually leads to a better implementation of the project. Therefore, both clarity in project scope and effective communication have a contribution and an impact to explain the dependent variable (successful implementation of project) significantly and they need focus by the study organization. Generally, all the five independent variables were more contribution for the successful implementation the projects at SOS Children village Jimma to achieve its objectives.

# **CHAPTER FIVE**

## **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

This chapter represents summary of findings, the final conclusions of the study, recommendations and suggestions by the researcher.

### **5.1. Summary of Findings**

The study found that 43.8% of the respondents had represented effective planning affects successful implementation of projects to very great extent with categorical (Av. M= 4.56 & SD=0.58). This indicated that proper planning leads to better project implementation success. However, the study found that an organized project work plan that is mutually understood by all employees in the organization before project implementation start was critical as shown by (M= 4.45 and SD= 0.766).

Respondents were also asked in open-ended questioners to state the difficulties during planning and they stated that key implementing partners or stakeholders like government authorities not equal involvement/participate during the planning involvement and lack of hiring the right technical and operational project staffs. Generally, effective project planning was strong positive and significantly affects successful implementation of the project by( $r=0.562$ ).

The findings shows that 42.7% of the respondents indicated that clarity in project scope influences successful project implementation to great extent; with (Av. M= 4.55 & SD= 0.52) and indicated weak positive relationship between clarity in project scope and successful implementation of projects by ( $r= 0.170$ ). This indicated that, with proper defined scope one has a better chance of succeeding a project implementation. However, factors such as lack of clarity in project scope to members of staff affect project completion time, quality and total cost incurred by (M = 4.47 & SD= 0.580) and technical and financial reports sent as per the donor requirements was M= 4.47, and SD 0.561 were low & indicated to critical issues in the study organization.

The findings also shown 40.6% of the respondents indicated that effective communication affect successful implementation of projects to very great extent with (Av. M= 4.716 and SD = 0.495) and moderate positive correlation between effective

communication and successful implementation of projects at ( $r = 0.365$ ). This implied that, effective communication was one of the key factors that positively accounted for the success rate of projects.

The findings shown that 37.5% of the respondents indicated that project manager competencies influences successful implementation of projects to very great extent with (Av.  $M = 4.56$  &  $SD = 0.676$ ). The study also found that strong positive correlation between project manager competencies and successful implementation of projects and that significant by ( $r = 0.636$ ). This implies that project manager controls day-to-day management activities of the project and playing a great role in facilitating and enhancing of successful implementation of projects. However, the researcher indicated that factors of the project manager decision making, problem solving and motivating team competencies was low & ( $M = 4.48$  &  $SD = 0.68$ ) and educational qualifications of project manager competencies was low mean and critical issue by ( $M = 0.46$  &  $SD = 0.695$ ).

Further, the findings shown that 31.3% of the respondents indicated project team member competencies influences successful implementation of projects to great extent with (Av.  $M = 4.368$  &  $SD = 0.646$ ). The study also found that strong positive correlation between project team competencies and successful implementation of project by ( $r = 0.790$ ). However the researcher indicated the factors of project team members were worked together towards a common goal as shown by ( $M = 4.47$  &  $SD = 0.69$ ); the right number and quality of team members available to project by ( $M = 4.34$  and  $SD = 0.630$ ) and project team members motivated by ( $M = 4.06$  and  $SD = 0.646$ ) were critical.

Generally, the study findings indicated that all the five independent variables were significantly contribution to factors affecting successful implementation of projects in SOS children village Jimma appropriately.

## **5.2. Conclusion**

Based on research objectives and findings the following points were concluded.

Generally, the study concluded that project planning was positive and significantly affects successful implementation of the projects in the study organization. Proper planning helps the project manager to arrive at better decision and focus on the

success of the project. Detailed work plan was discussed before project implementation and effective planning affect timely implemented project and efficiently use of budget cached for of the project. Therefore, the researcher concluded that effective planning was positive and strongly affects successful implementation of project of NGO sponsored project by SOS children village Jimma that to enhance successful implementation project appropriately.

