ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

EFFECTS OF PLANNING PRACTICE ON PROJECT PERFORMANCE:

IN CASE OF ETHIOPIANS HUMAN RIGHTS COMMISION (EHRC)

BY BETELIHEM BELAY

JANUARY, 2025

ADDISABABA, ETHIOPIA

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DECLARATION

I, undersigned, declare that this thesis is my original work, prepared under the guidance of Tesfaye Tilahun (PhD). All sources of materials used for the thesis have been duly acknowledged. Furthermore, I would like to confirm that this thesis and its contents have not been submitted for a degree or any other academic award in this, or any other university or institution of higher learning.

Declared by Signature

Betelihem Belay _____

St. Mary University, Addis Ababa **January, 2025**

ENDORSEMENT

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

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_____ _____

Advisor

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LIST OF ABBREVIATIONS

TOP	Theory of Performance
RBT	Resource based view theory
ICT	Information Communication Technology
EHRC	Ethiopian human rights commission
SPSS	Statistical Package for Social Sciences
PMBOK	Project Management Body of Knowledge
ANOVA	Analysis of Variance
EC	Effective communication
PQF	Planning quality factor
SRF	scope related factor

ABSTRACT

Many projects worldwide fail to meet their objectives due to inadequate planning and challenges encountered during the planning phase. The main objective of this study was to explore the impact of planning practices on project performance specifically focusing on Ethiopian Human Rights Commission (EHRC). To this end, the study investigated how various planning practice influence project outcomes, using explanatory and descriptive research design with a quantitative approach in order to reach in to the targeted objective. Data was gathered through questionnaires distributed to a stratified random sample of EHRC staff, achieving 76.4% response rate and was analyzed using SPSS. In order to collect the necessary data, questionnaire was designed and distributed by taking the most important planning practices identified in literature as variables to affect project performance. This research emphasizes the critical role of effective planning in optimizing project performance within the Ethiopian human rights commission. The findings of this study demonstrate that strong communication plans, a well-defined project scope and comprehensive quality planning significantly contribute for the successful implementation of EHRC's human right-related projects. Recommendations emphasize the need for the EHRC to prioritize on Establishing clear and consistent communication channels among all project stakeholders, conducting scope definition thorough needs assessments, defining clear and measurable project objectives aligned with EHRC's strategic goals and ensure a clear understanding of project scope and deliverables. Integrating quality considerations into all project phases.

Key terms. planning, scope, communication, quality, Project Performance

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Effective project requires careful planning at the beginning of project that must be considered the scope of project, communication factors, and quality of the project. These provide a clear roadmap for project team, and recognize the importance of planning as fundamental for all effective project managers (Zilicus Solutions, 2012). Projects are commonly undertaken to drive organizational progress and satisfy the demands of the business (Wayngaag, 2011). They are also initiated when a task requires focused attention, often assigned to a single individual or small team when the work falls outside routine operations.

Research highlights the important role of effective project planning in project performance. As Turner and Müller (2020) noted, there is a strong correlation between planning and project performance. This leads to save cost and time significantly. Stakeholders naturally struggle for delivery of successful project within the planned scope and timeframe. However, these ambitions are frequently delayed by planning deficiencies arising in the initial project phase (Mentz, 2017; Morgan & Qualman, 2019).

In developing countries poor project planning is a significant challenge, particularly. In Africa, weaknesses in planning and implementation are frequently cited as primary reasons for unsatisfactory project results (David Yardley, 2020). According to Wang et al. (2018) African nations do not have adequate institutional capacity or trained personnel to plan and implement projects effectively. As Rumelt (2021) observed, there is a direct relation between poor planning practices and project failure in Africa. Similarly, Barney (2020) explored in global context poor planning is explained as a common factor for project failure.

This study focused on project planning practices within the Ethiopian Human Rights Commission (EHRC), a context where such studies are needed. Although the EHRC attempts to achieve its objectives through various thematic projects, many experience delays, cost overruns, or even cancellation (GirmaSinesilassie, 2017). This is evident in developing countries like Ethiopia which deliver projects using traditional method and understand their cost overrun and late completion time in trends (Tariku, 2016). Furthermore, Mohammed (2018) and Hiwot (2018) suggested that proper project planning is an important determinant of project performance. This study assessed planning

practices of EHRC's by examining the effects of planning on project performance, identify gaps, and recommend best practices for the EHRC and similar organizations.

1.2. Statement of the Problem

Project delays and missed deadlines pose a significant challenge in our country, reflecting a widespread issue across many African nations. According to Harold Kernzer (2019), project performance is typically assessed based on three key criteria: cost, time, and quality. Project failures often originate from issues encountered during project selection, planning, execution, or control. Critically, a failure in any of these crucial phases can jeopardize the success of the entire project. According to (Yardley 2020) lack of effective planning process is the main reason for project failure in developing countries. Similar to many developing nations, project planning and execution in Ethiopia often lack vigorous practices. Frequently, projects are undertaken with inadequate or even absent formal project plans. The planning processes according to (PMI 2019) are highly important, and project execution without proper/poor/ development of a project plan often causes delays, high costs and general execution problems in the project. Without a sound plan and accurate estimates, effective project management becomes impossible. This delays resource allocation, risk mitigation, and accurate forecasting of timelines and budgets. This lack of a structured framework inevitably leads to project failure. Furthermore, the absence of a well-defined and implemented project plan permeates all areas of project management, severely hindering the management team's ability to effectively control project activities. One of the main reasons of project failure in developing countries is lack of effective or poor project planning process (Rohm, H. 2018).

According to the research paper by Yu-Ren and Edward (2018), a well-developed project plan is a key determinant of project success. This is of paramount importance in developing countries, where, as Yardley (2020) observes, poor planning and implementation significantly impede project outcomes, particularly in Africa.

A project is delayed because the crucial endeavors of the projects have not been put in place. This implies that the activity was started later than expected and/or because the activity required an unexpectedly extensive duration to complete. Yang et al, (2017) made an investigation that could expose the origin of delays following a thorough analysis from start times or extended durations. As stated by Al-saggat and cited in Yang et al (2017) the examined factors identifying the causes that

affect the critical path and consequently the accomplishment of the project as a conclusive factor of time beyond expected period.

Gharaibeh (2019) examined the major reasons behind by analyzing two case projects and identified several key factors contributing to cost overruns, including ambiguous project scope, inaccurate initial cost estimations, inadequate contingency planning, and contractor misunderstandings of project scopes. A number of studies within the geographical boundary, the Gulf region and the findings from these studies showed that many projects have been affected by time and cost overruns.

Organizations prepared plan for different reasons. Among these reasons some are to reduce cost and time, increase satisfaction, implement quality assurance and reduce risk. Based on this EHRC has project plan to ensuring effective human rights education at a national level, enhancing human rights monitoring and investigation to make a significant contribution to the protection of human rights, Advancing human rights in key priority areas, respect and protection of human rights with special focus on vulnerable groups. In addition, the Commission works effective communication and partnership to enhance visibility and engagement with the public and key stakeholders for an impactful human rights work (Hiwot B, 2018).

The Ethiopian Human Rights Commission faces significant challenges in fulfilling its mandate to protect and promote human rights. These challenges include political interference that undermines its independence, limited financial resources, and difficulties in reaching remote and vulnerable populations. Furthermore, the Ethiopian government has faced substantial criticism regarding its human rights record from various sources, including domestic and international political opposition, prominent international human rights organizations like Amnesty International and the UN Human Rights Office, and independent media outlets. This organization had enough critics from different stakeholders that can show the gap clearly and in response to these challenges, EHRC prepared strategic plan to protect human rights violation and awareness creation.

Based on research conducted by various scholars and observations of the Ethiopian Human Rights Commission's (EHRC) daily operations, several key challenges have been identified, including those mentioned above. These challenges have impelled researchers to investigate the effectiveness of planning in enhancing the performance of the EHRC.

1.3. Objectives of the Study

1.3.1. General Objective of the Study

The main objective of the study is to explore effects of planning practice on project performance: In case of Ethiopians human rights commission (EHRC).

1.3.2. Specific Objectives of the Study

The study will be guided by the following specific research objectives.

1. To examine to which extent communication affects project performance.

2. To analyze how project scope planning related factors affect project performance.

3. To determine the effect that project quality planning related factors have on project performance.

1.4. Research Question

1. To what extent does communication affect the performance of projects in EHRC?

2. Does project scope planning related factors affect the performance of the project?

3. Which project quality planning related factors affect the project performance?

1.5. Significance of the Study

The study has much significance for researchers, policy maker and human rights watches. In addition to the above stakeholders, the study also has positive significant for project planners and project managers. The study will highly focus on assessing the effect of planning on performance of project in EHRC and due to this the findings of the study will be input for EHRC to make better plans in order to achieve their intended goals.

This study will provide secondary data for researches who are interested for making investigation on Ethiopian human right protection and violation.

Policy makers need assessment and information for law making process. As a result, this study can provide important information's or data for policy makers how plans can affect the project performance and the rights of the public.

1.6. Scope of the Study

This research was limited to Ethiopian human rights commission. The commission head office is located in Addis Ababa, bole sub city. EHRC's Commissioners are appointed through a transparent and participatory process by the House of Peoples' Representatives. The criteria for appointment include diligence, honesty and good conduct, not being a member of a political organization. EHRC operates across all regions in Ethiopia. In addition to the Head Office in Addis Ababa it has 8 offices based in Assosa, Bahir Dar, Gambella, Hawassa, Jimma, Jigjiga, Mekele and Samara. This research has athematic scope which is focus on the effect of project planning on the project's performance. To conduct this study, the researcher is going to use questionnaire and document analysis as data collection tools and totally 110 participants will participate as data source. The project plan of EHRC started from 2021 and end up in 2025.The researcher limited time scope for the last one year and the time scope of this study will be 2024.

1.7. Organization of the Study

The study is divided into five chapters. In the first chapter, the focus is on providing background information about the study, stating the problems being addressed, outlining the objectives, discussing the significance, as well as highlighting the limitations and scope of the study. Moving on to the second chapter, it presents literature review, it incorporates theoretical foundations, including the Resource-Based View Theory, contingency theory and the Theory of Project Performance. the chapter delves into the existing empirical evidence on the effects of project planning on project performance. Finally, it concludes in the development of a conceptual framework and the formulation of research hypotheses. Chapter three covers the methodological aspects of the study, including research design, population, sampling techniques, data sources, data collection instruments, procedures, analysis methods, and ethical considerations. Analysis and interpretation of the data are presented in chapter four followed by a discussion section, while the final chapter concludes with a summary of findings, conclusions, and recommendations.

1.8. Operational Definition

This section dealt with the operational definition of study variables, along with other components of the conceptual framework. The independent variables were Effective Communication, Project Scope Planning, Quality Planning. The dependent variable was project performance.

Project: constitutes a temporary endeavor with a defined scope and timeline, aimed at producing a unique product, service, or result.

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

Project scope: constitutes a complete document that defines the entirety of the project, including all work required to deliver the specified deliverables, associated resources, timelines, and constraints.

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

Quality: Refers to the degree to which project deliverables conform to defined requirements and fulfill the expectations of stakeholders.

Project performance: is the extent to which a project achieves its defined objectives within the constraints of scope, time, and budget, while delivering the expected quality and meeting or exceeding stakeholder expectations.

CHAPTER TWO

LITERATURE REVIEW

This chapter presents the existing literature review on planning practices and project performance. Specifically, this chapter covers the theoretical review on planning practices that affects project performance. The empirical review and conceptual framework will also be covered in this section.

2.1 Theoretical Review

2.1.1 Resource Based view Theory

This study was also guided by resource-based view theory. According to (Steven, 2018) The core premise of resource-based view is the organizational resources, capabilities can vary significantly across project, and that these differences can be stable. The theory focuses on the idea of costly-to-copy attributes of the project as a source of business returns and the means to achieve superior performance and competitive advantage. The organizational capabilities emanate from lower management, middle and top management and that a project can gain competitive advantage when its resources and capabilities are used properly. It is stated that if these organization capabilities were carefully synchronized and assimilated it could achieve the economies of scale and scope needed to compete in national and international markets. A sustainable competitive advantage is derived from a firm's possession of valuable, rare, and inimitable resources. Inimitability is often facilitated by factors such as path dependence, causal ambiguity, and social complexity. Moreover, the absence of readily available substitutes for these resources is crucial for maintaining a sustainable competitive advantage.

