



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**FACTORS AFFECTING SUCCESSFUL IMPLEMENTATION OF PROJECTS IN
NONGOVERNMENTAL ORGANIZATIONS: THE CASE OF BRING LOVE IN
FOR NEEDY CHILDREN.**

BY MERON TEKLE ABEBE

JANUARY, 2025

ADDISABABA, ETHIOPIA

**FACTORS AFFECTING SUCCESSFUL IMPLEMENTATION OF PROJECTS IN
NONGOVERNMENTAL ORGANIZATIONS: THE CASE OF BRING LOVE IN FOR
NEEDY CHILDREN.**

ADVISOR: TEMESGEN BELAYNEH (PhD)

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTERS PROGRAM IN
PROJECT MANAGEMENT**

JANUARY, 2025

ADDISABABA, ETHIOPIA

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**FACTORS AFFECTING SUCCESSFUL IMPLEMENTATION OF PROJECTS IN
NONGOVERNMENTAL ORGANIZATIONS: THE CASE OF BRING LOVE IN FOR
NEEDY CHILDREN.**

BY MERON TEKLE ABEBE

Board of thesis Examination

Approval Sheet

Members of the Board of Examiners

| | | |
|----------------------------|---|----------------|
| _____ | _____ | _____ |
| Dean, Graduate Studies | Signature | Date |
| _____ | _____ | _____ |
| Advisor | Signature | Date |
| _____ | _____ | _____ |
| Internal Examiner | Signature | Date |
| <u>Desta Mulugeta(PHD)</u> |  | <u>2/15/25</u> |
| External Examiner | Signature | Date |

DECLARATION

I, Meron Tekle Abebe, declare that this research, entitled “FACTORS AFFECTING SUCCESSFUL IMPLEMENTATION OF PROJECTS IN NONGOVERNMENTAL ORGANIZATIONS: THE CASE OF BRING LOVE IN FOR NEEDY CHILDREN”.” this is my original work and has not been submitted to other institution of higher learning as a thesis and all sources of information have been duly acknowledged. I have carried out the research independently under the supervision of the research advisor.

Meron Tekle Abebe

January, 2025

St. Marry University

Addis Ababa, Ethiopia

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.

Temesgen Belayneh (PhD)

Signature

Advisor

ACKNOWLEDGEMENT

First and foremost, praises and thanks to the God, the Almighty, for his showers of blessing. Foremost, I would like to express my sincere gratitude to my advisor **Temesgen Belayneh (PhD)** for the continuous support for this research study, for his patience, motivation, enthusiasm, and immense knowledge. His guidance helped me in all the time of research and writing of this thesis. Besides my advisor, I would like to thank the communities of bring love for needy children, for their encouragement, insightful comments, and for offering me a chance to finalize the thesis. Last but not the least, I would like to thank my family for their love, prayers caring and sacrifices for educating and preparing me for my current status and future.

TABLE OF CONTENTS

| | |
|--|-----|
| DECLARATION..... | I |
| ENDORSEMENT | III |
| ACKNOWLEDGEMENT | IV |
| LIST OF ABBREVIATIONS | X |
| <i>ABSTRACT</i> | XI |
| CHAPTER ONE..... | 1 |
| Introduction..... | 1 |
| 1.1 Background of the Study..... | 1 |
| 1.2. Statement of the Problem..... | 2 |
| 1.3. Objectives of the Study | 4 |
| 1.3.1. General Objective of the study | 4 |
| 1.3.2. Specific Objectives of the study | 4 |
| 1.4. Research Questions | 5 |
| 1.5. Significance of the Study..... | 5 |
| 1.6. Scope of the Research | 5 |
| 1.7. Operational Definition of Terms | 6 |
| 1.8. Organization of the Study | 6 |
| CHAPTER TWO..... | 7 |
| LITERATURE REVIEW | 7 |
| 2.1. Theoretical Literature Review | 7 |
| 2.1.1. Definition and Concepts | 7 |
| 2.2. Factors Affecting Successful Implementation of Projects | 9 |
| 2.2.1. Effective Planning | 9 |
| 2.2.2. Availability of Budget during Projects Implementation | 10 |
| 2.2.3. Time resource and Project Implementation success | 11 |
| 2.2.4. Quality of Projects and implementation success | 11 |
| 2.2.5. Clarity in Project scope | 12 |
| 2.2.6. Effective Communication | 12 |
| 2.2.7. Competencies of the project team members..... | 13 |
| 2.3. Empirical Literature Review | 14 |
| 2.4. Conceptual Framework | 17 |
| 2.7 Research Hypothesis | 18 |
| CHAPTER THREE..... | 19 |
| RESEARCH METHODOLOGY | 19 |
| 3.1. Description of study area | 19 |

