ST. MARY UNIVERSITY

SCHOOL OF GRADUATE STUDIES

ASSESSMENT OF FACTORS AFFECTING PROJECT IMPLEMENTATION: THE CASE OF ETHIOPIA CATHOLIC CHURCH-SOCIAL AND DEVELOPMENT COORDINATION OFFICE ARCHDIOCESE OF ADDIS ABABA (ECC-SDCO, AA) PROJECTS

BY

ABEBE ESAYAS

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ADDIS ABABA ETHIOPIA

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Assessment of factors affecting project implementation: the case of Ethiopia Catholic Church-Social and Development Coordination Office Archdiocese of Addis Ababa (ECC-SDCO, AA) projects

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DECLARATION

I hereby declare that the study which is being presented in this thesis entitled "**Assessment of factors affecting project management**: **A case study on Ethiopian catholic church social and development coordinating office, AA**" is original work of my own. It had not been presented for a partial fulfillment for any educational qualification at this university or any other and in any projects by any means, and all the resources materials used for this thesis had been accordingly acknowledged.

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ENDORESMENT

This thesis has been submitted to St. Mary's University, school of Graduate Studies for examination with my approval a university advisor.

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LIST OF ABBREVIATIONS AND ACRONYMS

ECC-SDCO, AA: Ethiopian Catholic Church –Social Development Coordinating Office, Addis Ababa.

INGO: International Nongovernmental Organization

UNIDO: United Nations International Development Organization

P.I.P: Project Implementation Profile

CSA: Charity Society Association

PMI: Project Management Institution

PMBOK: Project Management Body of Knowledge Areas

SPSS: Statistical Package for Social Sciences

CPI: Cost Performance Index

SPI: Schedule Performance Index

CRDA: Christian Relief and Development Association

WB: World Bank

NOG: Nongovernmental Organizations

MDG: Millennium Development Goal

UN: United Nations

Abstract

The purpose of this study was to determine the factors that influence effective implementation of projects with a key focus on ECC-SDCO. A causal research design was adopted, and both qualitative and quantitative data were collected from a total of 35 projects that were implemented from 2009-2017 by ECC-SDCO. The independent variables considered in the study include project planning, organizational structure, donor funding, stakeholder engagement, project risk, team management, communication, project work plan, cost estimation, and scope management. These variables were regressed against the dependent variable (project implementation effectiveness and efficiency using linear regression analysis. The result showed that project planning, donor funding, project team management, and project work plan were founded to be statistically significant ($p<0.05$). The mean Schedule Performance Index of ECC-SDCO's projects were found to be 0.99 indicating that projects were 99% on schedule. The mean score for the Cost Performance Index was found to be 1.12 indicating that the projects has excellent performance with the parameter of efficiency The study found that donor funding was critical in ensuring effectiveness in implementing projects. The study noted that the most influential factor in creating donor confidence in funding was the financial accountability, as good financial propriety demonstrated commitment to standards and work ethics.

Keywords: Project performance, determinants of project performance, effectiveness, schedule performance index, ECC-SDCO, Addis Ababa, Ethiopia

CHAPTER ONE

1. INTRODUCTION

This chapter presents background information on subject of research and covers statement of the problem, research objectives, research questions, and significance of the study. The chapter also covers other sections including limitations and delimitations of the study and the scope. In the background of the study the study reviews the key concepts and how they relate to one another.

1.1 Background of the study

Project management is the way of managing change by describing activities that meet specific objectives by involving stakeholders and teamwork to achieve successful implementation. As a result, projects have a definite beginning and end (Horine, 2005). Temporary does not necessarily mean short in duration. Moreover, projects can also have social, economic, and environmental impacts that far outlast the projects themselves (PMBOK, 2008). In the initiation phase, the key project controls needed are an understanding of the project plan and environment by making sure that all necessary controls are incorporated into the project. Any deficiencies in the project plan should be reported and recommended for incorporation into the overall project plan. Project planning consists of those processes performed to establish the total scope of the effort, definition and refinement of the objectives and developing the course of action required to attain those objectives. The planning process develops the project Management documents and implementation plans .One of the factors that influence the implementation of NGO projects is financing. Adequate financing accelerates the rate at which implementation is executed and resourcing of project team. Lack of funds grinds to a halt the project work because every activity costs money in terms of human resource, material costs, and many other categories of costs. In its simplest terms, the effectiveness of project implementation incorporates four basic criteria: time, monetary, effectiveness and client satisfaction. According to Schultz and Slevin (2009), management support for projects, project manager, sufficient resources or indeed for any implementation is of great importance in distinguishing between their ultimate success and failure. Project management is seen as not only dependent on top management for authority, direction, and support, but as ultimately the

conduit for implementing top management's plans for the organization or product (Beck, 2006; Manley, 2004).

According to Pinto et al (2010), the famous Project Implementation Profile (PIP) helps in identifying and measuring successfully implemented projects. These are project mission, top management support, project schedule, client consultation, personnel, technical tasks, client acceptance, monitoring and feedback, communication and trouble-shooting. The factors changes significantly based on the project life cycle stages. Monitoring and controlling helps to track, review, and regulate the progress project performance regularly and consistently to identify variances from the project management plan. Continuous monitoring provides the project team the insight into the health of the project and identifies any areas requiring additional attention. For instance, a missed activity finish date may require adjustments to the current staffing plan, reliance on overtime, or trade-offs between budget and schedule objectives (Cynthia, 2008).Project implementation consists of those processes performed to complete the work defined in the project management plan to satisfy the project specifications. This involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan. Project closing includes the formal acceptance of the project and the ending there of to come up with lessons learned. Effective project planning is essential, especially when working in countries in which resources are scarce, i.e. developing countries. In Ethiopia, for example, commonly encountered problems are related to financial, managerial and institutional, technical, and political conditions

According to Gittinger (1996:183): Of the 32 different projects reviewed from the global level by the World Bank 1981, only five (16%) were completed without delay or with delays of 10% or less. Of the twenty seven projects experiencing serious delays, fourteen (44%) were completed within 50% more time, 6 were completed in from 50-100% more time, and seven took more than twice as long to complete as scheduled at appraisal. Regarding costs, he states the average increase was 29%. Of the 32 projects, only twelve (37.5%) were completed with cost increase of 10% or less, 5 were within the range of 10-59% cost over-run, 6 were in the range of 50-100% over-run and 5 cost twice or more than the appraisal estimate

According to Charities and Societies Agency (CSOs), there are currently more than 3000 NGOs operating in the country engaged in projects focused on education, public health, water development, agriculture, women and youth economic empowerment, and other development

intervention. In the country, NGOs projects are often criticized on their inability to meet the community's demands and achieve their objective. According to Interact (2014), implementation stage of the project involves transforming in puts to deliver out puts and result. There are both external and internal environments that impinge on NGOs‟ performance and output. Operational environment factors are: Economic, Donors, Political, Social, State departments, Beneficiaries, Law and Founders. For example the donors, the founders and the beneficiaries' influences and drives the NGOs‟ operations (Muiruri, 2006). This study managed to examine factors affecting project implementation of one indigenous NGO named ECC-SDCO.

1.2 Statement of the Problem

Globally, a number of project performances continue to fall below their targets. A lot of invested funds in these projects have gone down the drain with no tangible outcomes or results. In Ethiopia, there are a number of projects that have so far proved defunct and futile ventures in relation to their objectives. The underperformance of these projects terribly affects both NGO and governments program operations. International NGO project evaluation teams like UNIDO have found lack of quality documentary evidence across various projects and activities evaluated. Project failure also the main challenge of our country. For example, 79% of the executed project fails to meet its objective. The performance problems of project (cost overrun, time delay, quality deficiency) are caused by either in selection, planning, execution or control phase of the project and other factors. However, according to Richard (2012) one of the main reasons of project failure in developing countries is lack of effective planning processes. Similarly, some of the planning processes are neglected in Ethiopian projects, and the execution of the project is often started without developing project plan or poor project planning. The studied project confirms that most of the project in Ethiopia did not apply planning knowledge areas effectively for example Risk planning is implemented only in 20.35%, quality planning in 33.6%, communication planning in 44.2%, integration planning in 46.5%, and scope planning in 48.85% .According to PMBOK (2004), and Antvik & Sjöholm (2007) the planning processes are highly important, and project execution without proper development of a project plan often causes delays, high costs and general execution problems in the project. Without a decent plan and estimate, resources cannot be managed or organized, risks cannot be mitigated, dates and budgets cannot be forecasted, effective reporting cannot take place, and the measures of success will be imperfect from the

beginning. The lack of an implemented project plan has caused problems in all project management areas and has made it impossible for the management team to have the required control of project activity. Majority of the studies done previously on effective project implementation focused on general projects being implemented across different organizations like in the building and construction Sector, whoever there are many projects implemented by Ethiopian Catholic Church with an agreement of the government body and the community all over the country, the organization has been engaged in the projects including, promoting the improvement of food security, Ensure quality education, gender mainstreaming and women empowerment, water development, sanitation and hygiene (WASH), promoting basic health care services, and promoting poor children focused rehabilitation programs, however this research is focused on projects which are implemented by Ethiopian Catholic Church social development and coordinating office. According to ECC-DSCO (2015) the three year terminal report mentioned the major implementation factors such as, understanding different planning & reporting formats sent from the concerned bodies was a challenge among some of the staffs of the center, lack of skillful human resource and human power, lack of an appropriate technical design of scope, There was a problem of utilizing budget as planned due to cost estimation, absence of stakeholders engagements in planning phase, delayed response from concerned government bodies.

To be able to respond to both internal and external variables/factors in a project environment that have affected project implementation, it was necessary to investigate, identify and understand these variables/factors and establish to what extent they individually or collectively contribute to project implementation, i.e. success/failure. Towards this end, a survey was conducted to establish what factors collectively and significantly contributed to project implementation at ECC-SDCO, AA. Therefore, this study will identifies and assesses factors affecting project implementation and to take corrective action as well as to prevent project failure.

1.3 General objective

The broad objective of this study is to investigate factors that influence project implementation of ECC-SDCO, projects.

1.4 Specific Objectives

This study was guided by the following specific research objectives

i. To identify planning stage factors affecting effective project implementation.

ii. To assess to what extent do donor funding. Stakeholder's engagement, organizational structure influences the implementation of ECC-SDCO projects.

iii. To examine how the risk management affects implementation of projects at ECC-SDCO.

iv. To examine to what extent top management support, communication, project schedule plan affect project implementation.

v. To determine to what extent personnel and project team affect project implementation.

1.5 Research questions

1. What are the planning phases related factors determining effective project implementation?
2. How do donor funding, stakeholder's engagement, and organizational structure influence the implementation of projects at ECC-SDCO projects?
3. How does the risk management influence the implementation of ECC-SDCO projects?
4. How do the top management support, communication, project schedule plan affect project implementation?
5. How do personnel and project team influence project implementation of ECC-SDCO projects?

1.6 Hypotheses

The gaps on planning, funding the structure and stakeholders' engagement in selected projects are major factors that affect the project implementation of the projects. Therefore this research will be conducted with the following hypothesis,

Hypothesis 1: There is a positive relationship between effective project planning and project completion with in schedule, budget and quality performance.

Hypothesis 2: Delays in disbursement of funds by the donor agencies have more probability of being a factor for project implementation.

Hypothesis 3: There is a positive relationship between organizational structure and project implementation.

Hypothesis 4: There is a positive relationship between stakeholders' engagements and project implementation.

Hypothesis 5: There is a positive and a significant relationship between risk management and Project implementation.

Hypothesis 6: There are positive relationships between top management support, communication, and project schedule plan and project implementation

1.7 Significance of the Study

The findings of this study will be important to various managers especially at the management of ECC-SDCO. The findings will also be useful to the organization management as they gain substantial knowledge on the support that they will offer to the implementing teams of any running project. Other researchers will also benefit from the study findings as it contributes to building the body of knowledge on matters surrounding effective project implementation with a key focus to projects implementation. Academic scholars can use the findings of this research for further research and also use as a reference.

1.8 Scope of the Study

The scope of this study is limited to one faith based organization on ECC-SDCO, AA. As such the findings may not apply to other NGOs in Ethiopia because of the uniqueness of projects and project duration at the ECC-SDCO. A larger research would be more appropriate for generalization of the findings to the whole NGO sector in Ethiopia. The study might face time related challenges throughout the process and also the organization confidentiality policy may have restricted most of the respondents who have a problem to release information due to the confidential nature. The researcher would present the introduction letter obtained from the university to the respondents to avoid suspicion. The researcher also would ask the respondents not to include their names as they answer questions.

1.9 Limitations of the Study

This study adopted Causal research design which has its own limitations besides the advantages. The major limitations of the causal research design are as follows:

- Coincidences in events may be perceived as cause-and- effect relationships.

- It can be difficult to reach appropriate conclusions on the basis of causal research findings. This is due to the impact of a wide range of factors and variables in social environment. In other words, while casualty can be inferred, it cannot be proved with a high level of certainty.
  -It certain cases, while correlation between two variables can be effectively established; identifying which variable is a cause and which one is the impact can be a difficult task to accomplish. Carr, J. & Griffin, M. (2012)

1. 10 Definition of significant terms used in the Study

Projects-it is a set of finite activities that are usually prepared only once and have well designed objectives, using a combination of human and non human resources within limits of time

Effective project -A project is considered to be effective if it's implemented within the intended schedule, budget, achieves the set goals and is accepted by the clients for whom it is intended

Implementation-Implementation is defined as a set of activities intended to bring a program to life.

Donor Funding- donor funding is the act of providing resources (monetary, time or expertise) towards a given course/project.

Organization structure- Organization structure refers to the institution leadership structure that highlights the roles and responsibilities assigned to the different individuals employed by the institution.

Stakeholder's engagement- Stakeholder engagement is defined as an organization's efforts to understand and involve any group or individual who can affect or can be affected by an organization or its activities, including employees, community groups, environmental non-profit organizations, customers, and their concerns in its activities and decision-making processes

1.11 Organization of the Study

The study is structured in five chapters which are Introduction, Literature review, Research methodology, Finding and discussion and conclusion. The introduction chapter presents a brief overview of the research gap and introduces the research question and objectives, as well as, the scope and limitations of the research stud. The literature review provides the reader with the theoretical background for the research subject. This chapter was providing insight in to project implementation factors and related concepts. The third chapter enables the reader with the

chosen research methodology of this study. The entire research process including its philosophy, strategy, approach, time horizon, as well as, its data collection methods is being discussed. The sampling procedure in addition to the ethical and quality of the data collected considerations are being discussed within this chapter as well. The findings and discussion chapter presents the analysis and discussion of findings generated from data collection techniques being applied. The conclusion chapter summarizes achieved results, reminds the reader about limitations, and proposes areas for further study.