A resource-based view of the project addresses an internally-driven approach by focusing on internal organization resources, as opposed to externally driven approaches to understanding the accomplishment or failure of leveraging organizational activities (Barney, 2018). Within the framework of Resource-Based Theory, resources are defined as any asset, capability, or knowledge that a firm possesses and can leverage to gain a competitive advantage. These resources, which may originate from internal or external sources, are crucial for the development and implementation of effective strategies (Barney, 2018).

2.1.2 Theory of Project performance

The Theory of Performance (TOP) presents a framework for analyzing and enhancing performance. It establishes six foundational concepts: performance (the generation of valued outcomes), performer (individuals or collaborative entities), developing performance (a dynamic process of improvement), level of performance (indicating the current stage of development), and components of performance (context, knowledge, skills, identity, personal factors, and fixed factors). TOP also introduces three axioms that serve as guiding principles for effective performance improvement. These involve a performer's mindset, immersion in an enriching environment, and engagement in reflective practice (Bunyaminu, A., &Mahama, F. ,2018).

A foundational "Theory of Project Performance" can be built upon existing theoretical frameworks. Project Management methodologies, such as Waterfall and Agile (Kerzner, 2017), provide structured approaches for execution, emphasizing planning, control, and iterative development. However, these often prioritize process over holistic performance. Organizational Behavior theories, such as Maslow's Hierarchy of Needs and Expectancy Theory (Robbins & Judge, 2017), offer valuable insights into individual and team motivation within project contexts. Systems Thinking (Meadows, 2008) emphasizes the interconnectedness of project elements, while the Resource-Based View highlights the importance of unique project resources for competitive advantage.

A comprehensive "Theory of Project Performance" should encompass several key elements. Firstly, the project context plays a crucial role (Cleland & Ireland, 2016). This includes the organizational context (strategic alignment, resource availability, organizational culture, and risk tolerance), the environmental context (market conditions, competitive landscape, technological advancements, and regulatory frameworks), and the specific project context (project type, complexity, size, and stakeholders) (PMI, 2017). Second, project attributes are fundamental. These include scope (clarity, completeness, and feasibility of project objectives), time (schedule adherence, efficient resource utilization, and timely completion), cost (budget adherence, value for money, and cost-effectiveness), quality (deliverables meeting specifications, stakeholder satisfaction, and adherence to quality standards), and risk management (identification, assessment, mitigation, and response to potential threats) (PMI, 2017). Third, project processes are essential for successful performance. These include initiation (defining project objectives, securing funding, and assembling the project team), planning (developing a detailed project plan, including scope, schedule, budget, and resource allocation), execution (carrying out the planned activities, managing resources, and monitoring progress),

monitoring and control (tracking progress, identifying and addressing deviations from the plan, and making necessary adjustments), and closure (completing the project, documenting lessons learned, and formally closing the project) (PMI, 2017). Finally, the project performance outcomes must be carefully considered. These include meeting project objectives within the defined scope, time, and budget constraints; achieving stakeholder satisfaction; contributing to organizational goals, improving organizational capabilities, and enhancing competitive advantage; and capturing and disseminating lessons learned to improve future project performance (Cleland & Ireland, 2016).

2.1.3. Contingency Theory

As emphasized by Sawega (2018) For this narrative the situation and responses should take into consideration in order to determine the nature of the situation accordingly. Since, projects are unique and complex by their nature; that need management according to the specific characteristics and contextual environment of each undertaking (Sawega 2018). Contingency theory recognizes these situations in order to identify practices that can give solution for different projects and realizing project needs. According to this theory project management can be determined case to case, which mean that managing project do not have definite formula, because the situation makes how to vary the management system. According to Mutema et al (2017) giving management decision requires the relationship between organization and its environment at all. So effectively applying this theory help project managers how to avert project uncertainties. For this theory different factors can affect projects differently. For example: the nature of organizational structure, technology we are using, different cultures, cost strategy we followed and etc. According to Slootman, T. (2017) contingency theory have pivotal role in providing the manager with project schedule; though properly estimating the project completing time in order to minimize time overrun.

2.2. Conceptual Literature review

According to Nufei (2014), project management incorporates the systematic guidance of efforts to achieve project objectives. This approach integrates the utilization of tools and techniques to appropriately monitor both the quality and quantity of inputs, ensuring the timely completion of tasks within predefined budgetary and quality limitations. Project management responsibilities encompass a comprehensive range of activities, including identifying project requirements, defining the scope of work, allocating necessary resources, developing and executing task plans, and continuously monitoring progress to adapt to any deviations from the original plan (PMBOK, 2010)

2.2.1. Definition of a Project

According to the Project Management Institute (PMI) (2021), a "project" is defined as "a temporary endeavor undertaken to create a unique product, service, or result." This definition emphasizes the temporary nature of projects, distinguishing them from ongoing operations. And also, focus on creating a unique outcome underscores the distinct and non-repetitive nature of project work (Kerzner, 2017)

Project is a temporary endeavor carried out to generate products or services that are distinct within a definite ending point, unique and are done to carry out in line with the strategic objectives of the organization (Ohara, 2017).

Projects can be defined as unique investments of resources aimed at achieving specific objectives, such as producing goods or services, with the goal of generating profit or providing a valuable service to the community (Ohara, S. ,2017). Naturally, projects involve significant investments, often characterized by their scale, cost, uniqueness, or inherent risks. They are typically bound by constraints such as deadlines, budgets, and performance expectations. Essentially, all successful projects require clearly defined objectives and adequate resources to effectively execute the necessary tasks.

2.2.2. Definition of a Project plan

Project planning has been described in a different way by different authors, with each emphasizing different aspects. Many agree that a project plan is like a formal roadmap, approved by everyone involved, that guides how the project will be carried out (PMI, 2019). This roadmap is often called an 'integrated management plan' because it brings together all because it comprises of all other specific plans into one big picture.

Turner's (2020) study emphasizes the significance of project planning and management as key frameworks for successful project completion. Planning, a technical step in project management, necessitates the creation of appropriate and standardized documentation. The successful application of knowledge, skills, tools, and techniques to various project activities is crucial to meet project requirements. It is essential to recognize that planning without effective management is a unsuccessful endeavor.

As the managing director of a pharmaceutical company astutely observed, "We never seem to have time to plan our projects, but we always have time to do them twice" (Turner, 2020), highlighting the long-term benefits of investing time in thorough upfront planning." The development of successful projects relies heavily on effective project management techniques, with planning and control playing essential roles. This has fostered the emergence of diverse project management methodologies addressing success, failure, and planning activities. The project plan stands as the linchpin of project management, providing the framework for effective control and progress monitoring.

The project plan, the cornerstone for project execution, is a comprehensive document encompassing all project aspects, summarizing objectives and exploring various options while considering time, budget, and quality requirements. It addresses critical questions regarding "what," "when," "why," "where," and "how," providing a framework for performance measurement (Kejuo, 2012). The project manager plays a pivotal role in successful project planning, with active involvement from project conception to execution. Effective project planning necessitates a systematic, flexible, and disciplined approach that accommodates multifunctional inputs and recognizes the iterative nature of the planning process (Kerzner, 2019). As emphasize by Lindesy, Todd, and Hayter (2019), inadequate project planning can have negative consequences, including ill-defined requirements, widespread disappointment, and a chaotic work environment.

The primary objectives of project planning encompass the mitigation of uncertainty, the enhancement of operational efficiency, the clarification of project objectives, and the establishment of framework for monitoring and control. Systematic planning necessitates a proactive approach characterized by innovative decision-making and methodical organization of effort. In contrast, relying solely on historical precedent can lead to reactive management, characterized by crisis management, conflict, and firefighting. The project plan serves as the foundational document, encompassing all necessary procedures, schedules, and technical aspects, essential for the successful execution of the project

Summarizing those definitions given, this paper defines project planning as: Project plan is a specific guideline or roadmap for executing a project. It is a means to achieve project objectives, ensuring that the project is delivered on time, within budget, and to the required quality standards.

2.3. Project Planning practice

As Zwikael (2010) stated that planning, goals, needs and project requirements pertaining to the project work had a significant impact on the project's achievement. This indicates that thorough analysis of the planning procedures relating to these knowledge fields helps ensures the project's success. He discovered that since they are used in the project's execution, the knowledge categories that have the smaller effects on a project's success are cost and procurement. Lastly, He claimed that because they are frequently linked to planning phases, risk, quality, and scope have the strongest correlation with project success.

2.3.1. Scope Related factors

The selection of appropriate planning approaches is dependent upon the type and nature of the activities undertaken. Organizations employ a variety of plans, including long-term, short-term, and mid-term plans. According to Rosen (2019), the scope/breadth dimension provides a valuable framework for categorizing plans. This dimension considers the range of activities encompassed by the plan, with strategic plans addressing broad organizational objectives and operational plans delineating specific resource mobilization strategies

Time, or schedule adherence, constitutes a critical success criterion for the successful execution of any project. While the project's anticipated completion date is a significant consideration, effective time management is paramount. Shaban (2018), in his research on construction projects in the Gaza Strip, identified several critical factors influencing project performance, including delays attributable to closures and material shortages, resource availability, leadership skills of the project manager, escalating material prices, and the availability of skilled employees and high-quality materials.

Project scope, defined as the work that must be performed to deliver the project objectives (PMI, 2021), plays a critical role in successful project planning and execution. However, various factors can significantly impact the effective management of project scope, potentially leading to challenges such as scope creep, cost overruns, and project delays. This literature review explores key scope-related factors that influence project planning practices.

I. **Scope Definition:** Inadequate scope definition is a critical factor that can negatively impact project success. Ambiguous project objectives can lead to confusion and misinterpretations, resulting in scope creep and rework (Kerzner, 2017). Insufficient stakeholder involvement in the scope definition process is a major contributor, leading to unrealistic expectations, unmet requirements, and subsequent scope changes (PMI, 2021). Uncontrolled changes to project requirements, often driven by evolving stakeholder needs or unforeseen circumstances, can significantly impact project scope and planning (Cleland & Ireland, 2016).

II. **Scope Creep:** The uncontrolled expansion of project scope beyond the initial agreed-upon boundaries, is a major threat to project success (PMI, 2021). This phenomenon can lead to significant delays, budget overruns, and decreased project efficiency (Kerzner, 2017). Unclear requirements, inadequate change management processes, and insufficient stakeholder communication are among the primary root causes of scope creep (PMI, 2021). Scope Management Processes:

III. **Scope Management Processes:** Scope management is a critical function within project management, encompassing the processes necessary to ensure that the project includes all the work required, and only the required work, to complete the project objectives (PMI, 2021). Effective scope management is essential for project success, as it directly impacts project schedule, budget, and ultimately, stakeholder satisfaction. This process helps to identify all the work packages required to complete the project and provides a framework for estimating time, cost, and resources (Kerzner, 2017).

2.3.2. Quality Related factors

Quality management encompasses the processes necessary to ensure the effectiveness and efficiency of all project activities in achieving project objectives. This continuous process, initiated and concluded by the project plan, is crucial for project success, as failing to meet specified requirements is a significant indicator of failure. Quality, encompassing both product and process quality, is not only a project success criterion but also a crucial factor that facilitates the success of other project success criteria and factors (Smith & Jones, 2024). As Muhammad Abas et.al (2019) stated “quality is one of the influential key performance indicators of the project which may cause cost overrun and time delays”.

Morgan, P.; and A. Qualman (2019.in the study that was carried out in Vietnam on factors affecting project outcomes revealed that most enablers that escort to project success are foreign experts' involvement in the project, government officials examining the project and very close monitoring when new construction procedures are used. A factor which heads to weak performance is the shortage of accurate data on soil, weather, and traffic conditions.

2.3.3. Effective Communication

Effective communication in project implementation creates a common perception, changing behaviors and acquiring information (Black, T. R. 2019)). In the project management process communication is a transfer of information from one person to the other and a key driver on the extent to which the project achieves its success. In addition, communication is an informative tool, which communicates to all relative groups what is happening in the project. The importance of communication in the success of a project is vast. Therefore, according to study conducted by `Bunyaminu and Mahama (2018),` revealed that lack of effective communication was one of the key factors that accounted for the poor success rate of projects at ECG. This suggests that effective communication must be created in order to enhance the success of projects.