The researcher also concluded that clarity in project scope influences successful implementation project to a great extent. Project goal/objectives and well-defined procedures in determining the scope of the projects has discussed before project implementation. So that, a proper defined scope has a better chance of succeeding a project implementation because they know what they are aiming at one avoids unnecessary work and no project overlaps. Therefore, the organization must focus on these.

Further, the study concluded that effective communication has positive and significant impact on successful implementation of projects at SOS children village Jimma. Telephone and email were used on day to day running of the project. Virtual meeting and Status meeting were also used to update the team on project progress. Also written reports on project progress were also done. Face to face 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. Generally, having a good communication in the organization enable a better understanding of the strategy, a better commitment and a lower resistance to change which eventually leads to a better implementation of the project.

The study concluded that project manager competences have a great role and positively affects in facilitating and enhancing the implementation of project success achievement. The project managers also manage a day-to-day activities of the projects. Because, project manager need to have competencies in areas that have great role on successful delivery of project. Finally the study concluded that project team competencies positively and significant influence on successful implementation of the project. Generally, the researcher concluded that all the five independent variables were a positive and statistically significant to successful implementation of the project.

### **5.3. Recommendations**

Based on the findings and conclusion of the study, the following recommendations have been suggested.

The study recommends the organization in order to implement its donor funded projects successfully; it is advisable if the project work plan clear understood to the project employees and stakeholders in place to discuss the requirements of the project before starting the implementation in order to minimize the communication problem within the stakeholders (government authorities) and mutual/friendly working with stakeholders. The study also recommends the study organization is suitable to hire the right sufficient person at the right place to reduce burdening of work from the workers and for enhancing the effectiveness of the project implementation success.

The study also recommends for SOS children village Jimma to implement the donor funded projects successfully; it is advisable to clarity project scope clearly defined to employees and procedures are in place to discuss the requirements of the project before starting to implement. Because, project scope was the one that has a better chance of succeeding project success and helps to know the organization what they are aiming at one avoids unnecessary work and also recommends if the technical and financial reports sent as per the donor requirements timely in order to know the day-to-day performance of the projects.

The study recommends the organizations to inform if all project managers have the competences of project manager decision making, problem solving and motivating team competencies and educational qualifications of project manager competencies in order to deliver the projects successful. Because the project managers need to have competencies in areas that have great role on successful delivery of project

Finally, the study recommends the study organization if it improves the project team members working together towards a common goal through taking continues training; hiring the right number and quality of team members for the implementation of projects; and motivate the project team member to enhance their commitment in performing their roles as well as incorporating lower ranks of employees in project implementation success for enhancing of the project success. General, the study recommends that the study organization focus on the effective planning, Clarity in

project scope, effective communication and project manager competences and project team competences in order to implement its projects successfully to achieve the objectives.

#### **5.4. Suggestions for future research**

The study suggests that further research to be done on the following areas. The current study was only limited to SOS children village Jimma due to the time taken to do this study could not allow for wider respondents and was adopted only primary data self-administered questionnaires for data collection in order to minimize the time taken during field work, data coding, entry and analysis. Therefore, conducting a larger research would be more appropriate for generalization of the findings to other SOS children village branches and other NGO sector in Ethiopia for the future.

In addition other researchers will conduct on Factors affecting successful implementation of Girl empowerment project. In order to control the project effectively, further research must conduct on ‘Determinants of effectiveness of a Monitoring and Evaluation system for projects in SOS children village Jimma.

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**JIMMA UNIVERSITY**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**DEPARTMENT OF ACCOUNTING AND FINANCE**  
**MA IN PROJECT MANAGEMENT AND FINANCE**

**Appendices**

Appendix I: Introduction Letter

Yadeta Negasa Moti

Jimma University College of Business and Economics

Mobile phone: 0917110533/0940925255

Email: yadetanegasa2010@gmail.com

Jimma

**Dear Sir/Madam**

**RE: REQUEST TO COLLECT DATA FROM YOUR ORGANIZATION**

I'm a student at the Jimma University Business and Economics College, currently undertaking Masters of Arts in Project Management and Finance. I have successfully completed my course work and as part of the university requirements, I am supposing to undertake a research study. My research will focus on the Factors affecting successful implementation of projects in NGOs: in case of SOC children village Jimma branch. The purpose of this letter is to request your permission to collect data for research purposes. All information collected will be treated with utmost confidentiality and will only be used for academic purposes.