CHPATUR TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter gives an insight into the theoretical literature and findings by scholars on the aspect of factors affecting successful implementation of projects in Non Governmental organizations within the urban slums. It reviews literature that is related to the specific and general objectives of the research. It specifically covers the past studies/main review where it discusses literature related to the specific objectives of the study. It also presents literature on the critical review of major issue, summary and gaps to be filled and the conceptual framework.

2.1 An Overview of Project, Project Implementation and Project Management

2.1.1 Concept and Definition of Project

Various definitions of a project are given by different scholars of the field and hence some of them are discussed below.

Project Management Body of Knowledge (2013) defined project as a temporary endeavor undertaken to create a unique product, service, or result. According to it, the temporary nature of projects indicates that a project has a definite beginning and end while unique means that the product, service or result is different in some distinguishing way from all other products, services or results due to the different location, different design, different circumstances and situations, different stakeholders, and so on. Hence, a project should have definite starting and ending points (time), a budget (cost), a clearly defined scope or magnitude of work to be done, and specific performance requirements that must be met. Kerzner (2009) had given a similar definition for a project. According to him, a project can be considered to be any series of activities and tasks that have specific objective to be completed within certain specifications, defined start and end dates, funding limits (if applicable), consumed human and nonhuman resources (i.e., money, people, equipment) and are multifunctional (i.e., cut across several functional lines).

Typically a project is a one-time effort to accomplish an explicit objective by a specific time. Unlike an organization's ongoing operation, a project must eventually come to a conclusion

(Greer, 2001). This means that a project is done only one time. If it is repetitive, it's not a project. In other words, a project is different from the normal operations of an organization. According to Lewis (2002), projects are different from standard business operational activities as they:

a. Are unique in nature: They do not involve repetitive process. Every project undertaken is different from the last, whereas operational activities often involve undertaking repetitive (identical) processes.

b. Have a defined time scale: Projects have a clearly specified start and end date within which the deliverables must be produced to meet a specified customer requirement.

c. Have an approved budget: Projects are allocated a level of financial expenditure within which resources can be adjusted up or down by management.

d. Have a limited resource: At the start of a project an agreed amount of labor, equipment and materials are allocated to the project.

e. Involve an element of risk: Unfortunately things seldom go according to plan because the project must adapt to a dynamic environment. It focuses on identifying, analyzing and developing strategies for responding to project risk effectively and efficiently. Ghattas and McKee (2001:11) also defined project as: "a group of multiple interdependent activities that require people and resources. It has a definite start and end date and a specific set of criteria that define successful completion. When these activities are combined, they achieve the desired results." According to Wysocki (2009), a project is a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification. To appreciate just what constitutes a project, he explained what each part of the definition mean as follows:

- Sequence of Activities: A project comprises a number of activities that must be completed in some specified order, or *sequence*.
- Unique Activities: The activities in a project must be *unique*. A project has never happened exactly in the same way before, and it will never happen again under the same conditions. Something is always different each time the activities of a project are repeated.

- Complex Activities: The activities that make up the project are not simple, repetitive acts.
- Connected Activities: Connectedness implies that there is a logical or technical relationship between pairs of activities. There is an order to the sequence in which the activities that make up the project must be completed. They are considered connected because the output from one activity is the input to another.
    - One Goal: Projects must have a single *goal*
    - Specified Time: Projects have a specified completion date. The project is over on the specified completion date whether or not the project work has been completed.
    - Within Budget: Projects also have resource limits, such as a limited amount of people, money, or machines that are dedicated to the project. These resources can be adjusted up or down by management, but they are considered fixed resources by the project manager.
    - According to Specification: The client, or the recipient of the project's deliverables, expects a certain level of functionality and quality from the project. These expectations can be self-imposed, such as the specification of the project completion date, or client-specified, such as producing the sales report on a weekly basis.

As it can be seen from the above discussions, the basic characteristics of projects are the same though various definitions of a project are given by different scholars of the field. For this research project too, the definition (meaning) of a project is not different from the definitions given above.

2.1.2. Concepts of Project Implementation

Project implementation involves realizing the planned activities into operational activities.

Hamilton (1997:80) has explained project implementation "Executing refers to the coordination of resources to achieve the "requirement." Project implementation depends on the plan which lists the different requirements for the project. This phase is the practical phase of the project. According to Gardiner (2005:29), "this is the phase in a project where the expenditure is at its greatest and the sponsor expects to see project outcomes arriving on time and meet or exceed expectations." The implementation stage is the execution of the project plan accordingly.

The implementation of the project has to be monitored by collecting sufficient data to make sure that the project team implements the plan correctly. The implementation of the project is based

on the plan and the design of the project. Turner (1999) has described the implementation stage of project management as follows: During this stage, most of the work to deliver the objectives (build the facility) is undertaken, and thus most of the expenditure made. The stage is started by completion of detailed design…. Work is authorized by the project manager, and allocated to teams or the individuals. As work is done, progress measured to ensure the desired results are achieved; that is the required facility is delivered within the constraints of quality, cost and time, and that this will achieve the required benefits. The implementation stage of project is doing the work and coordinating of the resources to be used for the achievement of the project objectives. The success in managing the implementation of the project depends on efficient use of resource

According to Baum and Tolbert (1985: 582) states "implementation is the process of putting what has been planned into action." At the same time, project should be designed with a view to how they will be implemented. Hence, there must be a close match between a project objectives and the capacity of local institution to implement, operate, and maintain it. To accomplish the task, it is the almost requirement that good project performance is usually visible. The influence of the quality of implement on project performance is usually visible. Baum and Tolbert (1985: 369) have stated that "many projects in serious difficulties during implementation have been turned around by the appointment of a competent manager." If this is done, care should be taken that it does not delay the development of local managerial capacity but rather factors it through counterpart on the job training arrangements. Another way of looking at how a project design influences the way it is implemented should be managed is to distinguish between project that can be and cannot be "blue-printed". However, Baum and Tolbert further argued, the project for which is most difficult to have blue print are these that are people oriented and require a large number of participants to change their behavior. Project implementation is one among the identified stages of project cycle. A project must be implemented as it is planned.Awelo (2007) has make clear "planning is a means to an end and implementation is a way how well the purpose of the plan is being achieved." On the other hand, Keeling, (2000) has expressed "project implementation as an execution and a period of concentrate activities where plans put in to actions in which each activity is monitored and controlled and coordinated to achieve project objective so that work efficiency will be directly related to the quality plans." Having similar ideas, Buam and Tolbert (1985) have believed that "implementation of a project is said to be gain when resources are committed." At the implementation stage of a project, among the

necessary conditions required for success is that availability of the necessary resources needed to transform the plan in to action. In addition, according to Shifaraw (2003) states "administration process in the implementation is a cumbersome task that will affect the implementation." Therefore, administration should necessarily maintain constant check to ensure the proceeding plan in the light of truck.

2.1.3. Planning Implementation of a project

Once a project is planned, it has to be implemented. Unless a plan is implemented, it remains more blue print which is only statement of intent that is the basis for action but don't itself produce action. The best education project that can be achieved will be relatively meaningless, useless it is implemented. In relation to this, Mcknnon (1973:12) has clearly stated that "… whatever other features are taken into account in assessing its worth is indispensable that the project plan feasible that it can be carried out

Implementation is therefore, occur and it is a way how well the purpose of the plan is being achieved. The fact is that project or program implementation is a process of transforming plan in to action, it is not random activity but it has its own strategies and methods which involve various tasks and activities. "At the implementation stage of a project, one of the necessary conditions required for success is that availability of the necessary resources needed to transform the plan into action. In other words, during implementation, resources should be provided in desired quality and quantity" (Shiferaw, 2003:26)

The resources are human, materials and programming of them in an indispensable task. Effective plan implementation requires administers talents, skills and abilities in coordination efforts towards the object envisaged. The administration of process in the implementation stage is a cumbersome task in that will affect the implementation. Therefore, administers should maintain constant check to ensure the proceeding plans in the right path. This idea shows that "a comprehensive plan that is prepared with greater perfection does not necessarily guarantee for implementation and in deeds administers effort during management of the implementation process" (McKinnon, 1973:15). "Setting action plan is the stage where one has to organize a detailed time table showing when each activity will be carried out including the assigning of responsibilities" (World Bank, 2000). Along this line, according to Shiferaw (2003), "implementing strategies for realizing plan are: public information, formation of management body to control and monitor the progress of the plan, and plan elaboration by preparing

specification plan." At the implementation stage of the project, one of the necessary condition of the required for success is that availability of the necessary resources needed to transform the plan into action. Similarly, Forojalla (1973) has stated that administrative function in the following way: public information, participation of other organizing, organizing the process of implementation itself, and plan elaboration by reducing the plan into component units for action by carrying our activities such as programming, project identification and detailed time sequencing of project activities. "The first step to realize (implement) the planned development activities or programs is preparation of implementation plan. Implementation plan is a plan, which will be used as a device for effective and efficient implementation". (World Bank, 2000). Implementation plan comprises information regarding the resources needed to complete each activity, the required sequence of activities and duration of the project in general and of each activity in particular. It also indicates the expected start and finish time of each activity. This shows that whether the task to be carried out is narrow or wide easy or complex, one has to give due consideration whenever dealing with the preparation of implementation plan. Single portion of a project does not be left to chance.

2.1.4 Project Management

Similar to the case for project, many and different definitions were given for project management. Summarizing those definitions this research defines Project management as: The application and integration of modern management and project management knowledge, skills, tools and techniques to the overall planning, directing, coordinating, monitoring and control of all dimensions of a project from its inception to completion, and the motivation of all those involved to produce the product, service or result of the project on time, within authorized cost, and to the required quality and requirement, and to the satisfaction of participants(Atkinson , 1999; Kerzner, 2003). Project management deals mainly with coordinating resources and managing people and change. Generally "Managing a project includes: Identifying requirements, Establishing clear and achievable objectives, Balancing the competing demands for quality, scope, time and cost; Adapting specifications, plans, and approach to the different concerns and expectations of the various stakeholders" (Project Management Institute (PMI), 2004).

2.2 Project Planning

Many authors and references have defined project planning in different ways emphasizing its different aspects. Summarizing those definitions given, this research defines project planning as: The extent to which timetables, milestones, workforce, equipment, and budget are specified or estimating the effort, time, cost and staff resources needed to execute the project (Slevin and Pinto, 1986; Chatzoglou and Macaulay 1996). It is the systematic arrangement of project resources in the best way to achieve project objective (Hore et al., 1977 and Faniran et al., 2000). It is described by Naoum et al. (2004) "as one of the key tools that stakeholders use to ensure that projects are successful". Faniran et al. (1998) describe it as the process of determining the appropriate strategies for the achievement of predefined project objectives. It can also be described as the process of defining project objectives, determining the framework, methods, strategies, tactics, targets and deadlines to achieve the objectives and communicating them to project stakeholders. PMI (2008) has a similar definition for the planning. "The Planning Process consists of those processes performed to establish the total scope of the effort, define and refine the objectives, and develop the course of action required to attain those objectives." Therefore, in this study project planning is defined as the systematic arrangement of resources and processes of defining project objective and determining the framework to achieve project objective.

2.2.1 Project Planning Knowledge Areas

In Project Management body of Knowledge nine knowledge areas of project management are identified namely: scope, time, cost, risk, quality, human resources, communications, procurement and integration knowledge areas (PMI, 2008). Each knowledge area in PMBOK is composed of processes that are expected to be addressed to attain the objective of the knowledge areas. For the nine knowledge areas a total of 39 processes are identified in PMBOK. Project Management is accomplished through the use of all the processes. However, all the 39 process are not meant to be performed uniformly in the management of all projects. The project manager and the project teams need to decide which processes to employ, and the degree of rigor that will be applied to the execution of those processes (PMI, 2004). Since the focus of this study is on the planning phase of the nine knowledge areas and this will be described in detailed in this section of the paper.

Table 2.1 Project planning knowledge areas and their processes

No	Knowledge Area	Planning process
1	Integration	Project Plan Development
2	Scope	scope planning, scope definition
3	Time	Activity definition, Activity sequencing ,Activity duration estimating, Schedule development
4	Quality	Quality planning
5	Cost	Resource planning, Cost estimating, Cost budgeting
6	Human resource	Organizational planning, Staff Acquisition
7	Communication	Communication planning
8	Risk	Risk management planning, Risk identification ,Qualitative risk analysis, Quantitative risk analysis, Risk response planning
9	Procurement	Procurement Planning ,Solicitation Planning

Source: (PMI, 2004)

2.2.1.1. Project Integration planning knowledge areas

Project integration planning knowledge areas coordinates the various elements of the project and it is an important part in planning processes. Prioritizing between competing objectives and alternatives are an important task in the integration management. The objective of the development of the project plan is used to create a consistent, coherent document that can be used to guide project execution and control (Gupta et al, 2008). The plan should include general plans regarding all areas of the project such as; project objectives, time schedule, budget, etc (PMBOK, 2004). Since project plan is the main document developed in the planning process and it is very important to allocate sufficient amount of time and resources for this process. A project with a poor developed project plan is most likely to be poorly executed with high costs and delays as a result (Antvik & Sjöholm, 2007). The integration between the different elements of the plan is a complex process and is therefore often required to be iterated several times in order to reach a complete and integrated project plan (Antvik & Sjöholm, 2007).

2.2.1.2 Project Scope Planning Knowledge Areas

Project scope management planning is a process to ensure that the project includes all the work required, and excludes the work that is not required, to complete the project successfully. This

planning knowledge area consists of scope planning, scope definition, and creates WBS (PMBOK, 2004). The importance of a well formulated scope of work has been shown several times in different projects. It is not unusual that a project is rushed into start without the proper planning and preparation. This often leads to problems as extra costs and delays are likely to occur (Antvik & Sjöholm, 2007).