Research conducted by Van den Hooff, B., Groot, J., & De Jonge, S. (2019) found that poor communication among stakeholders in a project is one of the main reasons why projects were failing. Therefore, communication skill includes; oral communication, written communication, and comprehensive skills. Oral communication skills (the course of face-to face conversation) are the ability to communicate efficiently with others orally, and the ability to make effective presentation. This kind of communication may occur in a formal meeting or in an informal way, when the two or more interlocutors get together. (i). Face-to-face can be the most powerful meant of communication since it adds personal interaction and easier to observe all the distinctions of what is being communicated. It can also be a way to create stronger personal relationships.

2.4. The effects of Project planning on Project performance

The literature review presents diverse definitions of performance. According to Badu, Baiden, and Kuragu (2016), performance refers to the extent to which an operation fulfills key requirements and satisfies client needs. Devi (2013) claimed that project activities need to be in line with the company's long-term strategic goals, which is the idea behind project performance in project management. Even though project management can fail, effective projects can be thought of as a series of tasks that must

be carried out with the use of a company's resources in order to accomplish specific objectives. Various performance indicators, including cost, quality, and Time, can be used to evaluate a project's performance and results among other things. However, the main metric for assessing performance criteria are time, cost, quality and client satisfaction. Mišić and Radujković (2015) have observed planning and scope clarity are important for the project's success, good collaboration between stakeholders, skilled competent project managers and external monitoring and control

Wang &Gabson (2018) state that the result of poor project planning and not an efficient implementation of the plan will increase the cost of the project, it will also increase the project time, which will decrease the productivity, which in turn decreases the project performance.

Extensive research supports a strong correlation between effective project planning and successful project outcomes. Project planning, encompassing activities such as defining scope, setting objectives, developing schedules, and allocating resources, serves as the foundation for successful project execution. Several studies have demonstrated that thorough planning significantly improves project performance across various dimensions. For instance, Kerzner (2017) emphasizes that comprehensive planning enhances project predictability and reduces the likelihood of encountering unforeseen challenges. This, in turn, contributes to improved cost control, reduced schedule delays, and enhanced stakeholder satisfaction. Moreover, effective planning fosters better communication and coordination among team members and stakeholders. A well-defined plan provides a shared understanding of project goals, objectives, and responsibilities, minimizing ambiguity and facilitating smoother collaboration. This improved communication can significantly enhance team cohesion and overall project performance (PMI, 2021). However, it's crucial to note that the quality of planning significantly impacts its effectiveness. Poorly developed plans, lacking detail, flexibility, or stakeholder input, can hinder project progress and increase the risk of failure. For example, a study by [Insert relevant study and citation here] found that projects with inadequate planning were more likely to experience cost overruns, schedule delays, and scope creep.

2.5. Empirical Evidences

This study might show that projects with detailed scope statements and clear deliverables have lower incidences of cost overruns and schedule delays, effective communication channels and regular team meetings lead to improved team coordination, reduced conflicts, and ultimately, better project outcomes and projects with well-defined quality objectives and plans for quality control have lower incidences of rework and cost overruns.

As noted by Brown and Adams (2019), the term 'project success' remains an abstract concept with no universally accepted definition. Despite numerous research efforts to develop frameworks for evaluating project success, the inherent vagueness of the term can be attributed to the diverse human perspectives on what constitutes success. A successful project is that, when the project meets time, quality and cost goals. PMBOK Guide, (2018); Cost: cost is successful if it fitting the budget; Time: time is success if it fulfills the schedule; Quality: defined by how match a set of essential features reach requirements. A project is deemed successful when it achieves its objectives (time, cost, quality, performance) and meets or exceeds the expectations of all stakeholders, including the client, end-user, project manager, team, and developer (Nicholas, 2018).

Quality management has its own benefits in a project because it helps to manage and follow quality policy and responsibilities and, implement a quality plan and control. According (PMI, 2018) quality management has its own characteristics, such as; it's a continuous process that starts with the starting of the project and ends with the completion of the project. Quality management mainly focuses on preventive measures to avoid poor quality outputs.

Pheng and Chuan (2016), through case studies, has shown that total quality management a successful management philosophy in the project could be replicated in the service with similar benefits. The profits might be in terms of decreasing in quality costs, and better employee job satisfaction.

According to the study conducted by `Mirza et al. (2018), ` on their work to the significance of scope in project success, they concluded that higher probability of project success could be achieved through better understanding and distinction between project and product scope. Mullay (2018), identified unclear scope as a major contributor to project failure, leading to delays, cost overruns, and subpar

quality. He emphasized that a well-defined scope enhances project success by providing clear objectives, minimizing unnecessary work, and preventing overlaps and gaps.

Effective communication in project implementation creates a common perception, changing behaviors and acquiring information (Black, T. R. 2019)). In the project management process communication is a transfer of information from one person to the other and a key driver on the extent to which the project achieves its success. In addition, communication is an informative tool, which communicates to all relative groups what is happening in the project. The importance of communication in the success of a project is vast. Therefore, according to study conducted by Bunyaminu and Mahama (2018), `revealed that lack of effective communication was one of the key factors that accounted for the poor success rate of projects at ECG. This suggests that effective communication must be created in order to enhance the success of projects.

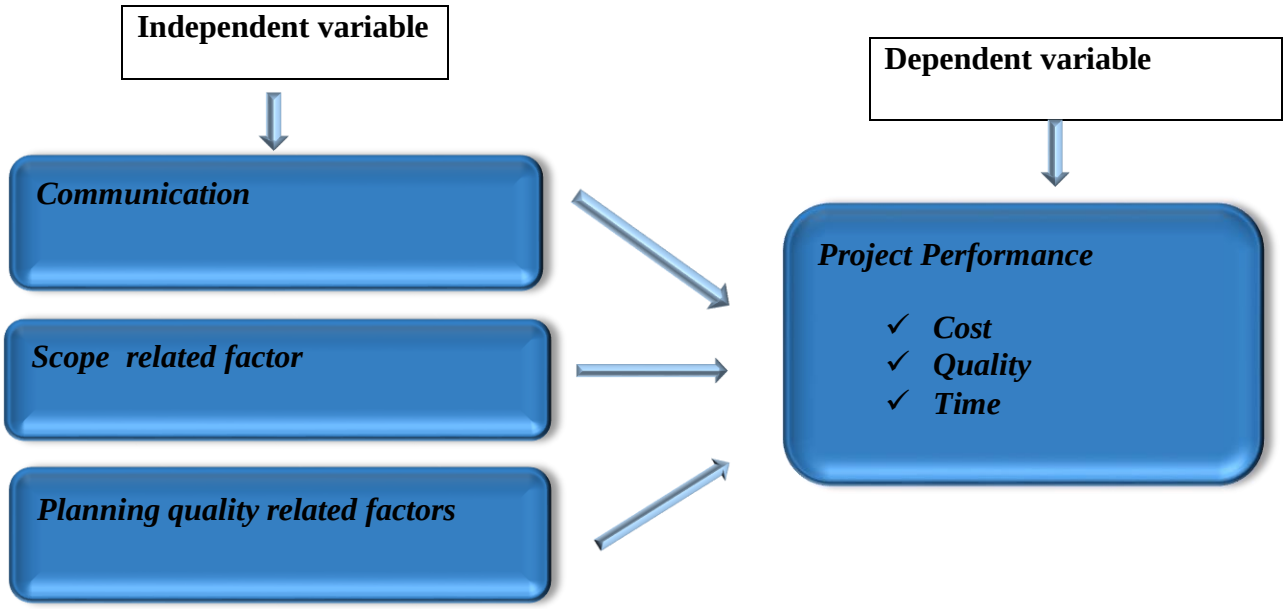
Research conducted by Van den Hooff, B., Groot, J., & De Jonge, S. (2019) found that poor communication among stakeholders in a project is one of the main reasons why projects were failing. The findings of this study are expected to provide empirical evidence on the significant impact of effective project planning practices, including planning scope, effective communication, and quality-related factors, on project performance. The results will contribute to a better understanding of the critical role of planning in achieving successful project outcomes and provide valuable insights for project managers and organizations seeking to improve their project management practices.

2.6. Conceptual Framework

According to Swaen and George (2022), a conceptual framework illustrates the expected relationships between variables, defines research objectives, and guides the development of coherent conclusions.

In this context, the study sought to investigate the effects of the planning on project performance, in the case of Ethiopian human rights commission. In accordance to that, the diagram below demonstrates the conceptual framework for this study:

Figure 2.1 Conceptual framework



Source: (Gasana, E., & Njenga, G. 2024) and modified by the researcher.

2.7. Research Hypothesis

In accordance to the conceptual framework presented above, along with the reasons why each of the variables are hypothesized to have an effect on project performance, the following research hypothesis was developed:

H1: Effective communication has a positive and significant impact on Project performance.

H2: Projects with clearly defined and well-documented scopes will positively and significantly affect Project performance.

H3: Quality planning and control throughout the project lifecycle will positively and significantly affecting Project performance.

CHAPTER THREE

RESEARCH DESIGN METHODOLOGY

This chapter has discussed the methodology that was used during the data collection, analysis and interpretation of data. It has also discussed the description of the study area, the research design, types and source of data, target population, sampling design, and methods of data analysis.

Research methodology can be described as the framework associated with a particular set of assumptions that can be used to conduct research (Leary, 2004). Research methodology also involves considering the methods of data collection and the theories and concepts underpinning the research topic.

3.1. Description of Study area

The Ethiopian Human Rights Commission (EHRC) is an independent federal state body established by the Federal Constitution. It reports to the House of People's Representatives and functions as the National Human Rights Institution (NHRI) with a mandate to promote and protect human rights with the mandate of promotion and protection of human rights. The commission has one chief commissioner, a deputy chief commissioner and three commissioners on different thematic areas of human rights. This thematic area includes; Women and children's rights; civil, political and socio-economic Rights as well as disability and older Persons right. EHRC's commissioners are appointed through a transparent and participatory process by the House of Peoples' Representatives. The criteria for appointment include diligence, honesty and good conduct, not being a member of a political organization. They also need to be trained in law or other relevant discipline and show a demonstrable history of upholding respect for human rights. The EHRC operates throughout all regions of Ethiopia, with its headquarters situated in Addis Ababa.

This institution, which was chosen for this research, is located at Sunshine Tower No. 5, Meskel Square, on Bole Road next to Hyatt Regency Hotel, Addis Ababa, Ethiopia.

3.2. Research Design

According to Black (2019), research design constitutes the overall plan or structure that guides the research process. It is a critical component, determining how the study will be conducted, including the selection of methods and techniques for data collection and analysis. A well-designed research study is paramount for ensuring the attainment of research objectives and the validity and reliability of the findings.

The type of research design that employed under this study was descriptive and explanatory research. A descriptive study is concerned with finding out the what, where and how of a phenomenon or an event it exists (Cooper & Schindler, 2019). Then this study describes and critically assesses of planning effects on successful implementation of EHRC.

Secondly, this study employs an explanatory research design to investigate the relationship between planning practices and the success of the EHRC. As described by Sekaran (2018), explanatory research aims to infer relationships between variables by analyzing the association between two or more variables and examining how independent variables might explain variations in the dependent variable

3.3. Research Approach

According to Carr (2017), research methods encompass the specific procedures for collecting and analyzing data. Developing these methods is an integral part of the research design. This thesis utilized a quantitative research approach, which involves collecting numerical data and employing statistical methods for analysis to address both general and specific research objectives. The aim is to produce objective, empirical data that can be measured and expressed numerically. Quantitative research is often used to test hypotheses, identify patterns, and make predictions (Carr, 2017).

3.4. Target Population

The target population is a well-defined set of people, events, groups of things, households that are being investigated (Ngachu, 2019). As defined by Carr (2017), target population as the researcher studies and whose findings are used to generalize to the entire population. The study targeted to a population of 150 which included staff members of EHRC in different departments.

Those 150-target population are staff members of Ethiopian human rights commission who are participated in planning process of the project of the commission. Those target population are also involved in preparing reports of the project and are familiar about the overall activities of the commission.

3.5. Sampling

According to Kothari (2006), sample size refers to the number of items selected from a population for study. Sampling constitutes a procedure whereby a subset of data is drawn from a larger dataset to enable inferences to be drawn about the entire population. This study will provide a formal justification for the utilization of sampling techniques.