| | |
|---|----|
| 3.2. Research Design..... | 19 |
| 3.3 Research Approach | 20 |
| 3.4. Sampling Technique..... | 20 |
| 3.4.1. Probability Sampling Technique | 20 |
| 3.4.2. Non-Probability Sampling Technique | 20 |
| 3.5. Population and Sample size | 21 |
| 3.6. Data type and sources..... | 21 |
| 3.6.1. Primary data | 21 |
| 3.6.2. Secondary data | 21 |
| 3.7. Data Collection Tools..... | 21 |
| 3.7. Data Analysis..... | 22 |
| 3.8. Reliability and Validity | 22 |
| 3.8.1 Reliability test | 22 |
| 3.8.1. Validity | 23 |
| 3.9. Ethical consideration | 23 |
| CHAPTER FOUR | 24 |
| RESULTS AND DISCUSSION..... | 24 |
| 4.1. Introduction..... | 24 |
| 4.1.1. Response rate..... | 24 |
| 4.2 Demographic profile of the respondents..... | 24 |
| 4.2.1 Gender of participants..... | 24 |
| 4.2.2 Age of participants..... | 25 |
| 4.2.3 Education of participants | 25 |
| 4.2.4 Number of years | 26 |
| 4.3 Descriptive Statistics | 26 |
| 4.3.1 Descriptive Results of effect of project scope on successful implementation | 26 |
| 4.3.2. Descriptive Results of project communication..... | 27 |
| 4.3.3. Descriptive Results of project managerial competency..... | 29 |
| 4.4. Test for violation of assumption in regression..... | 31 |
| 4.4.1 Linearity..... | 31 |
| 4.4.2 Normality..... | 32 |
| 4.4.3 Homoscedasticity | 33 |
| 4.4.4 Pearson Correlation Analysis (r)..... | 34 |
| 4.6 Multiple regression analysis | 35 |
| 4.6.1 Model Summary | 35 |
| 4.6.2. Summary of ANOVA Results | 36 |
| 4.2.3. Coefficients of Determination | 36 |

| | |
|--|----|
| 4.7. Hypothesis Testing and Discussion..... | 37 |
| 4.7.1. Hypothesis Testing | 37 |
| 4.7.2. Discussion | 38 |
| CHAPTER FIVE | 40 |
| SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS | 40 |
| 5.1. Summary of Findings | 40 |
| 5.2. Conclusion | 41 |
| 5.3 Recommendation | 42 |
| 5.4. Future research direction | 42 |
| APPENDIX | 45 |

LIST OF TABLES

| | |
|--|----|
| Table 3.1. Reliability Statistics..... | 23 |
| Table 4.1. Gender Respondents..... | 25 |
| Table 4.2. Age Distribution..... | 25 |
| Table 4.3. Education level..... | 25 |
| Table 4.4. Work experience..... | 26 |
| Table 4.5. project scope factors on successful implementation of project | 27 |
| Table 4.6. Project communication related factors..... | 29 |
| Table 4.7. Table 4.7 managerial competency related factors..... | 30 |
| Table 4.8. Model summary correlations..... | 34 |
| Table 4.9. Model summary | 35 |
| Table 4.10. Summary of ANOVA..... | 36 |
| Table 4.11. Coefficients determinants..... | 36 |

LIST OF FIGURES

| | |
|-------------------------------|----|
| 2.1 Conceptual framework..... | 17 |
| 4.1. Linearity plot..... | 31 |
| 4.2. Normality plot..... | 32 |
| 4.3. Homoscedasticity..... | 33 |

LIST OF ABBREVIATIONS

| | |
|-------|--|
| ANOVA | analysis of variance |
| NGO | non-governmental organization |
| BLFNC | Bring love for needy children |
| PMI | project management institute |
| OVC | Orphan and vulnerable children |
| SWOT | strength, weakness, opportunity and threat |
| SPSS | statistical package for social science |