A clear project scope facilitates for the project organization to realize the actual magnitude of the work and creates an understanding for the achievements that are required in the project (Briner, et al, 1996). Scope planning is the process of elaborating the work that is needed to deliver the product of the project. It should be based on the product/output/ description and requirements from the customer (PMBOK, 2004). The outcome from the scope planning is the scope management plan that mainly describes how the project scope will be managed and how scope changes will be integrated into the project (Gupta et al, 2008). Defining the project scope significantly influences the project's overall success. The development of the project scope management plan and the detailing of the project scope begin with analysis of information contained in the project charter, the preliminary project scope statement, the latest approved version of the project management plan, historical information contained in organizational process assets, and any relevant enterprise environmental factor

In the scope definition, the project's major deliverables/products/ and conditions documented in the scope statement are analyzed. The analysis should be based on needs and expectations from stakeholders, and thereby generate requirements of the project (Gupta et al, 2008). When more specified requirements are known, the deliverables are subdivided into smaller, more manageable groups, through the use of a Work Breakdown Structure. By dividing major tasks into smaller work packages, the accuracy of cost, time and resource estimates are improved. A WBS also makes it easier to assign clear responsibility to each group of tasks, which is necessary in order for the project organization to gain control of the project (Antvik & Sjoholm, 2007).

2.2.1.3 Project Time planning knowledge areas

Project time planning knowledge area includes all planning processes that are required to ensure a timely completion of the project The planning processes in time knowledge area are activity definition, activity sequencing, activity resource estimating, activity duration estimating and schedule development (PMBOK, 2004). The time schedule is one of the most important plans in a project. The development of time schedules should be based on the previously developed

WBS. According to (Antvik & Sjöholm, 2007) in order to develop realistic and achievable schedules, it is important that activities are sequenced accurately. The activity sequencing involves identifying logical relationships and dependencies between the project activities (Guoli, 2010)

The process of activity resource estimation involves determining what resources and what quantity of each resource that will be used in the project. Required resources can be personnel, equipment and material. This process also includes determining when each resource will be available to the project (PMBOK, 2004). There are in general two methods of resource estimation; top-down and bottom-up. If the project has limited detailed information, the top-down method is often used. It is carried out by the higher management of the project and is based on experience from similar projects. The bottom-up method is also called qualitative based estimations and involves each specific work category in the process

The bottom-up method is more time consuming to perform, but often generates a more accurate result (Guoli, 2010). The activity duration estimation should be based on the project scope, required types of resources, estimated resource quantities and the availability of resources. The result of the process is later used to develop schedules. To get an accurate estimation of duration it should be carried out by a person or group who is familiar with the specific activity (Antvik & Sjöholm, 2007). The development of schedules is often carried out through the use of project management software. If the previous estimations are made correctly the schedule development mostly consists of aggregating the information into one document (Antvik & Sjöholm, 2007). To develop an efficient schedule it is important that the critical chain is identified and that the lags in the schedule is used to allocate the projects resources effectively (PMBOK, 2004). A time schedule without control is fairly useless to the project organization. The control must be carried out regularly and relatively often in order to detect deviations early. This makes it possible for the project team to take necessary actions to avoid longer delays

(Antvik & Sjöholm, 2007). The schedule control and development must be an iterative process in order for the project team to have updated schedules throughout the project (Guo-li, 2010). Estimating schedule activity durations uses information on scope of work, required resource types, estimated resource quantities, and resource calendars with resource availabilities. Inputs originate from the person or group on the project team who is most familiar with the nature of

the work content in the specific schedule activity. Duration estimates are progressively elaborated, and the process considers the quality and availability of input data.

2.2.1.4 Project Cost planning knowledge areas

Project cost planning knowledge area includes the processes of cost estimating and cost budgeting. The main objective of cost planning knowledge area is to complete the project within the approved budget (PMBOK, 2004). The project budget is very important and influences all areas in both planning and execution of a project. It is important to keep track of total costs as well as costs for different work packages in a project (Guoli, 2010). A professional developed budget does not only control the project costs, but also creates good conditions for development of a well functioning cash flow in the project. The consequence of insufficient cash flow in a project is often connected to large extra costs and delays, as there is a high risk for a temporary stop of the whole project (Antvik & Sjöholm, 2007).

The cost estimation should be based on the project scope, the WBS and be connected to the project plan. To reach a correct estimation it is important that each activity is estimated based on the conditions of the execution of the specific activity. Since there often are several factors that are uncertain in a project, a reserve cost can be assigned to activities with a low level of detailed information or work packages with potential high financial risks (Adisa Olawale & Sun, 2010). Cost budgeting involves aggregating the estimated costs of individual schedule activities or work packages to establish a total cost baseline for measuring project performance. The project scope statement provides a summary budget. However, schedule activity or work package cost estimates are prepared prior to detailed budget requests and work authorizations. Management contingency reserves are budgets reserved for unplanned, but potentially required, changes to project scope and cost.

2.2.1.5 Project Quality Planning Knowledge Areas

Project quality planning knowledge area involves all processes and activities in the project organization to determine quality policies and control that the performed work is of a satisfying quality. The major processes in quality management are quality planning, quality assurance and quality control (PMBOK, 2004). The project team must identify which quality standards those are relevant in the project in order to perform quality control. The identified standards should be considered the baseline in the development of a quality plan. It is important that the quality plan

not only consist of required levels of quality in different activities, but also methods to achieve the requested quality (Wei & Yang, 2010).

2.2.1.6 Project Human Resources Planning Knowledge Areas

Human resource planning knowledge areas is the processes used to ensure that the project organization is established in a way that provides the project with good conditions to succeed. Major processes in human resource management are human resource planning, acquire project team, develop and manage project team (PMBOK, 2004). In the early phases of a project it is necessary for the project management to plan how the project team should be organized and determine what roles that is required (Al-Maghraby, 2008). Each role in the project team should be assigned with areas of responsibility, authority and required competence (Antvik & Sjöholm, 2007).

It is important that a role with a defined area of responsibility also has the authority to make decisions within that area. Responsibility without authority makes it very hard for middle management to influence the work, which most likely will affect the project negatively (Walker, 2007). Human resource planning Determining project roles, responsibilities, and reporting relationships culminating in the staffing management plan Acquire project team Process of obtaining the human resources needed for completing the project.

2.2.1.7 Project Communication Planning Knowledge Areas

Project communications management planning is the processes used to ensure that required information is distributed to the right person at the right time. The major planning processes in communications management are communications planning (PMBOK, 2004). How communication in a project is handled must be planned in order to perform effective work and minimize the risks. A communication plan is necessary to ensure that both internal and external project communication is carried out effectively. The plan should contain details regarding what type of information that need to be distributed, who needs to receive the information, the purpose of the information, the frequency of the distribution and the responsible person to issue the information (Ramsing, 2009). The communication plan should also include what meetings are required within the project and a specification of participants, purpose and frequency for each type of meeting (PMBOK, 2004).

It is important that the project management performs frequently progress reports, mainly to inform clients and other stakeholders of the status of the project but also for the management team to keep control of all areas of the project. A progress report should focus on deviations from the project plan and contain current status of the project, executed and planned actions, uncertainties and forecasts regarding cost and time (Antvik & Sjöholm, 2007). When deviations from the baseline are identified in the progress report, the management team should include recommended corrective actions in order to bring the project in line with the project plan (Ramsing, 2009) As stated in the Project Management Book of Knowledge (PMBOK) from the Project Management Institute, communication planning involves "Determining the information and communications needs of the stakeholders: who needs what information, when will they need it, and how will it be given to them.

2.2.1.8 Project Risk Planning Knowledge Areas

The main objectives of project risk management is to increase the probability and impact of events that are positive to the project and decrease the probability and impact of events that are negative to the project. Risk planning includes risk identification, qualitative and quantitative risk analysis, and risk response planning, (PMBOK, 2004). All projects have uncertainties that can either turn out to be an opportunity or a risk.

Uncertainties often occur in areas where the management has little information of the current conditions. By effective management many uncertainties can be evolved into an opportunity rather than a risk (Antvik & Sjöholm, 2007). Risk analysis is often carried out early in a project when the information is highly limited within several areas. To manage risks and opportunities effectively, the analysis must be iterated throughout the project as more and more information becomes clear to the management team (Kululanga & Kuotcha, 2010).

The purpose of a risk analysis is to gain control of the uncertainties in the project. When risks are identified it is therefore important that a strategy is developed in order to response to the risk (PMBOK, 2004). A response strategy can be to eliminate the probability or impact of a risk, or to accept the risk and calculate with a potential extra cost if the risk occurs (Kululanga & Kuotcha, 2010). A common and effective approach to analyze risks is to estimate the probability and impact of a risk. The risk response is then based on the combined value of each risk, which leads to a risk management where the response is in relation to the magnitude of the risk (Briner et al, 1996). Risk identification determines which risks might affect the project and documents their

characteristics. All persons associated with a project should be encouraged to identify risks. It is important to have the project team involved in the identification process so that they can develop and maintain a sense of ownership and responsibility for the project risks and associated risk response actions. Quantitative risk analysis is performed on risks that have been prioritized by the qualitative risk analysis process as potentially and substantially impacting the project's competing demands. Quantitative risk analysis assigns a numerical rating to risks and applies quantitative approaches to making decisions in the presence of uncertainty using such techniques as Monte Carlo simulation and decision tree analysis.

2.2.1.9 Project Procurement Planning Knowledge Areas

Procurement management planning is the processes to control and administrate contracts and purchase orders from sources external to the project organization. The major processes in procurement management planning are developing procurement (identifying which project needs can be best met by procuring products or services outside the project organization) and solicitation planning (preparing the documents needed to support solicitation/request) (PMBOK, 2004). The planning of procurement management should be carried out early in the project and focus on analysis of which products or services that need to be purchased. After the initial planning a procurement plan should be developed that includes all major procurements that are needed in the project (PMBOK, 2004). The procurement plan is an important tool for efficient procurements throughout the project. It should be developed based on the project´s WBS and time schedule in order to include all procurements and to be timely integrated in the project. The procurement plan includes budgeted cost and required finish date for each procurement (Eriksson & Westerberg, 2011). A poorly developed procurement plan is likely to cause high procurement costs and in worst case even force the production to be stopped (Antvik & Sjöholm, 2007).

In larger projects there are often a procurement manager assigned to control and handle procurement activities. The procurement manager is responsible to plan and execute purchases. An important part of the procurement manager's work is to evaluate quotes in order to achieve cost effective contractors (Eriksson & Westerberg, 2011). To keep control of the cost forecasts in the project the procurement manager must follow-up the actual cost in relation to budgeted cost for each purchase (Antvik & Sjöholm, 2007).

2.3 Relationship between management factors and project success

Chatzoulog *et al.* (1996, 1997) identified management styles and available resources as important to planning and influencing project performance. Kasser and William (1998) identified a list of 34 risks as an indicator of project. In which, poor plans was ranked a high risk factor. This was followed by "resources are not allocated well", "failure to communicate with the customer" and "lack of management support"

According to Whittaker (1999), two common reasons for project failure were poor project planning and the lack of management involvement and support in planning stage. Abdel-Hamid *et al.* (1999) found the positive relationship between different project goals, project planning and resource allocation. The difference in project goals focused on the "cost and schedule" or "quality and schedule" influenced the project outcomes. With the given specific project goals, managers do planning and make resource allocation choices in such a way that they will meet those goals. Yeo (2002) identified the top five failure factors of a project. These include "lack of user involvement", "top-down management style", and "poor internal communication.

Beloit and Gauvreau (2003) found a significant link between project mission, and management support in planning with the success of the project. In brief, the management factors influencing project results include management support, the role of top management and involvement of different department. The availability or allocation of resources for the project is the second factor influencing project outcomes. Other aspects include project objectives and scope, management styles and communication. The relationships between management factors in planning and project outcomes in projects will be examined in this study.

2.4. Organization structure and implementation of projects

Projects are implemented within an organization and by a designated team that is mandated with role of ensuring the projects are implemented successfully. Organization management through application of different project leadership techniques and tools contributes to timely completion of the project conforming to specific requirements and with the intended budge Kerzner (2009). According to Chan and Suhaiza (2007) strong leadership style by the project manager is necessary for the successful planning and implementation of projects. Effective leadership capability aid the organization in: planning of project activities; controlling of budgets and resources; provision of a consistent method of reporting across all projects thus allowing staff to move between projects without having to relearn the leadership approach.

Belout and Gauvreau (2004) examined the impact of human resources in project success. The results found that for three distinct structures; functional, project based and matrix, the management support and trouble-shooting variables were significantly correlated with success. The study confirms that there is a moderating effect between the independent variables and project success, depending on the sector studied. The study adds another step in conceptualizing human resources management in project context which is still very scarce. Strong leadership style by the project manager is necessary for the successful planning and implementation of projects. Normally the project manager has a great deal of responsibility but does not have the commensurate authority as a line manager whereas the line manager has a great deal of authority but only limited project responsibility (Chan and Suhaiza, 2007). Considering this fact, it is therefore important for a project manager to maintain a leadership style that adapts to each employee assigned to the project. The researchers further argue that project management is unlikely to succeed unless there is any visible support and commitment by executive management.

Hubbard (2000), managing people effectively has a significant impact on the results of a project since most major project failures are related to social issues. For instance, a study by Todryk (2010) revealed that a well-trained project manager is a key factor in ensuring project success because as a team builder, he/she can create an effective team. This view is supported by other studies on project-team training. According to Fermanich (2003), prior research on the effects of leaders and employee capability on project achievement includes three main types of studies: production function studies, effective strategies and leader effects/employee-effects studies. Production function studies such as those reviewed by Hanushek (1989) and reviewed by Hedges et al. (1994) found at best a questionable link between resources and success of a project.

Majority of these studies discussed above focus on leadership capabilities and human resources as essential factors in project performance but provides less literature on how human resources skills, qualifications and experience contribute to project implementation. In addition, projects are implemented within an organization: the organization structure (type of organization and management styles) negatively or positively contributes to projects implementation but not much study has been done inclined to this aspect.