The Taro Yamane method for sample size calculation was formulated by the statistician Taro Yamane in 1967 to determine the sample size from a given population. Below is the mathematical illustration for the Taro Yamane method: n= N/ (1+N (e) 2) where: n signifies the sample size. The total number of target group at this organization is 150.

Where e=0.05, margin of error

Level of confidence is 95%

n= N/ (1+N (e) 2)

n= 150/ (1+150 (e) 2) = 110

The researcher will use those 110 respondents from Ethiopian human rights commission for questionnaire. In accordance to that, the sample size to pick for each of the departments is as presented below:

Table 3.1: Stratified population of EHRC

No	Departments	Population	Stratified sample size
1	Human Rights Education	25	18
2	Human Rights Investigation and Monitoring	21	15
3	Women's and Children's Rights	20	15
4	Disability Rights and Rights of Older Persons	20	15
5	Refugees, Internally Displaced Persons (IDPs) and Migrants' Rights	20	15
6	Civil and Political Rights	22	16
7	Program and Partnership.	22	16
Total		150	110

Source: own survey 2024

3.6. Sampling Method

The researcher used probability sampling technique. The project area (EHRC) selected for this study because the study area is close to my work place and I will get data easily. In addition to this, the study is conducted for the first time. Then the respondents of the selected project area will be selected by simple random sampling method (probability) in order to avoid bias among participants.

3.7. Data Collection Tools

In order to collect sufficient data so as to answer the research questions, the researcher designed to apply questionnaire and document analysis from project plan and report of Ethiopian human rights commission.

Punch, K. 2018 define A questionnaire is a research tool that gathers quantitative or qualitative information from respondents through a series of questions or prompts. They often consist of closed-ended questions to diversify the information gathered which consists close-ended questionnaire used in this study will be with Likert Scale. The close-ended will have a five-point Likert Scale, were

5 = Greet extent, 4 = high extent 3 = Moderate

extent, 2 = Law extent, and 1 = least extent.

The researcher distributed 110 closed-ended questionnaires to sampled respondents from seven departments of EHRC to gather relevant information on planning processes and their impact on project performance of EHRC.

3.8. Data Sources and Types

This research employed both primary and secondary data. Primary data, collected through questionnaires from Ethiopian Human Rights Commission staff members at various levels, was considered more reliable due to its direct relevance to the events under study (Punch, 2018).

Document analysis, a systematic and essential process for assessing both printed and electronic documents, from traditional paper-based materials to digital files, was also utilized (Denzin & Lincoln, 2020).

Secondary data sources have been obtained from the literature regarding planning and success implementation of project in Ethiopian human rights commission. Therefore, the researcher will use journals, books, websites, research findings, plan and reports of the commission.

3.9. Data Analysis

Data analysis is the processing, editing and reducing the accumulated data to a manageable size, developing summaries, looking for patterns and applying the statistical techniques (Cooper & Schindler, 2017). The researcher used both descriptive and inferential statistics for analyzing the data. The data collected through questionnaires were coded, tabulated, and interpretations is made using descriptive statistics, like frequency, percentage, mean, standard deviation with the help of the Software Package for Social Science (SPSS) software version 23.00. Excel software was also used to transform the variables into a suitable format for analysis. The analyzed data were later presented in form of tables, figures and charts for easy of interpretation and conclusion.

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

Tariku, R. (2016), correlation analysis is used to describe the strength and direction of the relationship between variables. Multiple Regression Analysis, is a form of general linear modeling, is an appropriate statistical technique when examining the relationship between a single dependent (criterion) variable and several independent (predictor) variables. Therefore, multiple linear regressions were also used for the inferential data analysis.

$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \beta 5X5 + \varepsilon$ Where, Y = Dependent variables Project performance

α= the constant,

X1, X2, X3, X4, X5 = Independent variables

X1= time and scope,

X2= Planning quality indicators,

X3 = communication,

α= the constant,

$\beta 1$-$\beta 3$ = are the beta coefficients

ε = representing the error term,

3.10. Reliability and Validity

3.10.1. Validity

According to Bunyaminu, A., &Mahama, F. (2018), Validity refers to how accurately a method measures what it is intended to measure. If research has high validity, that means it produces results that correspond to real properties, characteristics, and variations in the physical or social world. As such, the instrument used for this study was a questionnaire and the questionnaire were validated using content and construct validity.

Bunyaminu, A., &Mahama, F. (2018), indicates that content validity is associated with the research instrument's design to cover the topics to the depth and extent that it was intended to cover. In order to ensure the content validity for the questionnaire, all questions were prepared in accordance to the information that was expressed in the literature review section and all the questions were validated by the researcher's advisor in order to make all the necessary modifications according to the feedback received.

For the construct validity, two experts engaged in the field of project planning that are familiar with the construct were requested to assess the questionnaire. Both experts examined the items in order to validate whether each item were measuring what they were intending to measure. Necessary revisions and modifications were made in order to finalize the questionnaire. In addition, in order to ensure external validity, all the questionnaires were distributed to the respondents by the researcher to ensure that they didn't give it to other people not involved in the study to fill it for them.

3.10.2. Reliability

Reliability refers to the degree of consistency with which an instrument measures the attribute it is designed to measure. Creswell (2009) considers the reliability of the instruments as the degree of consistency that the instruments or procedure demonstrates. According to Morgan et al. (2004),

In order to assess the Reliability of the questionnaire, a pilot test had to be conducted. Catherine (2007), suggests the need to conduct a pilot study in order to validate the questionnaire after they are designed. The rule of thumb used when conducting a pilot test, A common guideline for pilot testing involves administering the questionnaire to approximately 10% of the intended sample size, selecting participants who are representative of the target population. As such, 12 employees in EHRC engaged

in different departments were selected to fill out the questionnaires. Afterwards, the reliability coefficient scale was analyzed by using IBM SPSS statistics 20.

Moreover, Cronbach's alpha coefficient is an appropriate method to analyze the reliability of questionnaires that use Likert scales. Morgan et al. (2004), emphasizes that Cronbach's Alpha are commonly used in order to assess the internal consistency and thus, are common for measuring reliability. The ranking for Cronbach's Alpha results, used as a rule of thumb, is presented as follows:

Table 3.2. Cronbach's Alpha range and ranking

$0.9 \leq \alpha$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source: Tavakol and Dennis (2011) Reliability index interpretation for Cronbach's alpha

The Cronbach's coefficient alpha was calculated for each of the field in the questionnaire and the results yielded for each of the variables were:

Table 3.3: Reliability Statistics

Dimension	No of items	Cronbach's alpha	Remark
Effective communication	6	.843	Reliable
Scope RF	6	.852	Reliable
Quality RF	6	.796	Reliable
Project performance	3	.891	Reliable
Entire	21	0.784	Reliable

Source; SPSS output,2024

In this study the Cronbach's coefficient alpha is well over 0.6 (see table 3.3). Thus, the level of alpha can be considered as reliable enough to proceed in to other data processing steps. From the table below, the lowest Cronbach's alpha registered is 0.7950 (quality related factor) and highest is 0.852 (scope related factor). Therefore; it can be inferred that all measure is internally consistent.

3.11. Ethical Considerations

Ethics are norms governing human conducts which have a significant impact on human well-being (Denzin, N., &Lincoln.Y.2020). During the study observed the highest standards of research ethics and good academic behavior to ensure that the study was credible. The researcher confirmed for employee, that the study was used only for academic purpose. The researcher has assured the employees that the data they will give not have any kind of harm. To avoid any harm on research participants, the researcher has been careful to tolerate by the general research ethics. This is because participants may be harmed with what they express to the researcher.

CHAPTER FOUR

ANALYSIS AND DISCUSSION

4.1. Response Rate

The sample size of this study was targeted 110 respondents. Out of 110 questionnaires that were distributed; 84 respondents were filled adequately and returned the questionnaires. This represented 76.36% response rate. The unsuccessful response rate 23.63% consisted of those questionnaires that were either not filled, poorly and partially filled. According to Mugenda and Mugenda (2018), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent; therefore, the findings of 76.36% response rate is adequate for analysis and reporting the study result.

4.2. Demographic Characteristics of the Respondents

This part of the analysis discusses about the general demographic characteristics of the sample respondents. Table is used to indicate the frequency count along with the percentage composition that make up the total.

Table 4.1: Demographic Profile

Variables	Category	Frequency	Percentage (%)
Gender	Male	50	40%
	Female	34	60%
	Total	81	100
Age	Less than 30 years	30	35.71%
	31 to 40 years	24	
	41 to 50 years	24	28.57%
	above 51 years	6	7.14%
	Total	84	100%
Educational Level	Undergraduates	28	33.33%
	Postgraduates	48	57.14%
	PHD	8	9.52%
	Total	84	100%
Experience with the Company	0-5 years	66	78.5%
	6-10 years	8	9.5%
	11-15 years	8	9.5%

Department	above 16 years	2	2.4%
	Total	84	100%
	Women and children rights	14	16.6%
	Program and Partnership	16	19.04%
	Refugees, IDP and migrant's right	10	11.9%
	Human rights education	14	16.6%
	Monitoring & investigation	12	14.2%
	civil and Political Rights	10	11.9%
	Right of people with disabilities & older persons	8	9.5%
	Total	84	100%

Source: own survey 2024

4.2.1. Gender of Respondents

In order to understand the respondents` gender; respondents were requested to indicate the gender category in which they fall and the findings are shown in table 4.1. The finding of the table 4.1 indicated that 60 % of the respondents were male, while 40% were females. This shows that male respondents were participated in the study more in number than female respondents.

4.2.2. Age of the Respondents

From the above table the largest age group in the data set is individuals Less than 30 years, with a frequency of 30. This Represent 35.71% of the total sample suggesting that this age group is the most represented or has the highest population within the given population. The age group with the lowest frequency is above 51 years, with only 6 individuals representing 7.14% of the total population. The above data shows that the program supports all kinds of age group but majority of the participants are the young age group.

4.2.3. Educational Level of the Respondents

From the table above, educational background of respondents was presented. With regard to the educational background of the respondents', Undergraduate, Postgraduate and PH. D. The findings revealed that 57.14% of the respondents were Postgraduate, 33.33% were Undergraduate while 9.52% was a PH. D holder.

4.2.4. Work experience of Respondents

As indicated in the table, the majority of respondents 78.5% have been with the organization for 0-5 years, A smaller percentage 9.5% have been employed for 6 to 10 years another 9.5% have 11-15 years and only a small fraction 2.4% have over 16 years of experience.

4.2.2. Distribution of respondents in each department

The following table put respondents according to their department which were participated for questionnaire by being data source.16.6% of the respondents were from human right education,15.4% from program and partenership,19.04% were working at the department of Refugees, IDP's Rights ,from women and children right 11.89 % of them participated,14.28% were from Right of people with disabilities & older persons, department of civil and political right account 11.9% and finally 14.28% were from monitoring and investigation department. To have more confident information about the thesis, the researcher allowed all department to participate as data source.

4.3 Descriptive Statistics

This section presents the findings of the measured variables by utilizing descriptive statistics acquired from EHRC's respondents. Measurements of frequency, mean and standard deviation of the variables is presented in the table below. Each construct was measured using a Likert scale in order to quantify the effect of procurement practice on organizational performance. Accordingly, the ranking was as follows:

Regarding the descriptive interpretations for variables or dimensions used on the study were;

Very great extent = 5; great extent = 4; moderate extent = 3; low extent = 2; very low extent = 1

4.3.1 Descriptive Results of effective project communication

Table 4.2(1) mean and standard deviation for each item of Effective communication

Statistics								Grand mean and Std. Deviation
		EC1	EC2	EC3	EC4	EC5	EP6	
N	Valid	84	84	84	84	84	84	
	Missing	0	0	0	0	0	0	
Mean		4.01	3.76	3.8	3.8	4.02	3.98	3.89
Std. Deviation		0.829	0.977	0.902	0.925	0.931	1.053	0.93

The grand mean and standard deviation for the six items was 3.89 and 0.93, respectively. The grand means, 3.89, indicates that effective project communication practiced in EHRC. The standard deviation, 0.93, indicates that the distribution of the data points (from the responses) are fairly clustered around the mean which implies that most of the respondents gave a relatively consistent answer to the proposed questions.