ABSTRACT

The main objective of the study was to determine the factors affecting successful implementation of project in NGOs: The case of Bring Love for Needy Children. Local communities, expertise and different researchers might use this study for further study of project implementation and its impact on the community. The researcher used both descriptive and explanatory research designs to achieve the objectives of the study. The thesis employed quantitative research approach to collect, analysis and interpretation the data obtained in the study. The researcher used probability sampling technique and non-probable sampling technique. The project (BLFNC) was selected by purposive Sampling techniques. Then the respondents of the selected project will select by simple random sampling method in order to avoid bias among participants. Totally 90 respondents were participated in this thesis as a respondent. The primary data sources that used for this thesis are staff members of BLFNC and used secondary data sources as well. For this thesis the researcher used project plan and report of bring love for needy children. Even though there are a lot of data collection tools, for this study, the data collection tools were interview, questionnaire, and document analysis. The findings show that most of the respondents indicated that clarity in project scope influences successful project implementation to great extent and indicated strong positive relationship between clarity in project scope and communication of projects. The study recommends the organizations to put clear in project scope, completion time, quality and total cost. The project scope is directly related to time and finance. To achieve the intended goals of the project in BLFNC, the scope should be applicable.

Key terms, scope, communication, managerial competency, project implementation

CHAPTER ONE

Introduction

1.1 Background of the Study

Project is a temporary endeavor task carried out to generate products or services that are distinct within definite ending point, unique and were done to carry out in line with the strategic objectives of the organization Ohara, S. (2017). He also stated that the success of a project is arriving at what the clients expects from the project and all other parties involved and attaining the rationale of the project. Most of NGO's projects have done very well in delivery of outputs and activities are basically the core of project management delivery within time, budgets and scope but weak at impact level to mean that the delivery of this project might not make any change in reversing poverty, inequality, restoration on economic growth at macro level. It is very beneficial to understand the various factors affecting during project implementation that determine a project success or failure in nongovernmental organizations. The overall performance of a project is a key factor to ascertain the success of a project. This is usually determined by the attainment of the project objectives and the sustainability of the project afterwards. As research studied by Frese and Sauter (2018) on project success factors and identified: competent project manager, adequate funding, competent project team, commitment and availability of information.

According to a study by Frese and Sauter (2018), a project is only successful when there is good planning. This requires excellent forward planning, which includes detailed planning of the process implementation stages, task timeliness, fallback positions, and re-planning. The researchers noted that, initial planning was not enough. Projects often take wrong turns, or initial solutions prove unfounded. The project manager is not prepared to re-plan or has not considered and planned fallback positions when initial plans fail will often find that the project first stalls, and then finally fails. We must remember that project management is not a straight-line process; it requires rethinking which goes with the changing environment.

There are conditions or terms imposed by most donors that must be followed in projects that they finance or sponsor. Haughey, (2020) studied the degree of success of donor funded projects is determined by both technical and managerial capacity of the human resources of implementing

agencies. It further noted that, projects fail too often because the project scope was not fully appreciated and/or user needs not fully understood.

According to the study by PMI (2020), who found that there are areas that should be emphasized by project managers who are committed to the success of their projects. As their findings, the three variables that lead to success of the project are good planning, clear responsibility and accountability, and schedule control. In their study, they further noted that there were top five factors found in successful projects: user involvement, executive management support, clear statement of requirements, proper planning and realistic expectations. Further, their report concluded that these were the elements that were most often pointed to as major contributors to project success. On the other hand, Mugenda, O., & Mugenda, A. (2021) also listed out other factors that indicated a failed project. They were: lack of efficient internal communication links, lack of responsive decision making, and lack of effective teamwork, incomplete requirements, lack of user involvement, lack of resources, unrealistic expectations, lack of executive support, changing requirements and specifications, lack of effective planning and technical illiteracy. Project implementation is open to all sorts of external influence, unexpected events, ever growing requirements, changing constraints and fluctuating resource flows. This clearly shows that, if projects were applied and steps were not taken in order to manage them effectively and efficiently, the chance of project failure is high.

Good project management is a process of continuous improvement. It is a process of making mistakes and learning from those mistakes and a process of continuous study and learning. Different studies have identified different success factors and a lack of consensus of idea among researchers on the criteria for judging project success and the factors that influence that success (Fortune and White 2016). Therefore, the study was aimed to determine factors that affect project implementation success and establish to what extent these factors individually or collectively contributed to the success of the project implementation at bring love for needy children.