I will highly appreciate your support and consideration.

Yours Sincerely,

Yadeta Negasa

## Appendix II: Questionnaire

This questionnaire aims at establishing; factors affecting successful implementation of projects for NGOs: a case of SOS Children village Jimma branch. The questionnaire is designed to collect data that will help achieve the objectives of this study. I am kindly requesting you to participate in this study by responding to all the questions as kindly and precisely as possible. Your honesty and co-operation in responding to the questions will highly be appreciated. All information provided will be treated with utmost confidentiality and purely used for academic purposes only.

### Instructions

- No need to write your name.
- Put Your real idea /opinion the (√) symbol on the boxes provided below your
- If you have any questions, please contact me through my personnel cell phone number 0917110533/0940925255 or my email [yadetanegasa2010@gmail.com](mailto:yadetanegasa2010@gmail.com)

### Part I: Background Information of Respondents

1. What is your gender?  Male  Female
2. In what age do you fall?  
 18 – 25  26 – 35  36 – 45  Above 46  
Others (please specify) \_\_\_\_\_
3. What is the level of Education that you attained?  
Diploma First Degree MA/ MSc PHD
4. Would you please specify your department in the organization?  
 Program operation  Project manager  other  
 Experts'  Supportive staff
5. How long you have been working with INGOs SOS Children village Jimma branch?  
 Less than 3 years  3-7 Years  7-10 Years  Above 10 years

### A. The influence of Effective Planning on Successful Project Implementation

1. Does effective planning have an impact on successful implementation of projects on your organization?  
Yes  No
2. To what extent does effective planning influence successful implementation project by SOS children village Jimma?  
 To very great extent  to low extent  
 To great extent  to very low Extent  
 To moderate Extent
3. To what level do you agree with the following statements which relate to the impact of effective planning on effective implementation of projects? Rating scale 1-5, where: 5= strongly agree (SA), 4= Agree (A), 3=Neutral (N), 2= Disagree (DA), 1= strongly disagree (SDA)

Variables	SA	A	N	DA	SDA
<b>Effective of planning on project implementation success</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Well-organized project work plan that is mutually understood by all employees in your department before project implementation starts					
Project detailed work plan discussed before project implementation					
Effective planning affects project completion on time, cost and its quality.					
Clarity in project work plan for staff members affects the success implementation projects.					
The Organization have always implement projects in time					
Adequate budget for the project in organization.					

4. What would be done differently to ensure staff understand and implement the project plan as per donor fund agreement?

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5. List some of the difficulties encountered during the project planning startup and during implementation.

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**B. Influence of clarity in project scope on successful implementation of project**

- Does clarity in project scope influence effective project implementation success at SOS children village in Jimma?  
 Yes                       No
- To what extent clarity in project scope to members of staff influence effective project implementation at SOS Children village Jimma?  
 Very great extent                       Moderate extent                       very extent  
 Great extent                       Low extent
- What is your level of agreement with the following statements which relate to the impact of clarity in project scope to staff affects effective implementation of the projects. Using scale 1-5, where: 5= strongly agree (SA), 4= Agree (A), 3=Neutral (N), 2= Disagree (DA), 1= strongly disagree (SDA)

Variables	SA	A	N	DA	SDA
<b>Influence of Clarity in project scope on successful implementation of project</b>	5	4	3	2	1
Well-defined procedure that is known by all employees the organization determining the scope of projects before implementation					
Project goal/objectives discussed before project implementation in your organization					
Clarity in project scope affect projects completion time, quality and total cost inured in your organization					
Technical and financial reports sent as per the donor requirements					