2.5 Donor funding and implementation of projects

Every project requires financial resources if the project goals and set performance improvement is to be achieved. Research has produced a great deal of information about how dollars are distributed to projects. However, there is insufficient data in the research on how to put dollars to productive use (Picus and Fazal, 2005). From recent studies, it is known that at least 80 percent of project budgets are spent at and within project sites for a wide range of services such as instruction, leadership, consultancy services, supplies, and materials (Odden and Archibald, 2001). The remaining expenditures support the administration office, tax collection, insurance coverage and operating costs. Donor funding has been playing a key role in the economies of developing countries especially in Africa. However, channeling of the resources has been going on for more than half a century but little development has been made in most of the recipients' countries in sub-Saharan Africa.

Most of the 3rd world majority population live in abject poverty, suffer from diseases, experience rampant unemployment and are living heavily on debts. Non-governmental organizations and government development agencies have failed to account for the results of the funds from donors. Recent pressure for a more result oriented policy from aid opponents, civil society, donors and recipients alike has led to a formal process that resulted in the adoption of the Paris Declaration on Aid effectiveness. Implementation of the Paris agenda is forcing both donors and recipients to look better and more systematically at the concrete results of development efforts. Although a long way has to be gone, the Paris declaration is an important step in the right direction (World Bank report 2003).The ministers of developed and developing countries responsible for promoting development and heads of multilateral and bilateral development institutions, meeting in Paris on 2nd March 2005, resolved to take far-reaching and actions that can be monitored to reform the ways aid is delivered and managed in view of the UN five-year review of the Millennium Declaration and the Millennium Development Goals (MDGs).

While the volumes of aid and other development resources were set to increase to achieve these goals, effectiveness had to increase significantly as well to support partner country efforts to strengthen governance and improve development performance , (World Bank, 2003). The meeting reaffirmed the commitments made at Rome to harmonize and align aid delivery. The extent of success for donor funded projects is determined by both technical

and managerial capacity of the human resources of the implementing agencies. In addition, appropriate

Supportive infrastructure is a necessity. According to Arndt (2000), implementing partners in the donor funded projects may lack the formal training in foreign aid management, budgeting and accounting. These weak skills may lead to poor understanding of the donor expenditure protocols resulting in ineligible expenditures, which lead to rejection for further funding by the donor. This may be affected by the quality and timeliness of the liquidation document which complicate the donor fund release. Projects implementation is affected by these occurrences and they may inhibit project performance. Accountability is a key pillar of effectiveness in implementation of projects. Accountability refers to full transparency regarding the purpose, content, and responsibility and performance e of the development agency (O'Connell and Soludo, 2001).

Ali (2011) examined the factors that affect financial sustainability of NGOs in Kenya with specific reference to Sisters Maternity Home (SIMAHO) in Garissa. The study found that donor relationship management contribute most to financial sustainability of non-governmental followed by strategic financial management then income diversification while own income generation contributed the least to financial sustainability of non-governmental organizations. The study recommends that in order to ensure that the NGOs remain sustainable; they should procure employees that are competent in strategic planning, plan implementation and financial analysis. Further recommendations are that NGOs management should increase their income sources from their usual ones. The management should ensure that they maintain a good relationship with the donors mainly by information management, ensuring there is accountability and meaningful communication.

A key challenge facing both the local and international community is how to ensure the effective delivery of foreign aid in poverty-reduction efforts around the world. Easterly (2003) argued "despite large amounts of foreign aid-and several countries that were able to utilize foreign assistance in their development and poverty-alleviation strategies, the effectiveness of foreign aid remains in doubt". Several surveys of the evidence conclude that aid has not led to increased growth and may have even worsened the economic performance of the countries receiving aid (A dedeji, 2001; Alesina and Weder, 2002; Round and Odedokun, 2003). Most donors attach various restrictions to their funding including, among others, sound financial management systems in place, good leadership with integrity, educated

staff with experience and the strategic plans of the organization. Organizations lacking these ingredients have difficulties attracting donor funding. Some donors will first asses the capacity of the organization's systems and structures to handle funds before funding can be approved.

They also consider if the potential recipient has experience and knowledge to meet deliverables (Ali, 2012). Many donors give their support for the satisfaction of making a difference and so implementers should describe the return on their investment in quantifiable terms, clearly specifying who will benefit from their generosity and how(Rotary International). Cultivating a close relationship with donors can lead to increased project funding for a prolonged duration of time. Donors need to be provided with regular reports on the use of donated funds. They appreciate knowing how donations are being used, and it's in the project's best interest to be as transparent and accountable as possible with project funds. Also, donors should be kept informed of the project's progress, and be invited to participate in project events and celebrations (Rotary International). In Ethiopian context as of all other development actors a large majority of nongovernmental organizations often pay attention to collect a dump of data so as to fulfill donor requirements, but do not have a strategy as well as capacity to analyze and use the collected data meaning fully (CRDA, 2009).

2.6 Stakeholders' engagement and implementation of projects

Stakeholder engagement can be described as an organization's efforts to understand and involve stakeholders and their concerns in its activities and decision-making processes (Bourne 2006). Stakeholders are defined here as any group or individual who can affect, or can be affected by, an organization or its activities, including employees, community groups, environmental non-profit organizations, customers, and others. According to Stakeholder engagement standard, the overall purpose of stakeholder engagement is to drive strategic direction and operational excellence for an organization. Done correctly, engaging stakeholders can result in learning, innovation, and enhanced performance that will not only benefit the organization, but also its stakeholders and society as a whole. In addition to serving as a key tool to support a facility's sustainability reporting efforts, stakeholder engagement can be seen as a foundation that supports facility's broader sustainability efforts to set strategic goals, implement action plans, and assess its performance (Beierle 2012). Engagement can be sourced internally or externally. Facilities are sometimes reluctant to engage external stakeholders unless they have had a grievance or violation and are forced to do so. While it is not possible to control or predict facilities' or

stakeholders' abilities to engage with one another, experience has shown that external stakeholder engagement in a comprehensive sustainability reporting process is best realized when stakeholders are involved from the beginning. Capitalizing on existing relationships (regardless of their nature) may better position your facility to work with external groups and/or provide additional opportunities for feedback and participation over time.

According to Reed (2008), Stakeholder's engagement is a process that requires planning, implementation and monitoring. The planning face entails identifying stakeholders that are aligned to the projects objectives. This is done through mapping of stakeholder's interest, concerns and relationships. Stakeholders' engagement strategy is also put in place highlighting the scope and methods of engagement. The second step is the actual engagement which is mainly done through meetings organized by the project /organization. Input from stakeholders is reviewed and feedback used in decision making to improve project performance and in reporting. The project is finally tasked with the role of evaluating stakeholder's effectiveness.

Stakeholder engagement has in the recent past emerged as an important component of many states in America especially the federal voluntary environmental leadership programs, including National Environmental Performance Track Program and approximately 20 similar state performance-based programs. These programs typically require applicants to have procedures in place to identify environmental issues of concern to local communities and to respond to community inquiries on environmental issues. In addition, some programs require that members engage community representatives specifically about trends in environmental performance. For example, facilities in the upper tiers of Missouri's Environmental Management Partnership are required to seek feedback from the local community and other stakeholders on their environmental performance assessments and the status of their environmental management systems. And in North Carolina, members of the program's highest tiers must communicate progress on meeting program environmental goals to community members (Papadopoulos & Merali, 2008). Stakeholder's engagement must be sustained for effective project implementation. The project should strive to implement agreed upon decisions and conduct through ongoing monitoring and critical evaluation of the engagement process. Further to this, differences between stakeholders and your organization should be acknowledged and operations conducted in a transparent and accountable manner (Reed, 2008). Stakeholder engagement is therefore an important investment that can pay dividends over time as it helps the organization build good

will with stakeholders and helps achieve operational efficiencies as a result of performance improvements linked to engagement activities. A lot of the studies done focus on how to engage stakeholders and but little has been done on its outcome and how the stakeholders engagement affect project implementation especially in the ECC-SDCO AA.

2.7 Project Success Factors

Success factors can be perceived as main variables that contribute to projects' success (Dvir, 1998), as levers that can be operated by project managers to increase chances of obtaining the desired outcomes (Westerveld, 2003). A combination of factors determine the success or failure of a project and influencing these factors at the right time makes success more probable (Savolainen, 2012). In earlier project management literature the main focus was on identifying generic factors that contribute to projects' success. Within the last years, authors emphasized on the existence of different success factors depending on project type. The struggle to identify the critical success factors is an ongoing topic, approached by many researchers especially due to the pressure of implementing successful projects in a dynamic global market and ever changing business world (Crisan, Borza, 2014), where continuous innovation is a must in order to achieve competitive advantage (Salanta, Popa, 2014).

Davis (2014) studies project management success in literature from 1970s to present, classifying the evolution of success factors into decades. According to this study, approaches of success factors evolved from focusing on the operation level of a project in 1970s to embracing a stakeholder focused approached after 2000s (Davis, 2014). As a result of the numerous studies that approached the topic of project success, several lists of success factors exist. Pinto and Slevin's paper from 1987 represents a reference point by establishing a list of ten success factors, recognized by other authors as accurate (Turner, Müller, 2005): project mission, top management support, schedule and plans, client consultation, personnel, technical tasks, client acceptance, monitoring and feedback, communication, trouble-shooting (Pinto, Slevin, 1987). Davis (2014) adopted in her paper a set of nine themes in order to describe success factors of projects: cooperation and communication, timing, identifying/ agreeing objectives, stakeholder satisfaction, acceptance and use of final products, cost/ budget aspects, competencies of the project manager, strategic benefits of the project and top management support. These lists of factors mentioned above. Yu et al. (2005) discussed the timing of project evaluations which aim analyzing the success, concluding that the process is useful at any time between the first

milestones until the completion of the project. The results of these evaluations might indicate inconsistencies that can have negative influence on the final outcomes. Whenever these situations occur, project managers should act in order to increase success chances by influencing the previously identified success factors.

2.8 Summary of the literature reviewed and knowledge gaps

The literature was reviewed with respect to the four objectives of the study that is project planning, organization structure, donor funding, and Stakeholders' engagement**,** project planning reviewed with related to the nine body of knowledge area in different countries. The study by Ofer Zwikael (2012) investigates the relative importance of the project management Knowledge areas used during the planning phase of a project and their impact on project success. Further, this article identifies the most important Knowledge Areas of the planning phase. And also the study by (Quynh Mainguyen (2006) identifies the relationship between project planning activities in project successes factors in software industries. Regarding the factors influencing the project outcomes, Whittaker (1999) revealed three common reasons for project failures the first reason is poor project planning/improper planning/or the project plan was weak. Aladwani (2002) also reported a positive relationship between project planning and project performance.

Projects are implemented within an organization: the organization structures (type of organization and management styles) negatively or positively contribute to projects implementation but not much study has been done inclined to this aspect. The extent of success for donor funded projects is determined by both technical and managerial capacity of the human resources of the implementing agencies. In addition, appropriate supportive infrastructure is a necessity. According to Arndt (2000), implementing partners in the donor funded projects may lack the formal training in foreign aid management, budgeting and accounting. These weak skills may lead to poor understanding of the donor expenditure protocols resulting in ineligible expenditures, which lead to rejection for further funding by the donor. A lot of previous literature focuses on how to engage stakeholders-Reed (2008), conducted studies on sustainability of stakeholders' engagement in improving project performance. Little has been done on its outcome and how stakeholders' engagement affects project implementation especially in the ECC-SDCO, AA sector which involves different players.

2.9 Conceptual Framework

The dependent variable in this research is effective project implementation which is the goal of any organizational entity with the mandate of bringing a project to life. Effective project implementation is influenced by the following factors among others; project planning, donor funding, organization structure and Stakeholders' engagement which are the independent variables as presented in the figure 1 below.

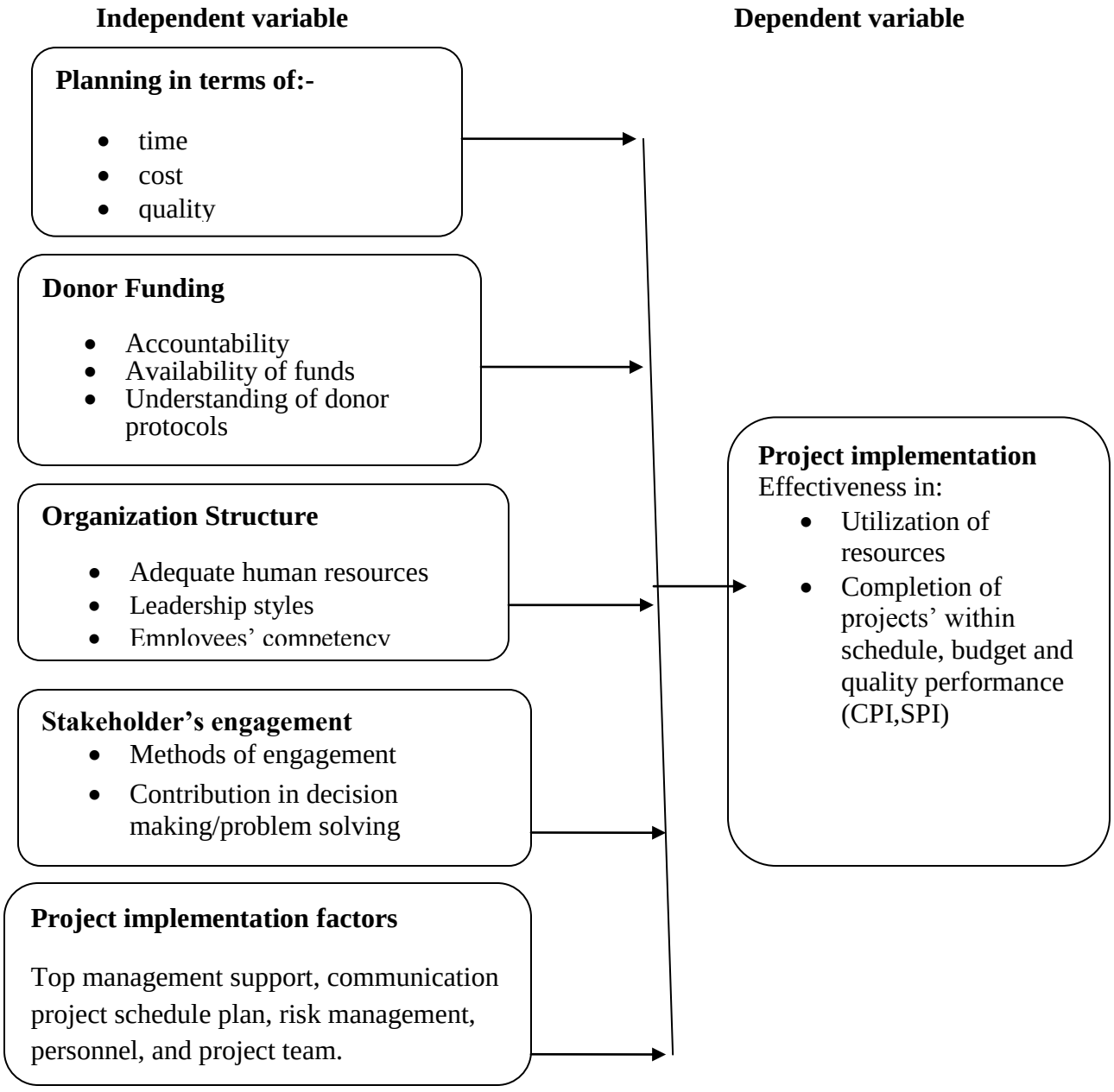


Figure 2.1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out various stages and phases that were followed in completing the study. Research methodology is an approach and a set of supporting methods and guidelines to be used as a framework for doing design research (Rusell, 2000). According to Mugenda and Mugenda (2003), research methodology includes research design, target population and sample, data collection procedures, data analysis procedures and expected output

3.2 Research Design

According to Sekaran and Roger (2011), research design is a master plan that specifies the methods and procedures for collecting and analyzing the needed information. This study adopted causal design in assessing the factors affecting project implementation and in identifying the factors that have effect on the success and failure of the project implementation .casual research also known as explanatory research is conducted in order to identify the extent and nature of cause-and –effect relationships. Causal research can be conducted in order to assess impacts of specific change on existing norms, various processes etc. causal study focus on an analysis of a situation or a specific problem to explain the patterns of relationships between variables.