1.2. Statement of the Problem

Across the world, project failures have often been reported more than project success. According to the research published by Standish Group (2019) in USA, only 32% projects succeed, 44% were challenged and 24% of projects failed. As the research conducted by Stewart (2003) and further claimed that only 25% of projects remain successful. Furthermore, in developing countries, project failure is more alarming Kerzner, H. (2017). It has also been established that critical project success

factors influence project completion and performance; project leadership (80%), funding (80.73%), stakeholder involvement (90%) and effective planning (92.4%). As noted by Harindranath (2018) though developing countries commit a sizable number of economic resources to projects, for them to reap maximum benefits; project needs careful planning and coordination prior to implementation and use. Otherwise, trial and error methods of implementation that characterize most government projects applications will only succeed in the wastage of scarce resources.

At implementation stage, that most projects fail, and this has given concern to governments as well as the citizens. Implementation of development projects being the most crucial of all the stages of policy is not desired of certain factors that influence it, some of these factors are: wrong priority; shortage in resource availability, inadequate assessment of targets, wrong scheduling of time for project completion, inadequate project identification, formulation and design, faulty conceptualization of policy.(Source) Kaliba, Muya and Mumba (2019) noted that the difficulties of administration rather than the nature of the project, have been the main difficulties with public projects implementation. As a matter of fact, there is an abundance of project failure, resulting from the inability to or poor performance in terms of fulfilling or effectuating policy purposes or intentions.

However, as studied by Walelgne, w. (2018). project failure in the context of cost and attributed it to poor communication among the client and the project team members, inadequate financial resources, lack of motivation, tendering methods and poor project definition and project organization, environmental conditions, quality of project management, lack of proper project definition and infrastructure. In analyzing project failure factors identified as poor communication, little experience of the project manager, late procurement of equipment, lack of training of project managers and slow project selection methods has been the major causes of project failure.

According to the research studied by Davis, K. (2019) on the analysis of project implementation success and he concluded that effective project implementation is repeatable and requires a great deal of work to understand it for achieving cost effectiveness and competitive position. They identify on their work; planning effort; project team motivation; project manager goal commitment; project manager technical capabilities; control system; and scope and work definition as the important factors. On other hand, the extent of success of donor funded projects is determined by both technical and managerial capacity of the human resources of implementing agencies. It further noted that, projects fail too often because the project scope was not fully appreciated and/or user needs not fully understood. Furthermore, Sohu et al. (2018) revealed that good project management team, the full

commitment by stakeholders and effective project planning and the experienced team were positive predictors of the success of projects. All the authors (Ofunaya, 2018; Sohu et al, 2018) have not stated the effect of communication on project implementation success. However, the researcher indicates that communication has a positive impact on project success.

Existing literature, while emphasizing factors like leadership and planning, often under-explores the specific role and impact of communication on project success, particularly within the context of NGOs like Bring Love in for Needy Children (BLIFNC). It is an NGO supporting Orphan and Vulnerable Children (OVC), and to empower destitute women economically in order to improve their socio-economic living conditions.

The researcher is motivated to study about factors affecting successful implementation of projects by examining the specific communication, scope clarity, and managerial competency challenges faced by BLIFNC.

1.3. Objectives of the Study

1.3.1. General Objective of the study

The main objective of the study was to determine the factors affecting successful implementation of project in NGOs: The case of bring love for needy children.

1.3.2. Specific Objectives of the study

The study was guided by the following specific research objectives.

1. To determine the effect of clarity in project scope on successful implementation Projects in Bring Love for Needy Children.
2. To investigate the impact of effective communication on the successful implementation of projects in Bring Love for Needy Children.
3. To examine the role of project manager competencies in the successful implementation of projects in Bring Love for Needy Children.

1.4. Research Questions

The study was guided by the following overarching research questions:

1. What are the effects of project scope clarity on successful implementation within Bring Love for Needy Children?
2. How does effective communication impact the successful implementation of projects in Bring Love for Needy Children?
3. What role do project manager competencies play in the successful implementation of projects within Bring Love for Needy Children?

1.5. Significance of the Study

Local communities, expertise and different researchers might use this study for further study of project implementation and its impact on the community. The communities used many benefits from the findings of the study. They developed better way how to evaluate and implement the design projects. This study is also important for several stakeholders including non-governmental organizations donor agencies, project managers and project management of NGOs, NGO coordination Bureau, for governments, for future researchers and academicians. For the management of the NGOs, the findings of this study would be important for future planning and strategy development as far as the operations of the NGOs are concerned. To the NGO coordination bureau, this study will be important in the development of policies governing the NGO sector in the country besides clarifying the challenges that NGOs face in the implementation of their projects. For future researchers and academicians, the study will be important in conducting further research in the suggestion of areas requiring and building on the topic of factors affecting successful implementation of project among the NGO sector.