- 3) What would be done differently to ensure staff understand and implement the project scope as per donor agreement?
- 

### C. Influence of communication on Successful implementation project

1. Does communication influence the project implementation success at your organization?

Yes

No

2. To what extent does communication influence on successful project implementation at your organization?

To very great extent

to low extent

To great extent

very low Extent

To moderate Extent

3. What is your level of agreement with the following statements which relate to the impact of communication affects effective implementation of the projects. Using scale 1-5: where; 5= strongly agree (SA), 4= Agree (A), 3=Neutral (N), 2= Disagree (DA), 1= strongly disagree (SDA)

Variables	SA	A	N	DA	SDA
<b>Influence of effective Communication skill</b>	5	4	3	2	1
Email and internet help as means of communication in project Implementation					
Well-defined way of communicating projects been implemented in your Organization					
Information with regard to project progress is update & timely communicated					
Information and communication technology (ICT) help in communicating project					
Project status meeting are helpful					

4. List the frequently used channel of communication during projects implementation.

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**D. Influence of Project manager Competencies on successful implementation of Projects**

1. Do project manager leadership, skill, commitment, qualification, team motivating competencies influence effective project implementation success in your organization?

Yes  No

2. To what extent does a project manager competency influence effective project implementation at your organization?

To very great extent  to low extent  
 To great extent  to very low Extent  
 To moderate Extent

3. What is your level of agreement with the following statements which relate to the impact of managerial factors on effective implementation of NGO projects in your organization? Using rating scale 1-5, where: 5= strongly agree (SA), 4= Agree (A), 3=Neutral (N), 2= Disagree (DA), 1= strongly disagree (SD)

Variables	SA	A	N	DA	SDA
<b>Project manager competencies</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Project managers have a role in facilitating project implementation.					
Project managers' leadership and skill competencies are significant effect on project success					
Educational qualification of a project manager is important in project management.					
Interpersonal communication, commitment to success, negotiation and ability to influence people, project manager effectiveness influence implementation of projects.					
Project manager decision making, problem solving, motivating team competencies are significant effect on project implementation success.					

4. List what the project managers qualities should have:

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**E. Influence of project team competencies on successful implementation of Projects**

1. Do project team members' (commitment, communication skill, cohesiveness, negotiation, participation...) competencies influence effective project implementation success at your organization?

Yes  No

2. To what extent does a project team competencies influence effective project implementation success at your organization?

To very great extent  to low extent



- To great extent  very low Extent  
 To moderate Extent

3. What is your level of agreement with the following statements which relate to the impact of team members factors on effective implementation of NGO projects? Using rating scale 1-5, where: 5= strongly agree (SA), 4= Agree (A), 3=Neutral (N), 2= Disagree (DA), 1= strongly disagree (SDA)

Variables	SA	A	N	DA	SDA
<b>Project team members Competencies in project</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Project team member ability, communication skill, commitment, participation, negotiation, and cohesiveness influence on effective implementation of projects.					
The project team members are able to allocate sufficient time to the project.					
The project management team has granted as the necessary authority and has accepted the decisions concerning the project.					
The right number and quality of team members are available to the project.					
The project team was working together towards a common goal.					
Project team members motivated in your organization					

4. List the qualities of project team members should have

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**F. Dependent Variables: Successful implementation project with (time, budget and quality) delivery.**

1. Which of the below success factors are indicative to you to show that a given project had been effectively successfully implemented. Using rating scale 1-5, where: 5= strongly agree (SA), 4= Agree (A), 3=Neutral (N), 2= Disagree (DA), 1= strongly disagree (SDA)

Dependent Variables	SA	A	N	DA	SDA
<b>Project implementation success with (budget, time &amp; quality)</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Projects in the organization finished within budget delivery					
Projects in the organization finished within the set time delivery					
Projects finished within quality (specification)					
projects achieve the intended set of purpose/objectives					

2. How can you measure the successful implementation of projects whether it satisfies or not the customers/ the beneficiary?

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