Casual study might play an instrumental role in terms of identifying reasons behind a wide range of processes, as well as assessing the impacts of changes on existing norms, processes. Casual studies usually offer the advantages of replication if necessity arises. These types of studies associated with greater levels of internal validity due to systematic selection of subjects. The explanatory survey design method will be appropriate and useful in exploring how those factors affecting project implementation a case of ECC-SDCO, AA.

3.3 Target population and sampling design

The unity of the analysis for the research would be projects completed by ECC-SDCO, AA. Social development coordination office ECC-SDCO-AA is the social and development wing of ACS, and is responsible for the implementation and coordination of social and development projects and programs implemented and run by the various catholic congregations and directly by the office itself with in the mandated areas of ACS. While discharging its duties, ECC-SDCO,

A.A works with the governments' bodies, communities and religious institutions and other NGOs. To the extent possible, ECC-SDCO, A.A integrates its development plan, strategies and needs in line with the development plan, strategies and priorities of the government and target communities consistent with its objectives and principles, the target population and sampling design would be in the past nine years (2009-2017). The organization has completed a total of 35 projects in the area of, health care, institutional care, promoting the improvement of food security, livelihood, and education, WASH and Gender mainstreaming and women empowerment units. Given the manageable size of projects, data for the research would be collected from all of the 35 projects completed in the aforementioned period.

3.4 Source of data

The data for the study would be collected both primary and secondary sources .primary data would be collected from the project managers or program officers using the tool developed for the propose (see annex). Secondary sources will be from project plan documents, performance reports, physical and financial reports, terminal evaluation reports and monitoring visit reports.

3.5 Data collection procedures

Data collection involved contacting the respondents in the sample in order to collect the required information about the study (Cooper & Schindler, 2003). Data collection involved a self-administered questionnaire. The study used questionnaire at the respondent place of work for senior management because of their key role in the implementation of NGO‟s projects. This study would use questionnaires for primary data collection. The questionnaires will use because they are held to be straightforward and less time consuming for both the researcher and the participants (Owens, 2002). The Questionnaires have a number of sub-sections that are sub-divide based on the major research questions except the first sub-section (section A) that is meant to capture the background information of the participants like gender, age, working experience, level of education. Other sections cover the main areas of the study. Questionnaires are appropriate for studies since they collect information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments as well as experiences of individuals (Borg and Gall, 1996). Satyanarayana (1983) stated that a questionnaire is useful in obtaining objective data. This is largely because the participants are not manipulated in any way

by the researcher. According to Borg and Gall (1996) questionnaires have the added advantage of being less costly and using less time as instruments of data collection.

3.6 Validity and reliability of the research instrument

Zikmund (2003) defined validity as the ability of a measuring instrument to measure what was intended to be measured. Reliability is the degree to which measures are free from error and therefore yield consistent results (Zikmund, 2003). According to Sekaran (2003), "reliability analysis is conducted to ensure that the measures of variables have internal consistency across time and across the various items that measure the same concept or variable".

3.6.1. Validity

To establish the validity of the data collection instruments, the research instruments were given to 10 ECC-SDCO staffs who have taken part in project implementation initiatives. The ECC-SDCO project officers were expected to tick if the item in the questionnaires addresses the factors that influenced effective implementation of the projects. The content of the responses given by the selected staff members was checked against the study objectives and rated using a scale of 5(very relevant) to 1 (not very relevant). The Content Validity Index was used to determine the validity by adding up all the items rated using a scale of 3 and 4 by the ECC-SDCO project officers and dividing the total sum by the total number of items in the questionnaires. The coefficient of the data gathered from the pilot study was computed with assistance of Statistical Package for Social Sciences (SPSS). A context of validity coefficient index of above 0.70 was obtained and this implied that the questionnaires were valid research instrument for the study (Zikmund, 2003). The researcher sought guidance and expertise of the supervisor and other experts in the field.

3.6.2. Reliability

To measure the reliability of the data collection instruments an internal consistency technique Cronbach's alpha was computed using SPSS. The pilot study involved questionnaires from 10 project officer from ECC-SDCO who are tasked with implementation of the projects. The data obtained from these respondents was analyzed using SPSS Cronbach's alpha. According to Zinbarg, (2005) Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability. Table 3.1 below gives the reliability data obtained from SPSS data analysis on Cronbach alpha.

Table 3.1 Reliability test result

Constructs	Cronbach's Alpha Values	Comments
Donor funding	0.983	Accepted
Project planning	0.971	Accepted
Organization structure	0.960	Accepted
Stakeholders engagement	0.956	Accepted

Table 3.1 indicates that the obtained data was reliable since data obtained from all independent variables had a Cronbach's Alpa values of between 0.923 to 0.960 and this was above 0.70 satisfying Zikmund (2003) that an alpha coefficient higher than 0.70 indicates that the gathered data had relatively high internal consistency and could be generalized to reflect opinions of all respondents in the target population on the factors that influenced effectiveness in the implementation of ECC-SDCO projects.

3.7 Factors in effective project implementations

When project implementations was successful should be measured based the following parameters.

Efficiency: Utilization of financial, human and material resources to achieve the outputs and objectives of the project; Technical efficiency: quality and quantity of the technical support to the project. According to (DeToro and McCabe) (1997) Efficient: Meets all internal requirements for cost, margins, asset utilization… and other efficiency measures. Efficiency cab be measured in an objective way performance index including schedule performance index (SIP) and cost performance index were computed for the projects. SPI is measured of progress achieved compared to progress planned for a project. while SPL value less than 1 indicates less work was completed than was planned, SPI value of greater than 1 indicates more was completed than planned.CPI value of the work completed compared to the actual cost or progress made on the project while CPI value less 1indicates cost overrun for the work completed, CPI value of greater than 1 indicates cost under run or work was accomplished for less cost than budgeted (PMI, 2008 and Deborah et, al., 2013). (SPI=EV/PV, CPI=EV/AC).

Effectiveness: Effectiveness is a measure of the ability of a project to produce a specific desired result. According to (DeToro and McCabe) (1997) Effective: Satisfies or exceeds all customer requirements. The overall effectiveness of the project was considered the following parameters.

- In delivery to time.
- In delivery to or within budget.
- In delivery to specification and an appropriate standard of quality.
- In delivery to the funder's satisfaction.
- In delivery to the key stakeholders' satisfaction and Overall success

Therefore project implementation successful can be evaluated by in terms of Efficiency, Effectiveness and the overall project implementation performance indicators. Project success, being measured against the overall objectives of the project. (Cooke, Davies, 2002). Another person's Shenhar et al., 2003) define project success, "gaining advantage superiority, victory, accomplishment, achievement, and added value". Therefore project implementation success can be computed by taking the completed schedule, budget and overall performance.

3.8Data Analysis

The collected data will be analyzed using both quantitative and qualitative data analysis methods. Quantitative method will involve both descriptive and regression analysis. Descriptive analysis such as frequencies and percentages will use to present quantitative data in form of tables and graphs. Data from questionnaire will code and enter into the computer using Statistical Package for Social Science (SPSS V 20.0). This will involve coding both closed ended items in order to run simple descriptive analyses to get reports on data status. Descriptive statistics involves the use of absolute and relative (percentages) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively). For open ended questions, the study will make use of content analysis to analyze.

3.9 Ethical issues

Ethical issues refer to conduct that guides the researchers' behavior while undertaking research (Mugenda and Mugenda, 2009). The researcher treated the information provided by the respondents as confidential and subsequently is only will be used for the purpose of this study. The participants are not required to indicate their names in the questionnaire thus they remained anonymous. The researcher also sought permission from ECC-SDCO, AA human resource department.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter presents analysis of the data on the factors affecting successful implementation of projects in ECC-SDCO, AA. The study was targeted 35 completed projects. The data has been presented in tables and the highlighted text analyses major findings. They are also presented sequentially according to the research questions of the study. Mean scores and standard deviations, and regression analyses have been used to analyze the data collected. The raw data was coded, evaluated and tabulated to depict clearly the main factors that influence project implementation effectiveness.

4.2 Response Rate

The researcher identified the respondents in good time and was all pre-notified on the intention to carry out the study. Close communication with the respondents ensured that all the questionnaires that were handed out were duly filled to the best ability of the respondents and consequently availed to the researcher to move ahead and carry out the analysis. A total of 35 questionnaires were handed out and they were all successfully returned. Thus a response rate of 100% was achieved, and as Mugenda (2003) put it, a response rate of above 50% was fit to carry out statistical reporting.

4.3 Results of Descriptive Analysis

4.3.1. Project implementation Work experience

The respondents were asked to indicate the number of years they have worked in the organization. The results are presented in table 4.5 below;

Table 4.1Project implementation work experience

Years of experience	Frequency	Percentages 100%
1-5 years	12	34.3
6-10 years	10	28.5
11-15 years	4	11.4
16-20 years	6	17.1
Above 21 years	3	8.5
Total	35	100

Majority of the respondents, 34.3 % indicated to have worked in the organization for duration of 1-5 years. Those who worked in the organization between 6 – 8 years were about 28.5 % of the respondents. 17.1 % indicated to have worked in the organization for about 16-20 years, while those who worked for a period of 11– 15 years were about 11.4 % of the respondents. These demographics indicate that majority of the respondents were pretty young professionals thus having worked at the organization for a short, something which can be reflected on the age distribution among the respondents. Project work experience was very crucial in the project execution.

4.3.2 Project Sectors by Budget

ECC-SDCO had implemented a total of 35 projects in the last nine years (2009-2017) at a total cost of (571,024,769.78 ETB) over half billion Ethiopian Birr. The funds for the implementation of these projects were found from different international and national agency of donors sources. The institutional care sector covered over one-second of the budget. While health, education, livelihood, food and security, water and hygienic sectors covered 42.7 % of the budget respectively. Detail of each project sectors budget is presented in figure 4.1.

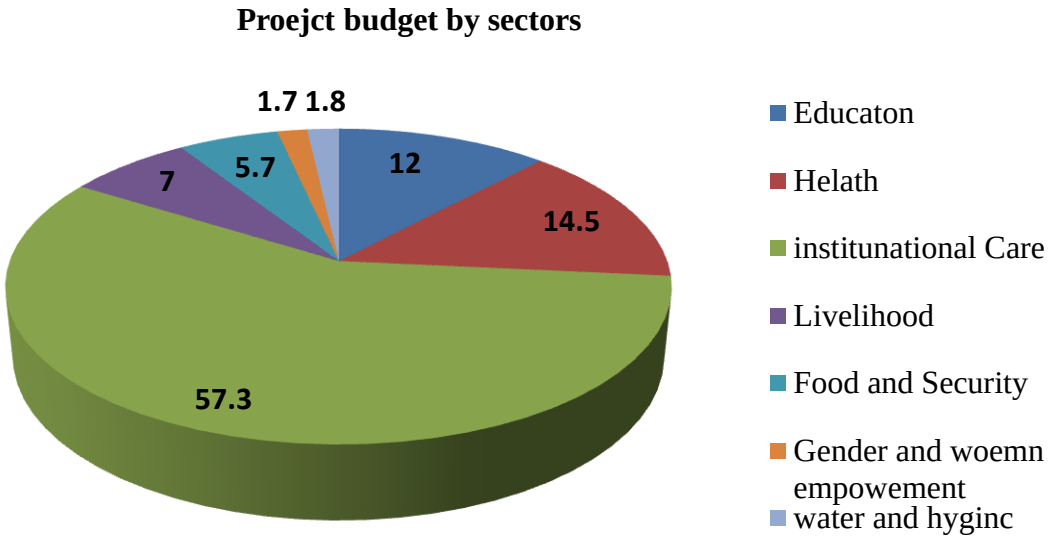


Figure -4.1 project sectors by budget

4.3.3 Geographic Distribution of the projects

In the last nine years ECC-SDCO, implemented 35 projects with in Addis Ababa city administration and two regional states. The largest segments of projects accounting for fourth-fifth (80%) were implemented in Addis Ababa city administration within 10 sub cities. While Oromia and Amhara regional states received support of that indicating one- fifth (20%) means 11.4% and 8.6% respectively. Detail of the geographic distribution of ECC-SDCO is presented figure 4.2

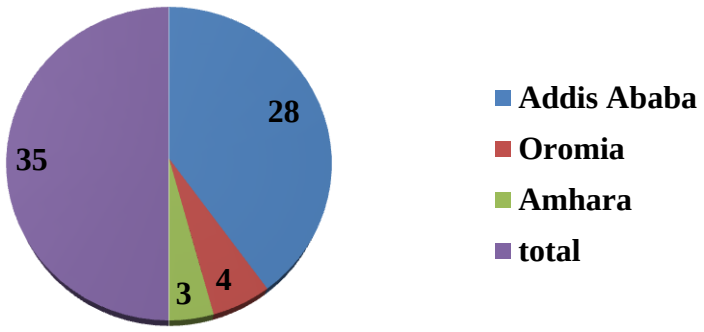


Figure -4.2 Geographic distributions of ECC-SDCO's projects

4.3.4 Duration of project

The life spans of the project implemented in the last nine years vary widely in the nature of the projects. It ranges from five projects (working on institutional care for the poorest of the poor, the sick & abandoned, orphans & mentally challenged & handicapped children) with the life of 60 moths, to the shortest planned of life 18 and 36 months (working on education for highly vulnerable children, health care for poor families, leprosy and disabled people, and HIV/AIDS, gender and women empowerment, food and security and hygienic). The majority of the projects were found to have life of over three years, more than half of (71.4%), the remaining projects had life of two and less years respectively. Figure -4.3 presents detail project duration.