1.6. Scope of the Research

This Non-Governmental Organization brings love for needy children was implemented its projects in Addis Ababa. To make the study manageable and to determine the factors affecting successful implementation of projects in individual organizational level; the scope of this study was only specified in nongovernmental organization brings love for needy children and does not include other

projects implemented by other Nongovernmental organization. This research bounded by specific period of time and the intended time duration for this study is for the 2 years project. The thematic scope of this study focused on the success factors of project implementation of BLFNC.

1.7. Operational Definition of Terms

Project: A project is a temporary endeavor undertaken to create a unique product, service, or result.

Project Implementation; Project implementation can be defined as a temporary or permanent social system of activities formed by a team in a given organization to complete a specific task with in a given time constraint.

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

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

Project performance management: it is the process of creating, implementing, and managing projects that contribute to the performance of an organization and its strategy. Rather than focusing on task execution, project performance management is about the bigger picture.

1.8. Organization of the Study

This research proposal will contain five chapters. The first chapter contains introduction, statement of the problem, objective, and significance of the study, scope of the study and organization of the thesis proposal. Chapter two contains empirical and conceptual literature, chapter three contains research design, approach, data collection tools, data source, sampling techniques and budgets, chapter four will incorporate data analysis and findings based on research questions and finally the last fifth chapter will have summery of findings, recommendation, discussion and conclusion.

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical Literature Review

2.1.1. Definition and Concepts

Project

The definition of project is stated by different scholars. Project is a short-term task carried out to generate products or services that are distinct within a definite ending point, unique and are done to carry out in line with the strategic objectives of the organization (Ohara, 2017). According to the definition of PMI a project has also "A temporary endeavor undertaken to create a unique product or service". Temporary means that every project has a specific beginning and a specific end. Unique means that a product or service is different in some characteristic way from all other products or services.

On other hand, project is defined as a unique investment of resources to achieve specific objectives, such as the production of goods or services, in order to make a profit or to provide a service for a community. Generally, projects involve large, expensive, unique or high-risk undertakings which have to be completed by a certain date, for a certain amount of money, within some expected level of performance. At a minimum, all projects need to have well defined objectives and sufficient resources to carry out all the required tasks (Ohara, S. (2017).

Project management

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

management as: the discipline of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria (David, 2019). Project management is the skills, tools and management processes required to undertake a project successfully. According to `Kerzner (2017), ` project management is the planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives. As defined by PMBOK in practitioners, Project management, is „the application

of knowledge, skills, tools and techniques in order to meet or exceed stakeholder requirements from a project (PMBOK, 2004, p. 8) Project management is accomplished through the use of the processes such as: initiating, planning, executing, controlling and closing". PMI went on to explain that the work of projects usually involves (a) competing demands for scope, time, cost, risk and quality; (b) stakeholders with different needs and expectations; and (c) identified requirements. Project management is designed to make better use of existing resources by getting work to flow horizontally as well as vertically within the company. Therefore, to ensure the success of projects, the project manager must have the requisite knowledge of project management, which is defined as the planning, organization, monitoring and control of all aspects of a project and the motivation of all involved to achieve project objectives safely and within defined time and cost. According to the study conducted by `Schultz and Slevin (2019)`, management support for projects, or indeed for any implementation, has long been considered of great importance in distinguishing between their ultimate success and failure. In addition, Beck (2016) stated that project management as not only dependent on top management for authority, direction, and support, but as ultimately the channel for implementing top management's plans, or goals, for the organization. For the purposes of classification, the factor top management support refers to both the nature and amount of support the project manager can expect from management both for him-self as leader and for the project. Management's support of the project may involve aspects such as allocation of sufficient resources (financial, manpower, time, etc.) as well as the project manager's confidence in their support in the event of crises.