Table 4.2(2): frequency and percentage distribution for each item of communication related factors

Research Questions	Ranking	Frequency	Percent	Cumulative Percent
Effective communication channels established within the EHRC to facilitate information sharing and collaboration among team members. (EC1)	very low extent	0	0	0
	low extent	6	7.1	7.1
	moderate extent	10	11.9	19.0
	great extent	45	53.6	72.6
	very great extent	23	27.4	100.0
	Total	84	100.0	
EHRC provides adequate training and support on using communication platforms and tools for the team members. (EC2)	very low extent	3	3.6	3.6
	low extent	6	7.1	10.7
	moderate extent	16	19.0	29.8
	great extent	42	50.0	79.8
	very great extent	17	20.2	100.0
	Total	84	100.0	
EHRC effectively utilized communication platforms to facilitate project communication. (EC3)	very low extent	0	0	0
	low extent	7	8.3	8.3
	moderate extent	23	27.4	35.7
	great extent	34	40.5	76.2
	very great extent	20	23.8	100.0
	Total	84	100	
Regular team meetings are held to discuss project progress, challenges, and solutions. (EC4)	very low extent	0	0	0
	low extent	7	8.3	8.3
	moderate extent	24	28.6	36.9
	great extent	31	36.9	73.8
	very great extent	22	26.2	100.0
	Total	84	100.0	
EHRC effectively communicates project objectives and timelines to relevant stakeholders, including Donors, victims, public and parliaments. (EC5)	very low extent	3	3.6	3.6
	low extent	1	1.2	4.8
	moderate extent	14	16.7	21.4
	great extent	39	46.4	67.9
	very great extent	27	32.1	100.0
	Total	84	100.0	
Reports of the commission are freely release to the community and donors. (EC6)	very low extent	2	2.4	2.4
	low extent	7	8.3	10.7
	moderate extent	14	16.7	27.4
	great extent	29	34.5	61.9
	very great extent	32	38.1	100.0
	Total	84	100.0	

Source: From questionnaire, 2024

Effective communication in project implementation creates a common perception, changing behaviors and acquiring information (Black, T. R. 2019)). In the project management process communication is a transfer of information from one person to the other and a key driver on the extent to which the project achieves its success. Table 4.2 showed the understanding and perception of respondent on the influence of communication on project performance. Effective communication channels established within the EHRC to facilitate information sharing and collaboration among team members was the first question raised by the researcher. For this question, 23(27.4%) of the respondents respond very great extent,45(53.6%) of the respondents respond great extent ,10(11.9%) rated moderate and 6(7.1%) respond low extent. This figure brings us to conclude that the organization did (EHRC) establish effective communication channels.

The second question raised by the researcher was providing adequate training and support on using communication platforms and tools for the team members.17(20.2) % and 42(50%) of the respondents rated very great extent and great extent respectively,16(19%) rated moderate and the rest 9(10.7%)0f them rated low extent. As the rating scale indicates, mostly the organization did provide training and support for team members about using communication platform.

More or less organizations have communication platform in order to provide information for concerned bodies. As the respondent's perception, EHRC use effectively the plat form which was rated 20(23.8%), 34(40.5%) very great extent and great extent while 23 (27.4%) of them were scaled moderate and 7 (8.3%) of the respondents respond low extent. from the tables analysis result we can infer that most of the samples agreed that EHRC effectively utilized communication platforms to facilitate project communication.

According to the table above, 53(63.1%) of respondents rated great extent, 24(28.6%) of them respond neutral and 7(8.3%) rated low extent. More than half percent of respondents confirm that Regular team meetings are held to discuss project progress, challenges, and solutions in EHRC.

Other point raised by the researcher was effective communication of project objectives and timelines to relevant stakeholders, including Donors, victims, public and parliaments.66(78.5%) of the respondents agreed that EHRC effectively communicates project objectives and timelines to relevant stakeholders.14(16.7%) rated moderate and 4(4.8%) of them rated low extent. This enables us to concluded that dominant number of respondents understood about the objective of the organization.

Table 4.6 also touch about Reports of the commission and cumulatively 61(72.6%) of the respondents rated great and very great extent,14(16.7%) of them rated moderate but 9(10.7%) respond low extent. Therefore, it is possible infer that reports of the commission were freely release to the community and donors about project objective and reports of human right violation.

4.3.2. Descriptive Results of project scope planning

Table 4.3(1): mean and standard deviation for each item of Project scope planning

Statistics								Grand mean and Std. Deviation
		SRF1	SRF2	SRF3	SRF4	SRF5	SRF6	
N	Valid	84	84	84	84	84	84	
	Missing	0	0	0	0	0	0	
Mean		3.93	3.87	3.76	3.65	3.54	3.71	3.74
Std. Deviation		0.875	0.757	0.83	0.912	0.911	1.093	0.89

Source: SPSS output, 2024

The grand mean and standard deviation for the six items was 3.74 and 0.89, respectively. The grand means, 3.74, indicates that effective Project scope planning is practiced in EHRC. The standard deviation, 0.89, indicates that the distribution of the data points (from the responses) is fairly clustered around the mean which implies that most of the respondents gave a relatively consistent answer to the proposed questions.

Table 4.3(2): frequency and percentage distribution for each item Project scope planning related factors.

Research Questions	Ranking	Frequency	Percent	Cumulative Percent
EHRC project scopes are clearly defined and understood by all team members (SRF1)	very low extent	0	0	0
	low extent	7	8.3	8.3
	moderate extent	14	16.7	25.0
	great extent	41	48.8	73.8
	very great extent	22	26.2	100.0
	Total	84	100.0	
The initial project scopes drafted by EHRC are realistic and achievable (SRF2)	very low extent	0	0	0
	low extent	5	6.0	6.0
	moderate extent	15	17.9	23.8
	great extent	50	59.5	83.3
	very great extent	14	16.7	100.0
	Total	84	100.0	
EHRC projects scopes are practical in relation to the allocated timeframe (SRF3)	very low extent	1	1.2	1.2
	low extent	4	4.8	6.0
	moderate extent	23	27.4	33.3
	great extent	42	50.0	83.3
	very great extent	14	16.7	100.0
	Total	84	100.0	
Changes in EHRC project scopes have an impact on project budget. (SRF4)	very low extent	2	2.4	2.4
	low extent	3	3.6	6.0
	moderate extent	33	39.3	45.2
	great extent	30	35.7	81.0
	very great extent	16	19.0	100.0
	Total	84	100.0	
Unforeseen changes to the project scope are effectively managed (SRF5)	very low extent	0	0	0
	low extent	12	14.3	14.3
	moderate extent	27	32.1	46.4
	great extent	33	39.3	85.7
	very great extent	12	14.3	100.0
	Total	84	100.0	
Contingency plans are in place to address potential scope changes (SRF6)	very low extent	5	6.0	6.0
	low extent	4	4.8	10.7
	moderate extent	23	27.4	38.1
	great extent	30	35.7	73.8
	very great extent	22	26.2	100.0
	Total	84	100.0	

Source: From questionnaire, 2024

Scope management incorporates the process that is necessary to ensure that only the required work is included in the project delivery (Engineer, 2020). All the requirements are compiled into a scope statement that defines the project comprehensively. The above table 4.3 shows us scope related factors. The first issue raised by the researcher was project scopes are clearly defined and understood by all team members and respondents replied that great and very great which scored 63(75%), 14(16.7%) of them respond moderate and (8.3%) of respondents rated low. Based on the above response the researcher generalized, dominant groups of stakeholders have clear understanding of scope of the project in the EHRC.

The other point raised under scope related factor was the realistic and achievable scope of the project and for this assessment stake holders rated 64(86.2%) great and very great extent,15(17.9%) responds moderate extent and 5(6%) respondents confirm low extent. Most of them agreed that the project scopes drafted by EHRC are realistic and achievable.

The third issue raised by the researcher was applicability of scope in relation to allocated time.56(66.7%) of the respondent rated very great and great extent ,23(27.4%) responds moderate extent and 5(6%) were respond low extent. Again, in this response we can understand that most of them confirm; time and scope of the project were related. Furthermore, Olaposi(2018), stated that project scope should include all those activities which are necessary for project to be completed.

The third important issue that was assessed in this thesis was change of project scope impact on project budget. According the response of respondents 46(54%) of rated great extent, 33(39.3%) response moderate extent while 5(6%) rated low extent. Therefore, we can understand that Change in project scope has its own impact on project budget. The change may be vast in scope or narrow in scope. This implies that it is directly and positively correlated.

The above table reveal that Unforeseen changes to the project scope are effectively managed this is because most target group representatives or sample respondent confirmed in great extent. When we analysis the detail, 45(53.6%) of them rated great extent while 27(32.1%) rated moderate extent but 12(14.3 %) respond oppositely in low extent.

The last point assessed by this research was did Contingency plans are in place to address potential scope changes? For this 52(61.9%) of the respondents rated great extent, 23(27.4%) rated moderate

extent but 9(13.8%) of the respond low extent. This response indicated us to generalized Contingency plans are in place to address potential scope changes in projects of EHRC.

4.3.3. Project quality planning related factors

Table 4.4(1) mean and standard deviation for each item of Project quality planning

Statistics								Grand mean and Std. Deviation
		PQF1	PQF2	PQF3	PQF4	PQF5	PQF6	
N	Valid	84	84	84	84	84	84	
	Missing	0	0	0	0	0	0	
Mean		3.64	3.64	3.83	3.9	3.79	3.61	3.735
Std. Deviation		0.845	0.9	0.819	0.859	0.851	1.018	0.882

Source: SPSS output, 2024

The grand mean and standard deviation for the six items was 3.73 and 0.882, respectively. The grand means, 3.735, indicates that effective Project quality planning is practiced in EHRC. The standard deviation, 0.882, indicates that the distribution of the data points (from the responses) is fairly clustered around the mean which implies that most of the respondents gave a relatively consistent answer to the proposed questions.

Table 4.4(2): frequency and percentage distribution for each item of Project quality planning related factors

Research Questions	Ranking	Frequency	Percent	Cumulative Percent
The quality plan includes a clear quality standards and guidelines for the collection, analysis, and documentation of evidence. (PQF1)	very low extent	2	2.4	2.4
	low extent	2	2.4	4.8
	moderate extent	32	38.1	42.9
	great extent	36	42.9	85.7
	very great extent	12	14.3	100.0
	Total	84	100.0	
Team members have a shared understanding of the quality requirements of EHRC projects (PQF2)	very low extent	0	0	0
	low extent	8	9.5	9.5
	moderate extent	30	35.7	45.2
	great extent	30	35.7	81.0
	very great extent	16	19.0	100.0
	Total	84	100.0	
Regular quality reviews and audits are conducted to monitor project progress and identify potential quality issues. (PQF3)	very low extent	0	0	0
	low extent	4	4.8	4.8
	moderate extent	24	28.6	33.3
	great extent	38	45.2	78.6
	very great extent	18	21.4	100.0
	Total	84	100.0	
The quality plan addresses the specific needs and requirements of the human rights project, including the target beneficiaries and stakeholder (PQF4)	very low extent	0	0	0
	low extent	5	6.0	6.0
	moderate extent	20	23.8	29.8
	great extent	37	44.0	73.8
	very great extent	22	26.2	100.0
	Total	84	100.0	
Lessons learned from previous human rights projects are documented and shared to improve future project quality. (PQF5)	very low extent	1	1.2	1.2
	low extent	4	4.8	6.0
	moderate extent	23	27.4	33.3
	great extent	40	47.6	81.0
	very great extent	16	19.0	100.0
	Total	84	100.0	
Quality control measures are implemented to ensure the accuracy and completeness of data collection, analysis, and reporting. (PQF6)	very low extent	3	3.6	3.6
	low extent	8	9.5	13.1
	moderate extent	24	28.6	41.7
	great extent	33	39.3	81.0
	very great extent	16	19.0	100.0
	Total	84	100.0	

Source: SPSS output, 2024

Table 4.8 showed the quality related factors that can affect the project performance. According to the respondents view 48(57.2%) of them rated great extent while 32(38.1%) of the samples rated moderate extent but 4(4.8%) respondent low extent. Mostly participants agreed that quality plan includes a clear quality standards and guidelines for the collection, analysis, and documentation of evidence in EHRC project.