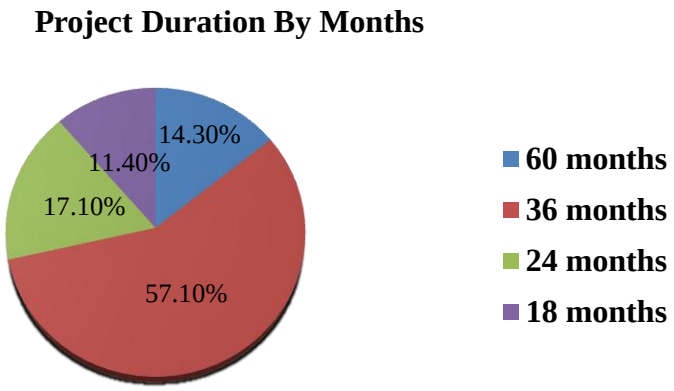


Figure 4.3 ECC-DSCO's projects by duration

4.3.5Sectoral Distribution of Projects

ECC-SDCO projects implemented in the past nine years can be categorized in to seven sectors. It implemented a total of 23 projects in the education, health and livelihood sector accounting more than half of (65.7) ECC-SDCO, projects followed a total of 8 sectors in the institutional care and food security projects account about 22.9%. While a total of 4 sectors were working on gender and women empowerment and water and sanitation projects account 11.4 % respectively. Sectoral distribution of projects is presented in figure 4.4.

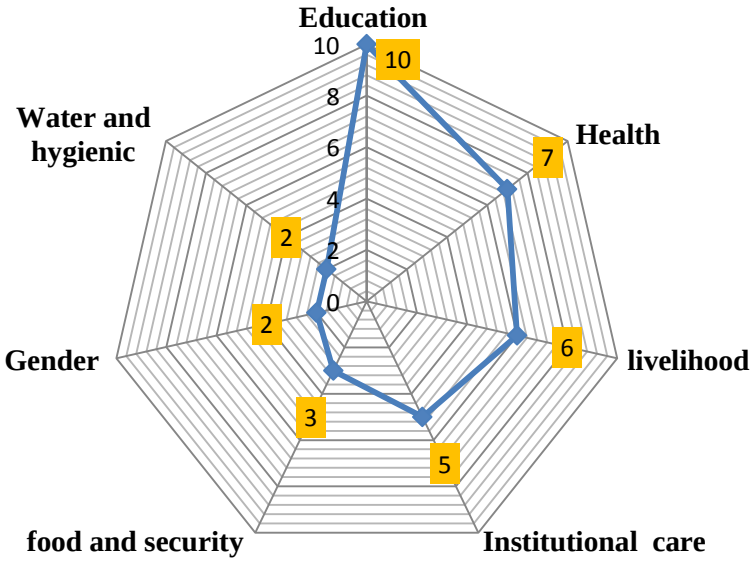
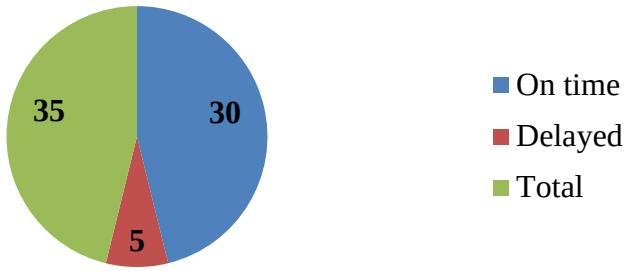


Figure 4.4 Sectoral distributions of projects

4.4 Project Implementation Factors

Figure 4.5: Completion status of proejcts by time



4.4.1 Project implementation in terms of: Time dimension

The mean SPI of ECC-SDCO, s projects was found to be 0.99 indicating that projects were 99% on schedule. Thus the mean SPI score of projects behind schedule were indicating that less one-(1%). As of the result data indicating that 30 projects of ECC-SDCO implemented in the last nine years were completed more than fourth-fifth (85.7%) on scheduled. While five of the delayed projects were not completed as schedule indicating that score less than one –fifth. Summarily with this data, Abdel-Hamid *et al.* (1999) found the positive relationship between different project goals, project planning and resource allocation. The difference in project goals focused on the "cost and schedule" or "quality and schedule" influenced the project outcomes. (See annex 6).

4.4.2. Project implementation in terms of: Cost Dimension

The mean CPI of ECC-SDCO, s projects in the least nine years found to be 1.12. As of the research data that indicating over fourth –fifth of the projects (82.9%) score CPI exactly value of 1 or project activities were implemented for less cost than budgeted. While less than one-fourth of the project (17.1%) were found to have CPI score of less value 1 indicating that cost overrun. Detail of the CPI data is presented in annex 6.

4.4.3 Overall Project implementation performance

Average performance of ECC-SDCO on key indicators was found to be 99 %. While the vast majority of the project accounting for 71% managed to achieve 51-75 % of their targets on key indicators, account 22.9%. While 5.7% of the projects achieved 26-50 of their targets. Detail the project performance is presented in table 4.5.

Table 4.2 Project Implementation Performance.

Project implementation performance		
Performance level %	No of projects	%
90 or more	14	40
76-89	11	31.4
51-75	8	22.9
26-50	2	5.7
0-25	0	0
Total	35	100

Source: Own survey (May 2018)

4.4.4. Factors of effective project implementation in the planning aspects

The mean merged score of projects for the variable project planning practice was found to be 4.3 out of 5 with scores of between 4.43 and 4.17 respectively.

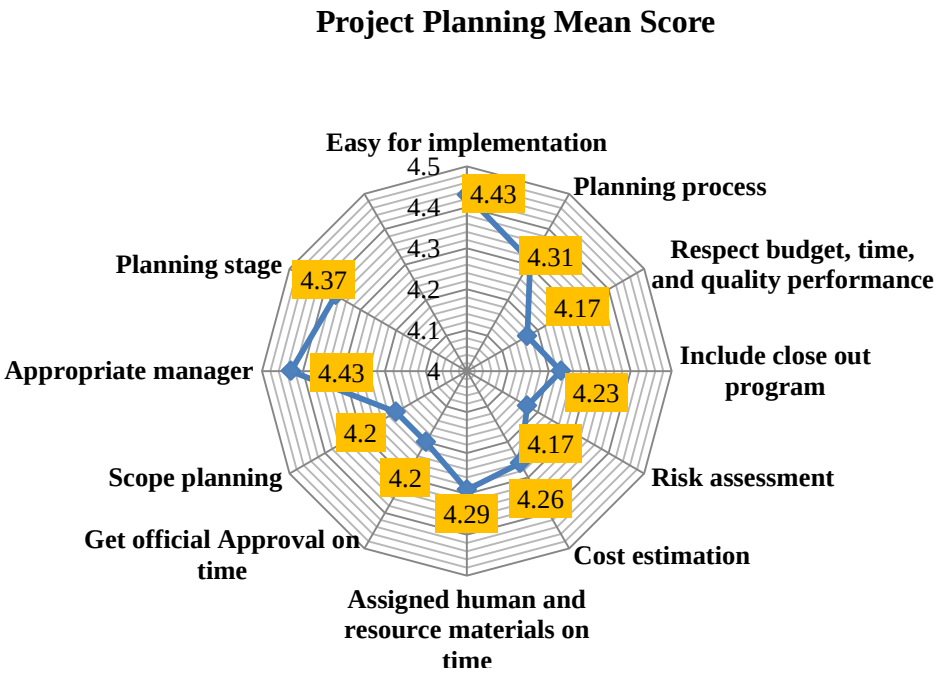


Figure 4.6 Mean Score of Project Planning

4.4.5. Donor founding factors in effective project implementation

The second evaluation sought to assess the influence of donor funding on the effectiveness of project implementation. A scale of 1 – 5 was used to measure the level through which the respondents agreed with the statements on the factors of donor funding. The mean merged score of project for the variable, donor funding was found to be 4.43. The most critical factor on donor

funding was the delay in disbursement of funds by the donor agency it was cited by respondents to have a direct impact as well as positive relation on effectiveness in implementation of project and had a mean score of 4.66. The second most critical was identified that, inadequate funding has negative effect on effective project implementation with a mean of 4.60. Another key factor that was noted to be critical in donor funding was the organizational bureaucracy and management style influence donor funding opportunities to the donor contributed to donor agencies withdrawal and reduced funding and this had a mean score of 4.54. The results also showed that major sources of financial support for the NGOs in the study is from internal (within) as against external funding which is becoming very Unyielding. This is well argued in the literature (Ditshwanelo, 2004; Lekorwe and Mpabanga, 2007; VanSant, 2003) that a major factor impacting the effective management and sustainability of NGOs is their dependability on donor funding especially from external sources – once the donors pull their financial support, the NGOs collapse. The results of analysis are presented in figure 4.7.

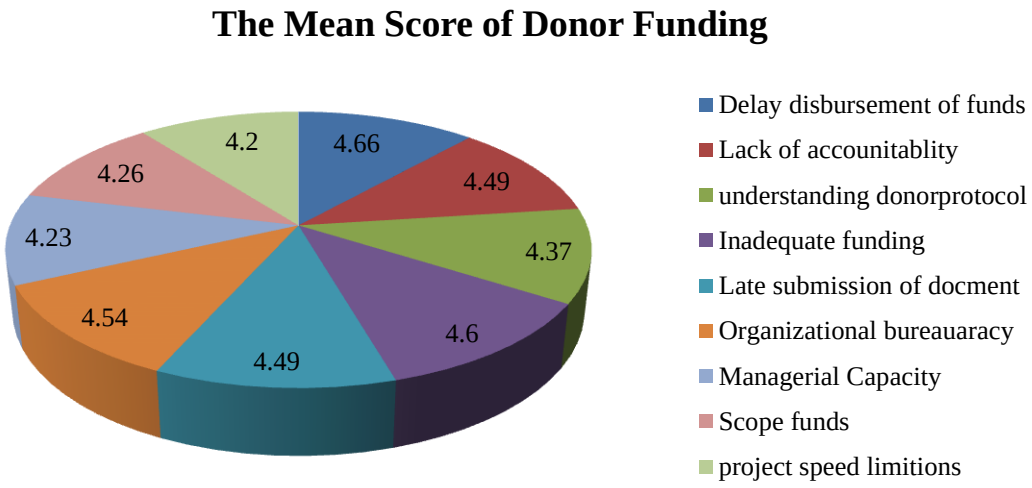


Figure 4.7Mean Score for Donor Funding

4.4.6. Project work plan factors in effective project implementation

The study sought to assess to what extent use of project work plan on project implementation influenced the effectiveness in the project execution. A scale of 1 – 5 was used. The mean merged score of projects for the variable project work plan was found to be 4.63 out of 5 with the score of 4.74, 4.68, 4.66 and 4.42 respectively. To the extent that does the project work plan include duration estimates for each activity was the highest influencing factor on effectiveness of

project implementation with a mean of 4.74. The result of descriptive analysis is presented in figure 4.8.

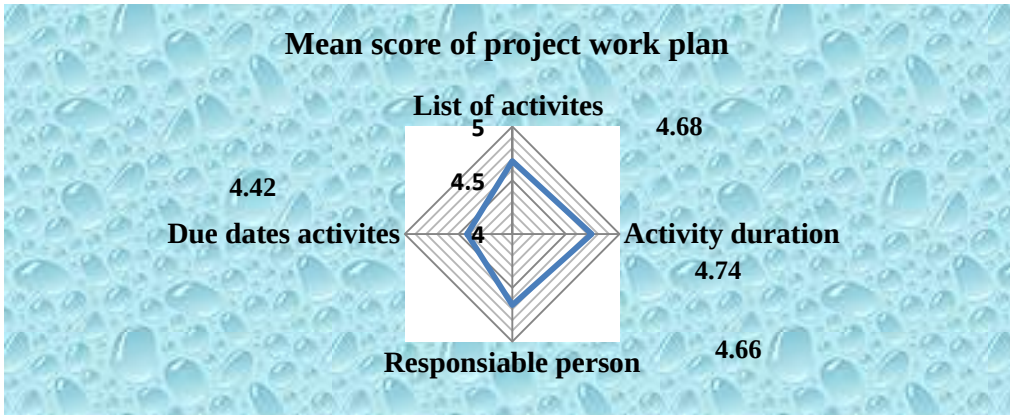


Figure 4.8 Mean Score of Project Work Plan

4.4.7. Project Team Management as Factors of Effective Project Implementation

The result of linear regression analysis discovered that project team management practice and effective project implementation exhibited a positive and statistically significant relation ($p<0.01$). While the mean merged score of projects for the variable was found to be 4.4. The most critical factor on project team management was the project staff monitor projects effectively and give feed back to the community was cited by respondents to have a direct impact as well as positive relation on effectiveness in implementation of project and had a mean score of 4.48. Summarily supported by Cleland and Ireland (2008), the most significant reason for the success or failure of any project is the people involved and their respective skills that they bring to the project. The result of the descriptive analysis is presented in figure 4.9.