Project Implementation

Project implementation can be defined as a temporary or permanent social system of activities formed by a team in a given organization to complete a specific task with in a given time constraint. It is a logical conclusion after the project has been proposed, decide on, formulated, funds have been acquired together with other resources and a project has been evaluated for execution. Effective project implementation is looked in many ways to include a large variety of criteria. However, in its simplest terms, effectiveness of project implementation can be thought of as incorporating four basic facts. A project is generally considered to be successfully implemented if it comes in on schedule (time criterion), comes in on-budget (monetary criterion), achieve basically all the goals originally set for it (effectiveness criterion), and is accepted and used by the clients for whom the project was intended (client satisfaction criterion). By its basic definition, a project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics. The

activities that were needed to be accomplished includes: delegating work, procuring materials and services, controlling the scope of the project, monitoring risk events, monitoring and controlling the project budget, monitoring and controlling the project schedule, forecasting final project cost and delivery date, finding ways to make up time or reduce final cost. Further, the project is usually targeted for use by some client, either internal or external to the organization and its project team (Turner, J. R., & Müller, R., 2020).)

Project Implementation success

Since projects are temporary in nature, the success of the project should be measured in terms of completing the project within the constraints of scope, time, cost, quality, resources, and risk as approved between the project managers and senior management. Such measures have often defined success as meeting the objectives of the project budget and schedule and achieving an acceptable level of performance. According to a study conducted by `David ,2018) `, on their work, they articulated that the traditional theory of time, cost, and the quality triangle is associated with the success of projects. In addition, as mentioned by Jugdev and Muller project success factors are the factors to achieve established goals and objectives (Jugdev & Muller, 2005). Tradeoffs have to be accepted between various performance parameters for effective management of a project (Harvey A & Lev, 2002). Project success factors (PSFs) are factors or characteristics that, when present, improve the likelihood that projects will be implemented successfully (Turner, J. R., & Müller, R. (2020).

2.2. Factors Affecting Successful Implementation of Projects

Project success factors are influences, conditions, or variables that can have a significant impact on the success of the project when properly sustained, maintained, or managed. The search for the answers to the question what are the main factors affecting successful project implementation was initial task of discipline of projects management. However, different studies have identified different success factors and a lack of consensus of opinion among researchers on the criteria for judging project success and the factors that influence that success (Tsoy, M., & Staples, D. S. (2020).

2.2.1. Effective Planning

Project planning is highly crucial in any project but is immensely underrated Procaccino, J. D., & Verner, J. M. (2016). Planning spans are a whole project period and it begins with the project planning activities determine the organization's strategy and identifies the projects. However, Project

Management Institute (PMI) has suggested that project planning should constitute about 20 – 30% of the time required to perform the project work. Therefore, low level of attention paid to project planning can lead to delays, increase costs, and lower probability of project success. Planning in a project environment may be described as establishing a predetermined course of action within a forecasted environment. Planning of the project is associated with using a step-by-step procedure to help achieve the aims and aspiration of the project. So that, before the project work begins, we must make sure that the work is properly planned, understood and agreed to by the project sponsor and key stakeholders. In achieving project success, the single most important activity that project managers engage is planning. This involves detailed, systematic, team-involved plans which are the only foundation for project success. Davis (2018), stated that `project planning is a method to develop the project strategies, project scope, establish the project objective and set sufficient milestone to ensure the project is successfully delivered. Also, the study conducted by Tsoy and Staples (2020) added further on their work, project planning as a new attribute to critical success factors of projects. This show that project planning plays a vital role in the success of project. Poor planning does not provide any coherent mechanism by which the project would be implemented. Therefore employers and team members at certain points of the projects do not have a clear direction as what to do, when and how (Bunyaminu & Mahama , 2016). So, this hinders the success rate of most projects. In the case of ECG, more than 605 of the respondents for the study recognized lack of proper planning as one of the major determinants of project failures in the organization (Ibid, 2016). In an analysis of project implementation success found that project planning is significantly correlated with project success. Within the framework of a few fixed constraints, project plans evolve with the lifecycle. The constraints are time and money so each project has a clear deadline and a tight budget (Kerzner, 2017).

2.2.2. Availability of Budget during Projects Implementation

Financial planning is a vital component of project management since it determines profitability of projects. In order to survive in a competitive environment, project contractors must negotiate payment terms that maximize cash flow. Project budget is the well-coordinated and management approved financial plan of operations, indicating the amounts required for achieving assigned targets, and the expected receipts from sales or the value of work done (Kerzner, 2017). Effective project costs require adherence to the project budget during implementation of the project.