The second issue was about shared understanding of the quality requirements in the team of EHRC members. For this question 46(54.7%) of the respondents rated great extent, 30(35.7%) respond neutral or moderate extent and 8(9.5%) of them respond responded low extent. This enables the researcher to conclude that most respondents have shared understanding about quality requirement of the project.

Regular quality reviews and audits is the third questionnaire under quality related factor and 56(76.6) % of the sample responded great extent, 24(28.6%) respond neutral or moderate extent and 4(4.8%) of the respond dis agreed or rated low extent. Quality audits are crucial in project management as they help ensure that project processes and deliverables meet established quality standards. They provide an objective assessment of project activities, identify areas for improvement, and contribute to overall project success.

Quality plan addresses specific needs and requirements of the human rights project was the four important quality related factor raised by the researcher and 59(70.2%) 0f the respondents rated great and very great extent,20(23.8%) responded moderate extent and 5(6%) of them rated low extent. From the table we can infer that quality plan addresses the specific needs and requirements of the human rights project, including the target beneficiaries and stakeholder in case of EHRC

The fifth question assessed in this research was lesson learned by EHRC from previous project and the perception of respondent was rated as follow.46(66.6%) of them rated great extent, 23(27.4%) responded moderate extent and 5(6%) responded low extent. This figure implies that EHRC members learned from previous human rights projects and shared to improve future project quality.

The last issue was Quality control measures implementation by the commission. Therefore 49(58.3%) of the sample rated great extent,24(28.6%) rated moderate extent and 11(13.1%) of them responded or rated low extent. We can conclude that quality control measures are implemented to ensure the accuracy and completeness of data collection, analysis, and reporting in case of EHRC project.

4.4.4. Project Performance

Table 4.5 (1); frequency and percentage distribution for each item of project performance

Research Questions	Ranking	Frequency	Percent	Cumulative Percent
Project planning practice of the organization have resulted in a better cost management. (PP1)	very low extent	2	2.4	2.4
	low extent	6	7.1	9.5
	moderate extent	25	29.8	39.3
	great extent	41	48.8	88.1
	very great extent	10	11.9	100.0
	Total	84	100.0	
Project planning practice of the organization have resulted in improvement on quality deliverables. (PP2)	very low extent	0	0	0
	low extent	4	4.8	4.8
	moderate extent	19	22.6	27.4
	great extent	41	48.8	76.2
	very great extent	20	23.8	100.0
	Total	84	100.0	
Project planning practice of the organization have resulted in better delivery times. (PP3)	very low extent	1	1.2	1.2
	low extent	6	7.1	8.3
	moderate extent	19	22.6	31.0
	great extent	40	47.6	78.6
	very great extent	18	21.4	100.0
	Total	84	100.0	

Source: SPSS output, 2024

Table 4.5. (2): mean and standard deviation for each item of Project Performance

		Statistics			Grand mean and Std. Deviation
		PP1	PP2	PP3	
N	Valid	84	84	84	
	Missing	0	0	0	
Mean		3.61	3.92	3.8	3.776
Std. Deviation		0.878	0.81	0.941	0.876

Source: SPSS output, 2024

Key performance indicators were assessed by this thesis and Project planning practice of the organization have resulted in a better cost management was the first question, due to this 51(60.7) of the sample respondents rated great extent while 25(29.8%) respond moderate extent but 8(9.5%) rated low extent. Generally, this figure tells us Project planning practice of the organization have resulted in a better cost management.

The second issue raised by the researcher was, Project planning practice of the organization have resulted in improvement on quality deliverables.61(72.6%) of the target respondents responded great extent,41(48.8%) rated moderate extent but 4(4.8%) of the respondents rated low. Planning practice can improve quality deliverability in case of EHRC.

The third important issue was planning practice and time. For this question 58(89%) of them respond great extent ,19(22.6%) of the respond moderate while 7(8.3%) rated low extent. This figure enables us to conclude that Project planning practice of the organization have resulted in better delivery times.

The grand mean and standard deviation for the six items was 3.776 and 0.876, respectively. The grand means, 3.776, indicates that effective Project quality planning is practiced in EHRC. The standard deviation, 0.876, indicates that the distribution of the data points (from the responses) is fairly clustered around the mean which implies that most of the respondents gave a relatively consistent answer to the proposed questions.

4.4. Relationship between Project planning and Project performance

This study aimed at finding out if there exists a relationship between Project planning (Effective communication, Project scope planning and Project scope planning) and project performance along with the magnitude and direction of their relationship. To that regard, the magnitude and direction of the relationship between planning practice and project performance can be determined using Pearson Correlation coefficients.

The table below shows how the numerical values generated by the person correlation coefficient are supposed to be interpret, in order to understand the kind of relationship that exists between variables.

Table 4.6 correlation coefficient: Appropriate use and Interpretation

Scale of correlation coefficient	Interpretation
$0 < r \leq 0.19$	Negligible Correlation
$0.2 \leq r \leq 0.39$	Week Correlation
$0.4 \leq r \leq 0.69$	Moderate Correlation
$0.7 \leq r \leq 0.89$	High Correlation
$0.9 \leq r \leq 1.0$	Very High Correlation

Source: Schcher et al. (2018).

Table 4.7: Correlation coefficients, findings of the correlational analysis for each dimension

		EC	SRF	PQF	PP
EC	Pearson Correlation	1			
	Sig. (1-tailed)	.000			
	N	84			
SRF	Pearson Correlation	.844**	1		
	Sig. (1-tailed)	.000	.000		
	N	84	84		
PQF	Pearson Correlation	.784**	.758**	1	
	Sig. (1-tailed)	.000	.000	.000	
	N	84	84	84	
PP	Pearson Correlation	.808**	.709**	.628**	1
	Sig. (1-tailed)	.000	.000	.000	.000
	N	84	84	84	84

Source; SPSS output,2024

The Pearson correlation coefficient indicate the kind of relationship that exists between the variables and range between -1 to +1. If there is a perfect negative correlation then it is valued at -1 while if there is a perfect positive correlation then it is valued at +1 and if there is no correlation between the variables then the value is 0. In reality though, these perfect relationships are rarely encountered but are good standards of measure for correlation.

The table below shows how the numerical values generated by the person correlation coefficient are supposed to be interpret, in order to understand the kind of relationship that exists between variables. The Results from data relating to the factor analyzed shown in the following table. Therefore, according to table below effective communication and scope have strong positive correlation which is 0.844 and this is medium correlation, scope and quality related have also strong positive correlation and the result from SPSS is 0.758 and quality related factors have strong positive correlation with effective communication which is0.784.

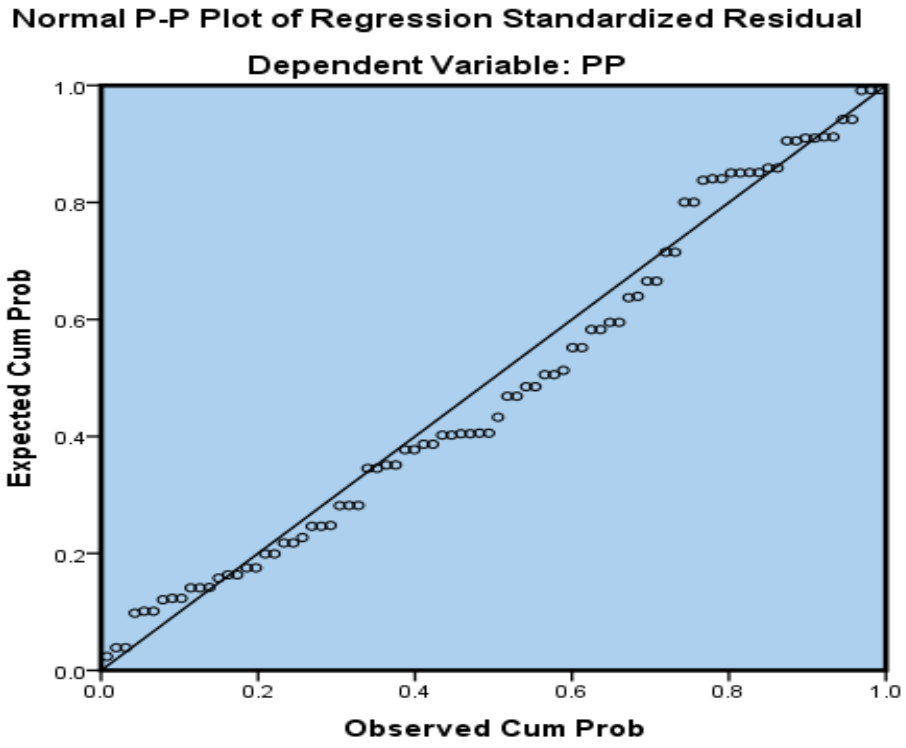
4.5. Test for violation of assumption in regression

Before conducting regression analysis, it's crucial to assess for potential violations of underlying assumptions. These assumptions (linearity, multicollinearity, normality, homoscedasticity, and no autocorrelation) are essential for the accuracy and reliability of regression results. This section presents diagnostic tests for each assumption, examining the output to confirm their validity and ensure the subsequent regression analysis yields meaningful and unbiased conclusions.

4.5.1. Linearity

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. The relationship between the dependent variable (performance of project) and each independent variable; effective communication, scope, and quality of project were not matching perfectly, but fairly similar or relatively linear; normal p-plots of the regression residuals through SPSS software has been used. This suggests that residuals are approximately normally distributed. Therefore, the linearity assumption is satisfied. Because the residual p-plot was following relatively at straight line.

Figure 4.1 Linearity plot

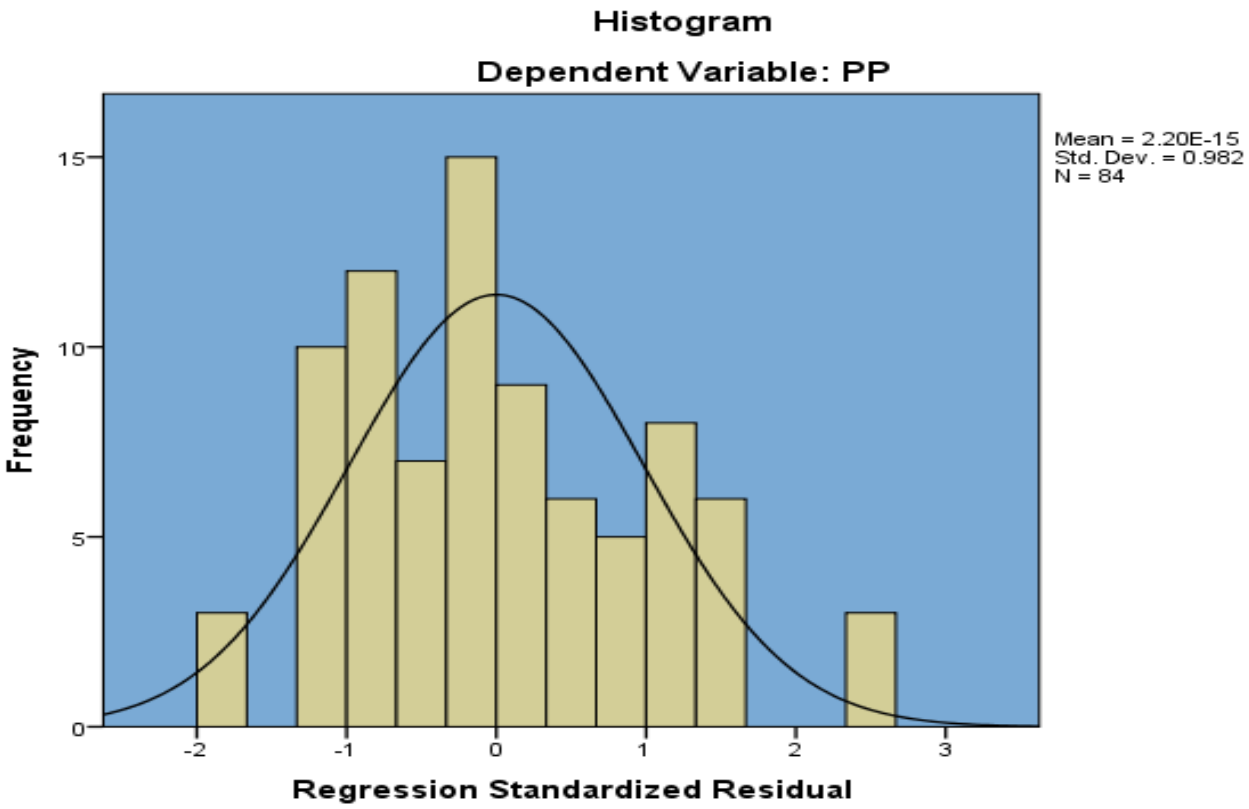


Source; SPSS output,2024

4.5.2. Normality

Normality tests are used to determine whether a data set is well-modeled by a normal distribution or not, or to compute how likely an underlying random variable is to be normally distributed (Gujarati, 2009). Researcher has been used histogram methods of testing the normality of the data. The shape of histogram is bell shaped which led to infer that the residual (disturbance or errors) are relatively or normally distributed and regression standardized residual plotted between -3.0 and 3.3with the mean of 2.2 and Standard deviation 0.982. This indicated that the variables were relatively normal distribution for each value of the independent variables.