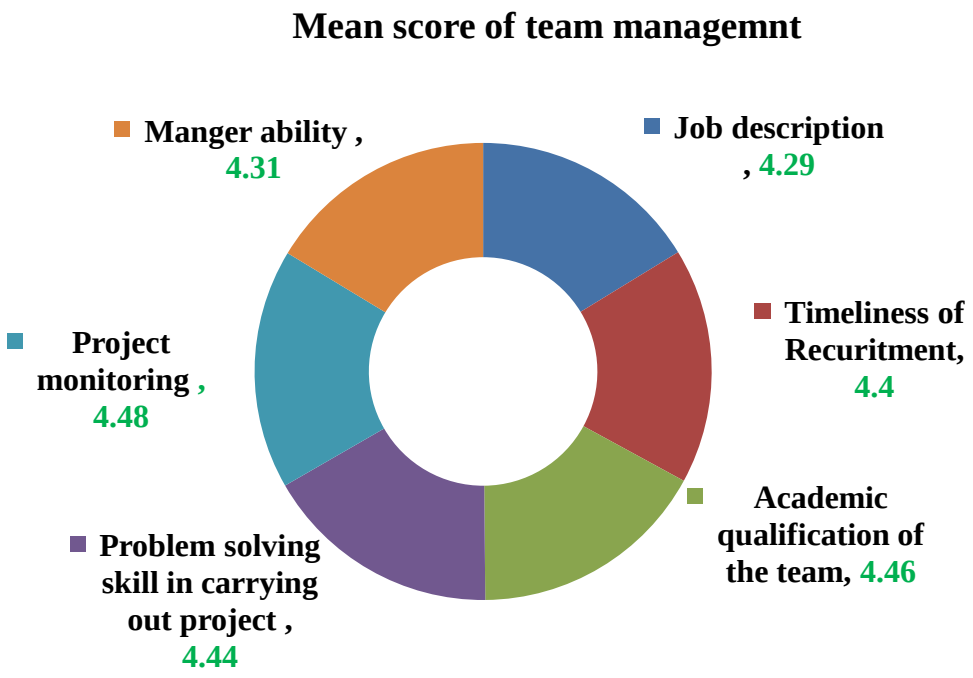


Figure 4.9 Means score of project team management

4.5. Results of regression analysis

4.5.1 Model specification and result of descriptive analysis

This research applied linear regression model, the goal of this regression is to find out the relationship between the dependent variable and set of dependent variable. According to Maddala (1992), the linear regression equation is specified as:

$Y= \alpha+\beta 1X1+\beta 2X2+\ldots\ldots\ldots+\beta nXn+\varepsilon$

Where Y= the dependent variable (effective project implementation)

Xi = the independent variable

α= the constant (intercept)

βi = the regression parameter

ε= the error term

Based on the above theoretical background, we can specify the liner regression model for this study, Therefore the empirical formulation of equation is finally formulated as:

PIF= α+ β1 (pp) +β2 (OS) +β3 (DF) +β4
(SE)+β5(PRM)+β6(PTM)+β7(PCM)+β8(PWP)+β9(PCE)+β10(PSM)

Where EPI = Effective Project Implementation

PP = Project planning	PTM= Project Team Management
OS = Organizational Structure	PCM= Project Communication Management
DF= Donor Founding	PWP= Project Work Plan
SE= Stakeholder Engagement	PCE= Project Cost Estimation
PRM= Project Risk Management	PSM= Project Schedule Management

Based on the above model had evaluated the formulated hypotheses through linear regression analysis among the predictors, four were found to be statistically significant at the p-value ($p<0.05$) indicating that the result of the relation between the dependent variable project implementation effectiveness and the independent variables (project planning, donor funding, project team management, and project work plan) was fund to be statistically significant. The b coefficients tell us that how many units project implementation effectiveness increases for a single unit increase in each predictor. Like so 1 unit increase on the project planning (pp) corresponds to 0.44 points increase on the project implementation. As a rule of regression analysis, indicating that the model employed for the research as a whole is statistically significant with p-value is smaller than 0.05. The value of R-and R-square explains the predictive fit of the model, the result of regression analysis was found to be 0.657, indicating that 65.7% of the project implementation effectiveness has statistically significant explanatory power. Since this is a very high correlation, our model predicts project implementation effectiveness rather precisely.

4.5.2 Results of liner regression analysis

Independent variables	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Project planning	0.44	0.148	0.459	2.965*	0.006
Organizational structure	0.003	0.031	0.014	0.081	0.936
Donor funding	0.35	0.129	0.426	2.705**	0.011
Project Risk Management	-0.027	0.028	-0.167	-0.974	0.337
Project team management	0.525	0.082	0.743	6.372*	0.000
Project cost estimation	-0.013	0.02	-0.111	-0.642	0.525
Project work plan	0.297	0.117	0.403	2.531**	0.016
Project scope management	-0.032	0.018	-0.292	-1.751	0.089

*Statistically significant at $p<0.01$, and ** significant at $p<0.05$

The result of the linear regression analysis discovered that the relation between the dependent variable project implementation effectiveness and the independent variables (project planning, donor funding, project team management, and project work plan) was found to be statistically significant (at either $p<0.01$ or $p<0.05$). Similarly this research was supported by the research of Wysocki (2009) has also identified many reasons for project failure. According to him, the major reasons for project failure are inadequate/no requirements documentation, inappropriate or insufficient sponsorship, unrecognized complexity of requirements, unwillingness to make tough decisions, lag time between project approval and kick-off, no plan revision after significant cuts in resources or time, estimates done with little planning or thought, over commitment of staff resources, inconsistent client sign-off, no credibility in the baseline plan and unmanageable project scope. While others independent variables (Project Risk Management, Organizational structure, Project cost estimation, and Project scope management) were not found to be statistically significant. However the mean emerged score of project variables were found to be 4.5, 4.43, 4.33 and 3.67 respectively.

4.5.3 Project Risk Management

The result of the linear regression analysis discovered that the relation between the dependent variable project implementation effectiveness and the independent variables project risk management was found to be 0.337, therefore statistically was not significant (at either $p<0.01$ or $p<0.05$) . However the mean composite score of the project against the variable project risk management was found to be between 4.4 -4.2 respectively. Even if the result of linear regression analysis discovered that statistically was not significant. The mean merged score of project for the variable, project risk management was found to be 4.3. It was cited by respondents to have a direct impact as well as positive relation on effectiveness in implementation of project and had a mean score of 4.4. The result of the descriptive analysis is presented in figure 4.10.

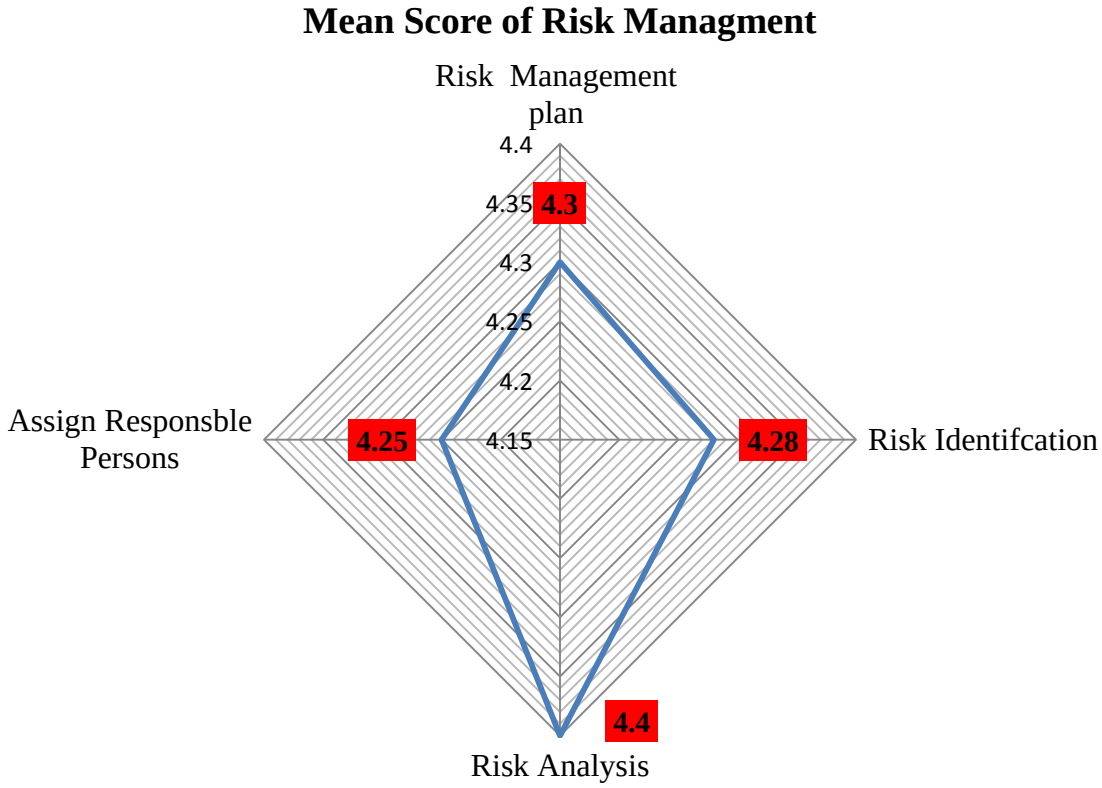


Figure 4.10. Means score of project risk management

CAPTURE FIVE: SUMMARY, CONCUSSION AND RECOMMENDATION

5.1 SUMMARY OF FINDING

ECC-SDCO had implemented a total of 35 projects in the last nine years (2009-2017) at a total cost of (571,024,769.78 ETB) over half billion Ethiopian Birr. The funds for the implementation of these projects were found from different international and national agency of donors sources. The institutional care sector covered over one-second (57.3%) of the budget. While the remaining 42.7 % of the project budget were for health, education, livelihood, food and security, water and hygienic sectors respectively. ECC-SDCO had implemented its project directly and through coordinating the social development activities of the Catholic institutions in the Archdiocese. Of the total 35 projects in the least nine years, 27 of them were implemented through the Catholic institutions in the Archdiocese and the remaining 8 project were implemented directivity through ECC-SDO, AA.

ECC-SDCO, had implemented different projects through targeting the poorest of the poor, the sick & abandoned persons, orphans & mentally challenged & handicapped children by providing project sectors of education, health, institutional care, these sectors were accounts 62.9 % of projects, while the remaining (livelihoods, food and security, water and hygienic, gender and women empowerment sectors accounts 37.1 % respectively, ECC-SDCO, had implemented projects in three areas ,namely two national states and one city administration. The largest portion of the project that was implemented in Addis Ababa within the ten subs -cites accounts 80%. While the reaming 20% of projects were implemented within the two national regional states.

The mean SPI score of the ECC-SDCO, AA, projects was found to be 0.99 indicating that projects were 99% on schedule. The mean CPI of the projects was found to be 1.12. About 74.29% of the projects score vale of 1 or more indicating cost under run. The remaining 25.7% of the projects were accomplished cost overrun. In the result of regression analysis finds out that the project independent variables (project planning, donor founding, team management, and project work plan) for the dependent variables (effective project implementation) was found to be statistically significant. While the independent variables (Project Risk Management, Organizational structure, Project cost estimation, and Project scope management) were not found to be statistically significant.

5.2 CONCLUSION

The mean score for SPI CPI and performance against key indicators of ECC-SDCO, projects were found to be 0.99,1.12 and 91 % respectively indicating that almost the majority of the projects were completed on schedule within budget and meeting the targets. Therefore ECC-SDCO leveled in the line of good implementation shape in terms of SPI, CPI and overall accomplishment of the projects. The study concludes that the project planning and project work plan were positively affect the project implementation as well as play very critical role in ensuring that the project implementation runs smoothly devoid of any institutional barriers that can be attributed to the organizational administration.

The study concludes that the Project team management highly affects the project implementation and organization management formed the heart of administrative support towards project implementation. Of key importance the study makes a conclusion that the project should have adequate, experienced and qualified personnel in relation to budgeting, donor protocols, organization procedures, implementation, monitoring and evaluation. Also in the secondary data on the terminal annual evaluation, Absence of working documents like personnel, purchasing and financial manuals. Some of the activities have not been accomplished as per the plan indicated in the project proposal. Therefore taking serious precaution during the project planning of physical and financial activities. Working manuals are essential instruments to execute daily duties efficiently and effectively.

The study establishes that donor funding played a critical role in project implementation since it formed the main pillar for building the foundations for the project. The study establishes that all the factors critical to donor funding have huge influence on the effectiveness in project implementation of EC-SDCO's projects. The study sums up that expenditure accountability was the most critical factor in securing funding and consequently the realization of effective project implementation. The donor's preparedness in offering funding for any project was based on the premise of accountability and its authenticity were the main items of consideration. Other factors that influenced donor funding included, disbursement timelines, organization submission timelines and standards of liquidation, donor protocols, organization capacity and bureaucracy were all citied as critical to project implementation. The study concludes that the mechanism for engaging stakeholders should be well devised at the planning stage to prevent disputes in the course of project implementation. The study further makes a conclusion that the stakeholders have

considerable influence on the decision making and problem solving processes in the course of project implementation. The study also concludes that the stakeholders help in improving on reporting and project performance.

5.3 RECOMMENDATION

- The research concludes that ECC-SDCO is in a good shape in terms of building project team. However review of secondary data revealed an increasing rate of staff turnover in the last years. It is project staffs who implement projects and deliver outputs and outcomes. Staff retention has triple advantage of maximizing the benefits from the so far investment on staff development and utilizing institutional memory in ensuring very smooth continuity of project activities and saving cost of future replacement recruitments.
- The research recommended that as the result of the CPI indicating that 45.7 % of the projects had implemented greater than the value of 1, means utilized under the budget, therefore, stakeholders participation in the planning phase, execution, monitoring and evaluation stages of a project is vital for the successful accomplishment of project objective and also creates a sense of ownership feeling.

- The study recommends that during implementation of the projects, the responsible organizations should ensure partnerships with all the stakeholders in the execution of the project. The partnership should be all through from the initial stages of planning through the final implementation phases.
- The study recommends projects that are funded by donors should strengthen up their monitoring and audit systems on financial management. This was critical as it helped in keeping up high standards for financial accountability which was the prerequisite in raising donor confidence in offering more funds
- Sustainability is a critical issue especially for the institutional care and health projects center to provide continued and sustainable health services. There were no clear strategies on how to financially sustain the health center. It is highly donor dependent as more than 90% of its income has been obtained from different donor agencies. Therefore Organizations should develop strategy that enhance projects to generate means of income by establishing social enterprise as well as strengthen financial system rather than depend on donors.