2.2.3. Time resource and Project Implementation success

According to the study conducted by Pinto, J. K., & Slevin, D. P. (2018), project success requires creating proper project plan in terms of time to be taken as well as considering the key factors towards its success. It helps the project manager and the stakeholders to arrive at better decision and focus on the success of the project. Zwikael, O., & Globerson, S. (2020), stated that time is one of the major factors that leads to project not been completed timely and also poor quality. The project managers sometimes use more resources in order to ensure that projects are completed timely. Successful project managers realize that project planning is an iterative process and must be performed throughout the life of the project (Kerzner, 2017). Effective planning is preventing problems caused by differing viewpoints on the basic terms of the project and has a positive impact on project success. On other hand, Lack of effective planning produce uncertainty, affects efficiency of project operation and there will be lack of better understanding of project objectives by all project teams (Kerzner, 2017). Lack of proper planning is also a factor that inhibits/obstruct the successful completion of projects. So, effective planning positively influences the successful implementation of a project.

2.2.4. Quality of Projects and implementation success

Quality is one of the important key performance indicators of a construction project which may cause cost overrun and time delays. Quality can be defined as the level of conformance of the final deliverable to the customer's requirements. One cause of usual project failure is that quality is overlooked or scarified so that a tight deadline can be met. It is very helpful to complete a project on time, only to discover that the thing delivered will not work properly (PMBOK/PMI 2008). Researchers have explored various factors affecting quality of projects fundamentals of which are discussed below. Quality is affected by shortage of materials, equipment, design changes, error in cost estimation and lack of budget. The other factors affecting quality are deficiencies in scheduling, inappropriate planning and unclear evaluation standards (Zwikael, O., & Globerson, S. ,2020).

The significance of these factors depends on type of projects, working environment and local culture. Many researches have been carried out both in developed and developing countries to investigate the factors that have a substantial effect on the quality of construction projects. Below is presented a highlight of the factors affecting quality of construction projects (Williams, M. N., Grajales, C. A. G., &Kurkiewicz, D. ,2018)

2.2.5. Clarity in Project scope

As studied by Turner, J. R., & Müller, R. (2020), the scope management plan specifies how the scope will be defined, developed, monitored, controlled, and validated in any project. Scope management incorporates the process that is necessary to ensure that only the required work is included in the project delivery. All the requirements are compiled into a scope statement that defines the project comprehensively. Scope creep and other issues related to scope can be the leading cause for project failure. Furthermore, David (2018), stated that project scope should include all those activities which are necessary for project to be completed. Failure to manage scope can lead to scope creep. Therefore, a lack of understanding of scope or failure to define the scope comprehensively can contribute to unsuccessful project. The project must be defined as accurately and fully as possible before it is allowed to start. This refers to agencies or organizations having several linkages and any commission or omission will directly interfere with the ultimate goals of the implementing agency. In project management it is best to begin with objectives because projects are managed according to a set of predefined objectives. Therefore, it is important that all of the appropriate objectives are considered up front. Appropriated objectives are those that are essential for the success of the project (2019), suggested that `the cost effectiveness of the projects needs to be evaluated since major organizational change is too disorderly, time consuming and 18 expensive to approach lightly`. Managers must justify the risk and resources of attempting significant project only if they feel that their part of the organization will slip competitively or miss critical opportunities unless the change goals are achieved. Engaging minor changes has no such restrictions, but a manager should not undertake major project unless the organization cannot afford to fail at the implementation.

2.2.6. Effective Communication

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. In addition, communication is an informative tool, which communicates to all relative groups what is happening in the project. The importance of communication in the success of a project is vast. Therefore, according to study conducted by `Bunyaminu and Mahama (2016),` revealed that lack of effective communication was one of the key factors that accounted for the poor success rate of projects at ECG. This suggests that effective communication must be created in order to enhance the success of projects. Studies, 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. A drawback can be that it takes a lot of time and money to travel (Pinto, J. K., & Slevin, D. P. (2018). (ii). another kinds of oral communication is verbally in the phone communication. More recently and thanks to the development of the technology, new media have appeared. For instance, it is now possible to have a video conference where you can speak by word of mouth and see your interlocutor. 19 Written communication skills mean the ability to communicate efficiently by writing documents, letters, faxes and reports. But the apparition of the email has modernized the way to communicate within the organization. The email has become universal and has now been commonly adopted by the major part of the organization. We can also add the more and more common use of intranet or databases which communicate information to a large amount of people within the organization. Therefore, communication is an essential tool in the field of project management. It mainly deals with the information of employees, the management of changes and the motivation of employees. A failure in communication can negatively impact on project success. Careful communication planning and setting the right expectations with all the project stakeholders is extremely important. Hence, a good communication enables a better understanding of the strategy; a better commitment and a minor resistance to change which eventually leads to a better implementation of the project.