Figure 4.2 Normality plot

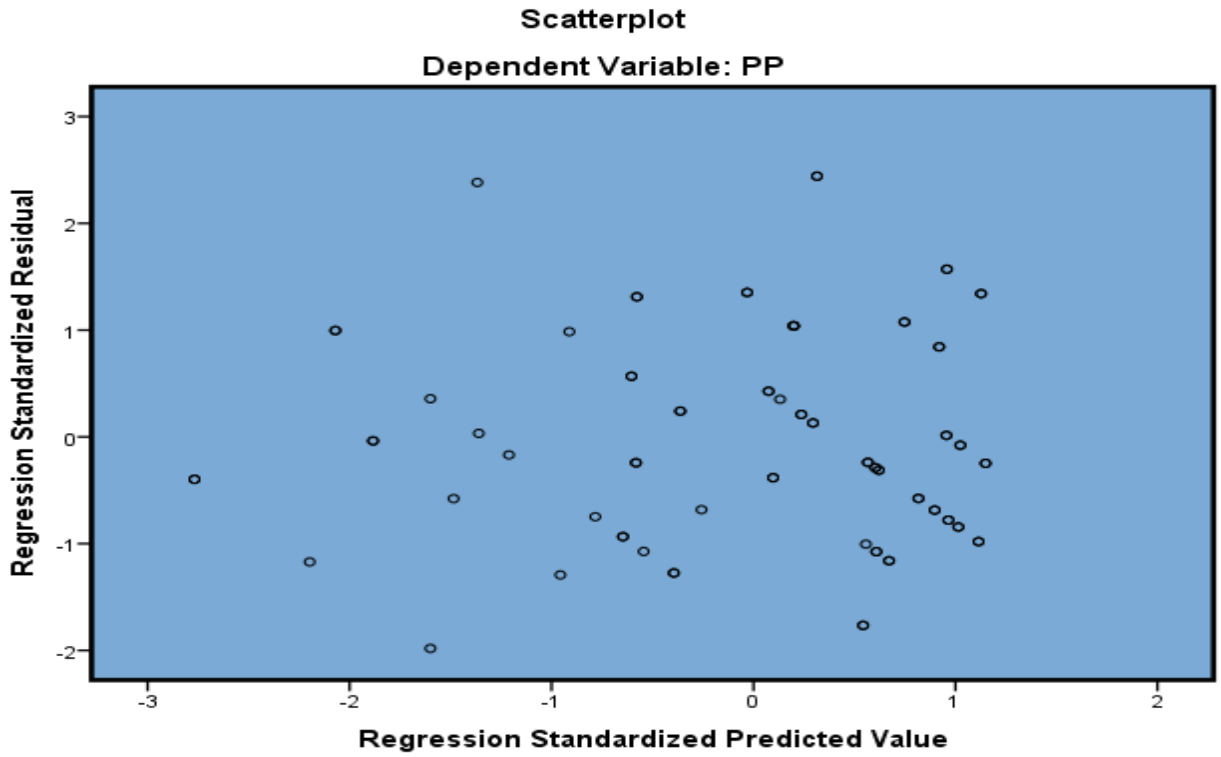


Source; SPSS output,2024

4.5.3. Homoscedasticity

Homoscedasticity is a statistical assumption that means that the variance of the error term in a regression model is constant across all levels of the independent variables. In other words, the variability of the dependent variable around the regression line is the same for all values of the predictors. This implies that the errors are independent and identically distributed, which is one of the conditions for applying the ordinary least squares (OLS) method to estimate the regression coefficients. There are several ways to check for homoscedasticity in a regression model, both graphically and numerically. One of the simplest graphical methods is to plot the residuals (the difference between the observed and predicted values of the dependent variable) against the fitted values (the predicted values of the dependent variable) or against each independent variable. If the plot shows a random scatter of points around zero, then the homoscedasticity assumption is likely to be met. Therefore, the graph shows scattered point and homoscedasticity assumption is likely to be met.

Figure 4.3 Homoscedasticity Test;



SPSS output,2024

4.5.4 Autocorrelation

This assumption states that the residuals should be independent of one another, implying the absence of any discernible pattern of correlation among them. The Durbin-Watson statistic, which ranges from 0 to 4, is employed to test for autocorrelation. Values closer to 2 indicate that the residuals are independent, while values below 1 or above 3 typically suggest the presence of autocorrelation, which can compromise the accuracy of the analysis. The table below presents the Durbin-Watson statistics from the analysis.

Table 4.8: Durban-Watson statistics for the model

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.810[a]	.656	.643	.42756	2.239

a. Predictors: (Constant), PQF, SRF, EC b.
b. Dependent Variable: PP

Source: SPSS output, 2024

The Durban-Watson test value for the model is 2.239. Since the value is closer to 2, the residuals are considered to be independent of each other and autocorrelation is not a problem. In summary, all the assumptions of regression have been met and thus, the results proposed in the following sections are considered to be valid.

4.6. Multiple Linear Regression Analysis

Multiple linear regressions analysis has been conducted in the study. According to (Hair Jr. et al., 2017) multiple regression analysis, is a form of general linear modeling and an appropriate statistical technique when examining the relationship between a single dependent (criterion) variable and several independent (predictor) variables. Therefore, the findings from regression analysis helped and predict the values of successful implementation of project from the values of the multiple independent variables. So that, multiple linear regression analysis has been conducted using SPSS version 20 at 95% confidence level.

4.6.1. Model summary

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.810[a]	.656	.643	.42756	2.239

a. Predictors: (Constant), PQF, SRF, EC
b. Dependent Variable: PP

The coefficient of regression model summary (R) of r=0.810 indicated that the combined effect of the three independent variables have strong positive correlation with dependent variable (Project performance). R Square is used to find out how well the independent Variables are able to predict the dependent variable. The findings of regression model summary R square (R2) is 0.656 implied that the variation in independent variable (Effective Communication, Planning Scope, Planning Quality) accounted for 65.5% to Project Performance in case of EHRC.

4.6.2. Analysis of variance (ANOVA)

Table 4.10 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	27.856	3	9.285	50.794	.000[b]
	Residual	14.624	80	.183		
	Total	42.480	83			

a. Dependent Variable: PP
b. Source; SPSS output,2024

b. Predictors: (Constant), PQF, SRF, EC

This ANOVA table indicates that the regression model predicts the outcome variable significantly well and also indicates the statistical significance of the regression model that was applied. As indicated in table the total sum of square (42.48) is equal to the sum of explained sum of square (27.85) and residual sum of squares (14.62). The study of these total sum squares is known as analysis of variance (ANOVA) from regression point of view. To assess the statistical significance of the result, it is necessary to look in the table labeled. ANOVA The ANOVA table indicates the model as a whole is reasonably fit and significant association between independent variables and project performance. This

means the value of F is 50.79 (mean square of regression divided by mean square of residual), and it is significant at p value 0.000 ($p<0.001$), which means, the applied regression model can statistically significant to predict the outcome variable.

4.6.3. Coefficients of Determination

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

Table 4.11: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.374	.132		2.289	.018
	EC	.798	.143	.747	5.570	.000
	SRF	.419	.141	.231	2.855	.006
	PQF	.395	.169	.209	2.360	.016

a. Dependent Variable: PP
Source; SPSS output,2024

The unstandardized coefficients in the above table can be substituted into the study model to enable prediction of the value of successful implementation from the values of the multiple independent variables. The beta values that were obtained were used to explain the regression equation. The SPSS generated output as presented in table above, the regression model equation:

$(Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \varepsilon)$.

It becomes: $Y= 0.374 + 0.798X1 +0.419X2 +0.395X3$

Where: Y = Project Performance,

X1= communication

X2 = scope related factors,

X3= quality related factors

From the regression result above indicated that taking all factors into account; Table 4 . 1 1 indicates that all variables held constant, performance of EHRC would be at 0.374.A unit increase in communication while holding other variables constant translates to an increase in performance of the organization by 0.798. A unit increase in scope while holding other factors constant, performance of the project would be at 0.419. A unit increase in quality relate factor while holding other factors constant, organization performance would be at 0.39.

In general, when looking to the above multiple regression analysis generated using SPSS, it was found that from the total three variables identified to explain project performance, all of them were found to be statistically significant to have effect on project performance of EHRC even though there level of effect varies.

4.7. Hypothesis Testing

Hypothesis testing is the method of testing whether claims or hypothesis is regarding a population is likely to be true. The goal of hypothesis testing is to determine the likelihood that a population parameter. Here there are two hypotheses: null (Ho), and alternative (Ha). The significance (sig.) value expresses a value to accept or reject the (null) hypothesis. It is also called the p-value. The p-value is the probability that the correlation is one just by chance.

Therefore, the smaller the p-value, the better will be. The general rule is reject Ho if $p<.05$ and accept Ho if $p \geq .05$ (Pallant, 2016).

Hypothesis:

Ho1-communication related factors have no statistically significant effect on the success of performance projects.

Ho2-scope related factors have no statistically significant effect on the performance of project.

Ho3-quality related factors have no statistically significant effect on the success project.

The research is being done at 95% confidence interval. Hence, each hypothesis should be either accepted or rejected with reference to 5% level of significance; i.e. the hypothesis must be rejected If P-value is less than 0.05 otherwise accept it.

Ho1-communication related factors have no statistically significant effect on the success of projects performance.

From the table 4.14 the significant value for communication related factor is 0.020 which is less than p value of 0.05. Therefore, Ho1 is rejected, this indicated that communication related factors have significant effect on the success of performance of projects in case of EHRC.

Besides, the value of beta for communication related factors is (β=0.747) this shows that communication related factors have positive and significant effect on success of projects.

Ho2-scope related factors have no statistically significant effect on the performance of project

Again, from the table 4.14, the significant value for scope related factor is 0.040 which is less than p value of 0.05. Therefore, Ho2 is rejected, this indicated that scope related factors have significant effect on the success of performance of projects in case of EHRC.

Besides, the value of beta for scope related factors is (β=0.109) this shows that scope related factors have positive and significant effect on success of projects.

Ho3-quality related factors have no statistically significant effect on the success project.

From the table 4.14, the significant value for quality related factor is 0.020 which is less than p value of 0.05. Therefore, Ho3 is rejected, this indicated that quality related factors have significant effect on the success of performance of projects in case of EHRC. Besides, the value of beta for scope related factors is (β=0.040) this shows that scope related factors have positive and significant effect on success of projects

4.8. Discussion of the Finding/Model Interpretation

These discussions were noted that all the findings were done with justification from the data that has been analyzed and interpreted in the descriptive and inferential statistics. It has been taken into consideration; the findings were specific to the objectives stated. Questionnaires have been used to collect data and out of the 110 questionnaires have been distributed; 84 were returned the response. This finding has been supported by Mugenda (2013), who found a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent; therefore, the response rate was adequate for analysis and reporting the study result. The first objective of the study was to determine the influence of effective communication on successful project implementation. The findings of indicated that majority (81%) of the respondents believed that effective communication influence on the successful implementation of project in EHRC.

Generally, the effective planning has a categorical total of mean average of 3.89 and a standard deviation of 0.93. From this the researcher concluded there was an agreement that effective communication affect successful implementation of the project to very great extent. This result has been agreed with Davis (2018), project communication is a method to develop understanding the project strategies, project scope, establish the project objective and set sufficient milestone to ensure the project is successfully delivered.