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APPENDICES

APPENDIX 1: INTRODUCTION LETTER

Abebe Esayas

Email:Esayas1010@gmil.com

Cell: +251912039829

May 2018

Subject: **REQUEST TO PARTICIPATION IN A RESARCH STUDY**

Dear Respondent,

I am MBA graduate student at St. Mary's university specializing project management and Currently, I am undertaking a research entitled ***''ASSESSMENT OF FACTORS AFFECTING PROJECT IMPLEMNTATION":*** **CASE OF ECC-SDCO, AA "**

I would be grateful if you could spare some time from your busy schedule and complete the enclosed questionnaire. All the information provided will used purely for academic purposes and shall be treated with utmost confidentiality. Please assist me in giving correct and complete information to present a representative finding.

Direction:

- Please read each item carefully and record your genuine opinion on the basis of your exposure and knowledge in the project.
- Please do not consult others while responding the items
- Please answer **all questions** in their order and do not leave any item related to you un answered
- It is not necessary to write your name or sign on the questionnaire
- Please return the completed questionnaire to the designated person/ supervisor

Thank you for your cooperation

Yours faithfully,

Abebe Esayas

MBA Student at SMU

Addis ABABA, Ethiopia

APPENDIX II: QUESTIONNAIRE

Please tick as appropriate

Demographic Information

1. Gender:

Male ☐ Female ☐

2. Age:

A. 20 years and below ☐ B. 21-30 years ☐

C. 31-40 years ☐ D. 41-50 years ☐

E. >50 years ☐

3. Marital status:

A. Married ☐ B. Single ☐

C. Divorced ☐ D. Widowed ☐

4. What is your highest qualification achieved?

A. Diploma ☐ B. Degree ☐

C. Masters ☐ D. PhD ☐

E. Others (please specify) _____

5. What is your current position within the organization?

A. Chairman ☐ B. Managing Director ☐

C. Programme Manager ☐ D. Finance manager ☐

E. Project Manager ☐ F. Field Officer ☐

G Others (please specify) _____

6. How many years you have worked for the organization in project implementation?

A. 1 – 5 years ☐ B. 6 – 10 years ☐

C. 11 – 15 years ☐ D. 16 – 20 years ☐

E. above 21 years ☐

7. How many years have you been at the ECC-SDCO organization?

A. 1 – 5 years ☐ B. 6 – 10 years ☐

C.11 – 15 years ☐ D. 16 – 20 years ☐

E. above 21 years ☐

SECTION I: PROJECT IDENTIFICATION

1. Name of the project :- full name ----------
   Short name ----------
2. Area of implementation ----------

SECTION II PROJECT TIME MANAGEMENT

1. Date of project agreement (DD//MM/YYYY)
2. Date of actual project Commencement, (DD//MM/YYYY)
3. Project end date (DD//MM/YYYY)
4. Actual duration of the project (DD//MM/YYYY)
5. Project Completion score in terms of time dimension (in %) ----------

SECTION III PROJECT COST MANAGEMENT

1. Total Planned project budget (ETB)----------
2. Acquired (TEB) ----------
3. Utilized(TEB) ----------
4. Project Completion score in terms of cost dimension (in %) ----------

SECTION IV PROJECT QUALITY PERFORMANCE

1. Planned number of beneficiaries: ----------
2. Attained number of beneficiaries: ----------
3. Project Completion score in terms of planned VS achievement dimension (in %) ------

Instruction: Please read following sentences, and then circle your response, to indicate your Level of agreement /disagreement, Use the following rating scale, 1 to 5. 1 is the lowest and 5 is the highest.

SECTION -V: PROJECT IMPLEMENTATIONS FACTORS

	QUESTIONS					
Project Planning						
1	The plan was appropriate and easy for implementation	1	2	3	4	5
2	The projects respect the planned budget, time frame and performance criteria	1	2	3	4	5
3	The project closeout program was planned at the start of the project	1	2	3	4	5
4	The risks of the project were considered by the plan	1	2	3	4	5
5	The cost of the project was clearly estimated in the plan	1	2	3	4	5
6	Human and material resources were assigned on time	1	2	3	4	5
7	The project was get official approval on time	1	2	3	4	5
8	The project scope was well defined in the planning phase	1	2	3	4	5
9	Appropriate project managers was assigned	1	2	3	4	5
10	More effort was spent in planning stage compared to other stages	1	2	3	4	5
Organization Structure						
1	Organization management/leadership Contributes/supports project implementation	1	2	3	4	5
2	The organization structure allows timely decision making	1	2	3	4	5
3	The organization structure allows quality decision making	1	2	3	4	5
4	The project has adequate, experienced and qualified personnel (on budgeting, donor Protocols and organization procedures).	1	2	3	4	5
5	Project managers have specialized skills and knowledge on project management	1	2	3	4	5
6	Organizational structures/bureaucracies affects project implementation	1	2	3	4	5
7	The organization has invested in capacity building of staff in respect to their areas of Implementation	1	2	3	4	5
Donor Funding						
1	A delay in disbursement of funds by the donor agency has an impact on effective implementation of the project	1	2	3	4	5
2	Lack of expenditure accountability lead to donors withdrawing or cutting short funds	1	2	3	4	5
3	Understanding of donor protocols on expenditure affect flow of funds from the donors	1	2	3	4	5
4	Inadequate funding has negative effect on effective project implementation	1	2	3	4	5
5	Late submission and substandard quality of liquidation documents to the donor contribute to donor agencies withdrawal and reduced funding	1	2	3	4	5
6	Organization bureaucracy and management styles influence donor funding opportunities	1	2	3	4	5

7	The organization has the relevant technical and managerial capacity to manage donor funds	1	2	3	4	5
8	Funding has limited the scope of the organization's projects	1	2	3	4	5
9	Funding has slowed down the speed with which projects are implemented at the organization	1	2	3	4	5
Stakeholders Engagement						
1	Stakeholders influence decision making and problem solving processes during project implementation	1	2	3	4	5
2	Mechanism of engaging stakeholders should be well devised at the planning stage to avoid disputes	1	2	3	4	5
3	Stakeholders help to improve on reporting and project performance	1	2	3	4	5
4	The project team should undertake capacity building of stakeholders	1	2	3	4	5
5	Stakeholder's engagement depends on organization resources, culture and time	1	2	3	4	5
Project Risk Management						
1	Did the project have risk management plan?	1	2	3	4	5
2	To what extent did the project identify risks from its beginning	1	2	3	4	5
3	To what extent the project practice risk analysis (probability and impact)?	1	2	3	4	5
4	To what extent the project managed to assign responsible persons to manage different risks?	1	2	3	4	5
Project Team Management						
1	Are roles and responsibilities clearly defined?					
2	To what extent did the project manage to recruit and place employee on time?	1	2	3	4	5
3	Do you think project team competent in terms of skills and academic qualifications?	1	2	3	4	5
4	Do you think the project staff exhibit problem solving abilities in carrying out projects?	1	2	3	4	5
5	Do you think the project staff monitor projects effectively and give feedback to the community members?	1	2	3	4	5
6	Do project manager and the team members have the ability to handle Unexpected problems?	1	2	3	4	5
Project Communication Management						
1	Do Communication plan prepared on time?					
2	How do you rate the practice of having project reporting schedule?	1	2	3	4	5
3	How do you rate the practice of using standard project reporting template?	1	2	3	4	5
4	To what extent is the project on schedule in terms of submitting performance report to its stakeholders?	1	2	3	4	5
5	The communication and consultation with stakeholders takes place whenever necessary?	1	2	3	4	5

Thank you for your time and your opinions

Annex-3: List of Respondents

No	Project	Respondents' gender	Relation in the project
1	ICDP	Female	Project officer
2	BCPRPSC	Male	Program officer
3	DOCUDP	Male	Field officer
4	CCSG	Female	Project coordinator
5	QOP-HSDD	Female	program office
6	HMPD	Male	Field Officer
7	AH-ICCSP	Male	program manager
8	St. CCDP	Male	project coordinator
9	KMCH	Female	Program coordinator
10	SLP-PDP	Male	Program coordinator
11	EPSP	Male	Program coordinator
12	ACH	Female	Program officer
13	GLHWCS- HIV /AIDS	Female	Program coordinator
14	St.RHC	Male	Field officer
15	BES	Female	Project officer
16	BMTFC	Female	project officer
17	BGWCSSC	Male	project coordinator
18	MACDP	Male	program manager
19	St. GCHC	Female	Senior program officer
20	YLSCDP	Male	project officer
21	AT-GFWSSP	Male	program manager
22	MCAC	Male	Program coordinator
23	MCC	Female	Field Officer
24	ACIWDP	Male	program manager
25	DDRP	Male	project coordinator
26	BILEP	Male	project officer
27	WIFSP	Male	Project site coordinator
28	TICDP	Male	Program manager
29	HCDRP	Female	Project officer
30	LCCSP	Male	Field officer
31	MSCCP	Female	Senior livelihood officer
32	SHMCP	Female	project officer
33	SOVYC	Female	Project coordinator
34	BHCHDP	Male	Project manager
35	MHCMP	Male	Project site coordinator

Annex- 4: Geographic Distribution of the projects

No	Project	Implementation regions		
		AA sub cities	Oromia	Amhara
1	ICDP	√		
2	BCPRPSC	√		
3	DOCUDP	√		
4	CCSG	√		
5	QOP-HSDD	√		
6	HMPD	√		
7	AH-ICCSP	√		
8	St. CCDP	√		
9	KMCH	√		
10	SLP-PDP	√		
11	EPSP	√		
12	ACH	√		
13	GLHWCS- HIV /AIDS	√		
14	St.RHC	√		
15	BES	√		
16	BMTFC	√		
17	BGWCSSC	√		
18	MACDP	√		
19	St. GCHC	√		
20	YLSCDP		√	
21	AT-GFWSSP		√	
22	MCAC		√	
23	MCC		√	
24	ACIWDP			√
25	DDRP			√
26	BILEP			√
27	WIFSP	√		
28	TICDP	√		
29	HCDRP	√		
30	LCCSP	√		
31	MSCCP	√		
32	SHMCP	√		
33	SOVYC	√		
34	BHCHDP	√		
35	MHCMP	√		
Total No of projects by regions		**28**	**4**	**3**

Annex- 5: list of projects included in the research

No	Full Name of the projects	Short Name of the projects
1	Integrated Community Development Project	ICDP
2	Bosco Children preventive and rehabilitation program for street children	BCPRPSC
3	Daughters of charity urban development project	DOCUDP
4	Centro Caritativo San Giuseppe, Casa SacroCuore (CCSG) for destitute people	CCSG
5	Queen of Peace"- Home for the Sick and Dying Destitute	QOP-HSDD
6	Home for the Mentally and Physically Disabled	HMPD
7	Addis Hiwot Integrated Child Care & Support Program	AH-ICCSP
8	St. Clare's Community Development Project	St. CCDP
9	Kidane Mehret Children's Home	KMCH
10	Shelter for Leprosy Patients & Physically Disabled people	SLP-PDP
11	Elderly people support project	EPSP
12	Angels Children Home	ACH
13	Gift of Love –Home for Women and Children Suffering HIV/ AIDS	GLHWCS-HIV/AIDS
14	St. Raphael Health Centre	St.RHC
15	Bethlehem Family Services	BFS
16	Blessed Mother Teresa Friendship Center	BMTFC
17	Brothers of Good Works Counseling and Social Services Center	BGWCSSC
18	Mother Anna Community Development Project	MACDP
19	Saint Gabriel Catholic Church Health Center	St, GCCHC
20	Yeka Livelihood Support & Child Development Project	YLSCDP
21	Ayda Teklo Gravity Flow Water Supply And Sanitation Project	AT-GFWSSP
22	Medhane Catholic Alem Clinic	MCAC
23	Mojo Catholic Clinic	MCC
24	Ankober- Chibtie Integrated Watershed Development Project	ACIWDP
25	Drought Recovery and Rehabilitation Project (DRR)	DRRP
26	Bosset Integrated Livelihood Enhancement project	BILEP
27	Wuchale Integrated Food Security Project	WIFSP
28	Tesfa integrated community development project	TICDP
29	Hiwot Community Development & Rehabilitation Project	HCDRP
30	Love of the children care and support project	LCCSP
31	Medhen social Centre community project	MSCCP
32	Society of the Helpers of Mary community project	SHMCP
33	Support for Orphan and Vulnerable Youth in the Community	SOVYC
34	Betel holistic community hygienic development project	BHCHDP
35	Medhen house construction and Maintenance project	MHCMP

Annex- 6: SPI, CPI and Burn Rate of projects

No	Project title	Schedule Performance Index	Cost Performance Index
1	ICDP	1.00	1.16
2	BOSCO	1.00	1.23
3	DOCUDP	1.00	1.01
4	CCSG	1.00	0.93
5	QOP-HSDD	1.00	1.00
6	HMPD	1.00	1.00
7	AH-ICCSP	1.00	1.12
8	St. CCDP	1.00	1.00
9	KMCH	1.00	1.00
10	SLP-PDP	1.00	1.02
11	EPSP	1.00	0.80
12	ACH	1.00	1.12
13	GLHWCS- HIV /AIDS	1.00	1.03
14	St.RHC	0.86	1.78
15	BES	1.00	1.00
16	BMTFC	1.00	1.27
17	BGWCSSC	1.00	1.33
18	MACDP	0.94	0.96
19	St. GCHC	1.00	1.14
20	YLSCDP	1.00	0.96
21	AT-GFWSSP	1.00	0.91
22	MCAC	0.94	1.52
23	MCC	1.00	0.92
24	ACIWDP	1.00	1.00
25	DDRP	1.00	1.22
26	BILEP	1.00	1.09
27	WIFSP	1.00	1.15
28	TICDP	1.00	0.79
29	HCDRP	1.00	1.80
30	LCCSP	0.92	1.26
31	MSCCP	1.00	1.21
32	SHMCP	1.00	1.36
33	SOVYC	0.94	1.23
34	BHCDP	1.00	0.98
35	MHCMP	1.00	0.86
Mean index value		0.99	1.12