The other objective of the study was to determine the effects of project scope to members on successful project implementation. The findings from the analysis which shows most of the respondents indicated that clarity in scope to members of staff affects successful implementation of project in EHRC with mean average of 3.74 and standard deviation of 0.89. These findings also supported by Mirza.et al. (2018), indicates that lack of understanding of scope or failure to define the scope comprehensively can contribute to unsuccessful project implementation.

In case of Pearson correlation, the study has been found that there was strong positive relationship between effective communication and scope is strong positive correlation which is 0.844 and this is medium correlation, scope and planning quality related factors have also strong positive correlation and the result from SPSS is 0.758 and quality related factors have strong positive correlation with effective communication which is0.784. This finding has been agreed with those of Damian (2017), who found planning of the project is associated with using a step-by-step procedure to help achieve

the aims and aspiration of the project. From this, appropriate planning by taking in to attention in detail work plan, clarity in the project work plan to members, adequate budget and effective time schedule the study organization results to enhance successful implementation project. In addition, the finding has been agreed with those of Kerzner (2018), who found lack of effective communication produce uncertainty, affects efficiency of project operation and there will be lack of better understanding of project objectives by all project teams.

Linear regression was performed to test the spotted independent variables to answer the research questions based on the research problem and objectives. Factors affecting project performance, (communication, scope and quality related factors) independent variables were significantly EHRC project performance. The variables were found to affect project success significantly at less than 0.05 probability levels. The adjusted R square (Coefficient of Determination), can be defined as the proportion of the total variation or dispersion in the performance of projects (dependent variable) that explained by the variation in independent variables in the regression. (Gujarati, 2020) So with adjusted R Square value of 0.656, meaning, 65.6% of the variation in EHRC project success is explained by the linear relationship with all the independent variables.

The corollary of this is 34.4% of the variation in project success is unexplained by the relationship. Thus, when adjusted R square it means that the independent variables included in the study play an important part in affecting the dependent variable. The individual effects of the independent variables can be explained by their respective beta coefficients. As per the regression result, the project success and communication related factors have the strongest positive relationship. This collaborates with the views of Nipin Joseph Babu (2015), Chan et al., (2018) and Assaf et al., (2018) who found in their respective studies that increasing the cost related factors would have a positive impact on project success.

According to ANOVA of regression analysis between independent variables considered and a dependent variable project success were examined. The ANOVA tells us whether the model, overall, results in a significantly good degree of prediction of the outcome variable (Field 2009). The table depicts that in regression, the value of sum of squares is sum of square 42.48, the value of degree of freedom (df) is 3, and the value of mean square is 9.28.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATION

5.1. Summary of Major findings

Based on the analysis conducted from 84 sample respondents' from EHRC in the third chapter the following findings were obtained

- Effective communication in project implementation creates a common perception, changing behaviors and acquiring information. In the project management process communication is a transfer of information from one person to the other and a key driver on the extent to which the project achieves its success. 68(91%) of the respondents responded, the organization did (EHRC) establish effective communication channels.
- As the rating scale indicates, mostly the organization did provide training and support for team members about using communication platform.
- From the tables analysis result we can infer that most of the samples agreed that EHRC effectively utilized communication platforms to facilitate project communication.
- More than half percent (91%) of respondents confirm that Regular team meetings are held to discuss project progress, challenges, and solutions in EHRC.
- Reports of the commission and cumulatively 61(72.6%) of the respondents rated great and very great extent and it is possible infer that reports of the commission were freely release to the community and donors about project objective and reports of human right violation.
- Scope related factor was the realistic and achievable scope of the project and for this assessment stake holders rated 64(86.2%) great and very great extent,15(17.9%) responds.
- 52(61.9%) of the respondents rated great extent. This response indicated us to generalized Contingency plans are in place to address potential scope changes in projects of EHRC.
- Regular quality reviews and audits is the third questionnaire under quality related factor and 56(76.6) % of the sample responded great extent.
- Quality plan addresses specific needs and requirements of the human rights project was one of the important quality related factors supported by 70.2% Of the respondents.

5.2. Conclusions

Based on the analysis of collected data, the study reveals significant relationships between planning practice and project performance. The following sections detail the specific conclusions reached regarding each of these factors and their impact on project performance.

The study concluded that project planning was positively and significantly affects successful implementation of the projects in EHRC. Proper planning helps the project manager to arrive at better decision and focus on the success of the project. Detailed work plan was discussed before project implementation and effective planning affect timely implemented project and efficiently use of budget of the project.

The researcher also concluded that clarity in project scope influences successful implementation project to a great extent. Project objectives and well-defined procedures in determining the scope of the projects has discussed before project implementation. So that, a proper defined scope has a better chance of succeeding a project implementation because they know what they are aiming to implement.

Further, the study concluded that effective communication has positive and significant impact on successful implementation of projects at EHRC. Telephone and email were used on day to day running of the project. Virtual meeting and Status meeting were also used to update the team on project progress. Face to face communication within the project team to establish the team dynamics and learning the customers' expectations are the keys to success a project. Generally, having a good communication in the organization enable a better understanding of the strategy, a better commitment and a lower resistance to change which eventually leads to a better implementation of the project.

Finally, the study concluded that shared understanding of the quality requirements in the team of EHRC members was great extent. The researcher concluded that most respondents have shared understanding about quality requirement of the project. Quality audits are crucial in project management as they help ensure that project processes and deliverables meet established quality standards. They provide an objective assessment of project activities, identify areas for improvement, and contribute to overall project success. The quality plan addresses the specific needs and requirements of the human rights project, including the target beneficiaries and stakeholder.

Project performance of EHRC was directly related and affected by communication related factors, scope related factors and quality related factors. EHRC triad all the best that can fit the project quality plan and implementation.

5.3. Recommendations

- To ensure the successful implementation of donor-funded projects, the organization must prioritize clear project scope understanding among all employees and stakeholders. This necessitates proactive engagement with stakeholders, including government authorities, to define project requirements and expectations. Minimizing communication gaps and fostering positive working relationships.
- The study also recommends EHRC must prioritize a clearly defined project scope. This ensures all employees understand project objectives and deliverables. Establishing clear procedures for discussing project requirements with stakeholders before implementation is crucial. A well-defined scope significantly increases the likelihood of project success by providing a clear roadmap and preventing unnecessary work. Furthermore, the EHRC should ensure the timely submission of technical and financial reports to donors as per their requirements. This regular reporting mechanism allows for the monitoring and evaluation of project performance, enabling timely adjustments and ensuring project effectiveness
- Effective communication channels must be established within the EHRC to facilitate information sharing and collaboration among team members. To carry out this, EHRC shall provide adequate training and support on using communication platforms and tools for the team members.
- Based on the research findings, it is recommended that EHRC should prioritize the development and implementation of clear and concise standard procedures for all critical project activities. These procedures should be tailored to the specific needs and context of EHRC projects, ensuring consistency and efficiency in project performance.
- It is also recommended that the EHRC should establish quality control and assurance mechanisms specifically for its projects. These mechanisms should include regular internal and external audits, project reviews, and stakeholder feedback mechanisms to ensure adherence to quality standards, identify and address potential issues proactively, and enhance the overall quality and impact of project performances.

- Finally, the study recommends Even if staffs are aware of about the existing project plan, there should be an effort by the organization for creating a better awareness of the project plan by the staffs. To close the gap between the practices and the theories, the organization should look in to its practices and take evaluation, restructuring and corrective actions. If the organization takes in to consideration the recommendations, it would be possible to support project performance.

5.4. Contribution of the Study

This research makes several important contributions. Firstly, it provides tangible evidence that strong planning, including clear communication, well-defined project scopes, and high-quality planning processes, significantly improves project outcomes within the Ethiopian Human Rights Commission. These findings offer valuable direction to the EHRC on how to improve their project planning practices by highlighting the critical role of these elements, the study provides actionable recommendations that the EHRC can implement to improve their project success rates. Additionally, this research develops our understanding of the link between effective planning practice and project performance. It supports and expands upon existing theories in project management by providing real-world evidence within the context of the EHRC. The methodological literature by employing a severe research design, including data collection through questionnaires and document analysis, and utilizing statistical techniques such as correlation analysis and multiple regression analysis to analyze the data. Finally, providing conclusions into the factors influencing project success within the EHRC, this research contributes to improved project planning practices, increased organizational efficiency, and in the end, the successful fulfillment of the mandate to protect and promote human rights in Ethiopia.

5.5. Future Research direction

The R2 value from the regression analysis implies that the factors used significantly impact project performance, explaining 65.6% of the variance in project performance. However, 34.4% of the variance remains unexplained, suggesting the influence of other factors. Future research should investigate the impact of additional variables such as risk management strategies, budget management practices, and stakeholder satisfaction on project performance, to gain a more comprehensive understanding of the factors that contribute to project success.

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APPENDIX

INTRODUCTORY LETTER

INTRODUCTORY LETTER

Dear respondents

The researcher is a graduate student of MA in Project Management, in St. Marry University, the requirement of the program is to come up with research related to the field of study. The aim of this questionnaire is to study effect of planning on the success of project in case of EHRC. This questionnaire is required to be filled with exact relevant facts as much as possible. All data included in this questionnaire will be used purely for academic purposes and confidentiality is strictly emphasized while conducting the study. Your response, in this regard, is highly valuable and contributory to the outcome of the research.

General Instruction

- ✓ you are not required to write your name
- ✓ This questioner is to be filled by EHRC staff
- ✓ All questions are close – ended and should be answered by placing a tick (□) mark with in the box provided
- ✓ Don't skip any questions, all inputs are equally important

Scale the extent of your agreement for the raised questions as follows:

[1] Very low extent [2] Low extent [3] Moderate extent

[4] Great extent [5] Very great extent

Thank you in advance

Requested by: - Betelihem Belay

PART ONE: Demographic Information:

Please add (√) as appropriate:

1. Gender of respondent

Female [ ] Male [ ]

2. Age of respondent

Less than 30 years [ ] 31 to 40 years [ ]

41 to 50 years [ ] above 51 years [ ]

3. Current Educational level

Diploma [ ] Undergraduate [ ]

Postgraduate [ ] P.H.D [ ]

4. How long have you been working with the organization?

0-5 years [ ] 6-10 years [ ]

11-15 Years [ ] above 16 years [ ]

5. Departments

Human rights education [ ] Program and Partnership [ ] Refugees, IDP's Rights [ ]

Women and children rights [ ] civil and Political Rights [ ] Monitoring & investigation [ ]

Right of people with disabilities & older persons [ ]

PART TWO: Research questions

No	*Influence of communication*	Scale				
		1	2	3	4	5
1	Effective communication channels are established within the EHRC to facilitate information sharing and collaboration among team members					
2	EHRC provides adequate training and support on using communication platforms and tools for the team members					
3	EHRC effectively utilized communication platforms to facilitate project communication					
4	Regular team meetings are held to discuss project progress, challenges, and solutions					
5	EHRC effectively communicates project objectives and timelines to relevant stakeholders, including Donors, victims, public and parliaments.					
6	Reports of the commission are freely release to the community and donors.					
No	***Scope related factors***					
		1	2	3	4	5
1	EHRC project scopes are clearly defined and understood by all team members					
2	The initial project scopes drafted by EHRC are realistic and achievable					
3	EHRC projects scopes are practical in relation to the allocated timeframe					
4	Changes in EHRC project scopes have an impact on project budget.					
5	Unforeseen changes to the project scope are effectively managed					
6	Contingency plans are in place to address potential scope changes					
No	***planning quality related factors***					
		1	**2**	**3**	**4**	**5**
1	The quality plan includes a clear quality standards and guidelines for the collection, analysis, and documentation of evidence.					
2	Team members have a shared understanding of the quality requirements of EHRC projects.					
3	Regular quality reviews and audits are conducted to monitor project progress and identify potential quality issues					
4	The quality plan addresses the specific needs and requirements of the human rights project, including the target beneficiaries and stakeholder					

5	Lessons learned from previous human rights projects are documented and shared to improve future project quality					
6	Quality control measures are implemented to ensure the accuracy and completeness of data collection, analysis, and reporting					
No	***Project Performance indictors***					
		1	**2**	**3**	**4**	**5**
1	Project planning practice of the organization have resulted in a better cost management					
2	Project planning practice of the organization have resulted in improvement on quality deliverables					
3	Project planning practice of the organization have resulted in better delivery times					