2.2.7. Competencies of the project team members

According to PMI (2020), team work is a critical factor for project success. Further, Swierczek (2019) established on their work on critical success factors in project management are external environment, project manager, team members, and organization and project characteristics influence project success. Therefore, the competence of the team members is also found to be a critical factor throughout the project cycle. On the contrary, the success of a project does not only depend on the project manager competences but also on the whole project team member competences. So, composition of the team includes team professional competence, the level of responsibility of the

team members, challenges encountered by the team, the factors that accounts for the success or failure of the project, the level of involvement/participation of team members in the planning and design of the project and the level of monitoring of the project. Team building means talking, discussing, asking and answering, being ready for brainstorming or working harder than usual, listening and asking for suggestions, respecting and following the indications received, keeping the morale as high as possible and motivating people when necessary. The technical capacity and expertise of the organization in conducting evaluations, the value and participation of its human resources during the decision-making process as well as their motivation in implementing the decision can hugely impact on the evaluation of the project success (Ohara, S. ,2017). Similarly, well established communication channels between the project manager, the organization and the client are necessary for the acceptance of the project outcome by the client. So, in many literatures, communication is widely agreed upon that the flow of communication within project teams influence the success of projects Kerzner, H. (2017).

2.3. Empirical Literature Review

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

According to the study conducted by ` Mugenda, O., &Mugenda, A. (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(2019), identified that lack of clarity in scope is a stone of the key reasons why projects fail to achieve the expected results within time, cost and the required quality. Also he identified that with

a proper defined scope one has a better chance of succeeding because they know what they are aiming at, one avoids unnecessary work and no project overlaps and gaps.

The study conducted by Haughey, D. (2020), points out that 85 - 90 % of the projects fail to deliver on time, on budget and to the quality of performance expected due to lack of a valid business case justifying the project, objectives not properly defined and agreed, lack of communication and stake holders management, outcomes benefited not properly defined in measurable terms, lack of quality control, poor estimation of duration and cost, inadequate definition and acceptance of roles and insufficient planning and coordination of resources. Project failure can be traced to poor decisions which result more often than from poor decision - making processes by the project manager and staff. An important issue in understanding the decision context is determining which comes first, the objectives or the decision.

As studied by Haughey, D. (2020), on the analysis of project implementation success and concluded that effective project implementation is repeatable and requires a great deal of work to understand it for achieving cost effectiveness and competitive position. They also identify planning effort; project team motivation; project manager goal commitment; project manager technical capabilities; control system; and scope and work definition as the important factors of project implementation success. Bunyaminu and Mahama (2016), found that project funding, quality of project management, working environment, communication, adequate resources allocation and organization of the project team are critical factors affecting NGOs project implementation. As per their study, there are other key factors that influence projects implementation success; these are project product delivery, budget delivery and time delivery affect delivery of the project goals and objectives by the NGOs. Budget and time deliveries are key indicators of an effectively implemented project. An empirical investigation on critical success factors on World Bank projects by David (2019), they found that poor communication among stakeholders in a project is one of the main reasons why projects fail.

On other hand, Bunyaminu and Mahama (2016) found that lack of effective communication implies that most of the specifications, requirements, and understanding needed by all stakeholders of the 23 projects tend to be poor. The study also revealed that lack of effective communication was one of the key factors that accounted for the poor success rate of projects at ECG of Ghana. This indicates the geographical gap. As study conducted by Davis, K. (2019), on organizational communication and project implementation aimed at the effectiveness of communication on project implementation. The

study used a target population of 150 employees and a sample size of 58 respondents. The study concluded that effective communication is a key requirement for effective project implementation

A study conducted by Fortune, J., & White, D (2020), found out, competencies of project manager influences effective implementation of donor funded projects. He noted that project manager soft skills more influence the success of the project compared to the technical and academic qualifications. A competent project manager is critical to the success of any project implementation.

A study carried out by Davis, K. (2019) on the association among project planning and project success. The study used questionnaires to measure the leadership style of the project manager, the success of the project in regard to scope, budget, and quality and client satisfaction. The study found that better project management leadership leads to better project team members' relationship. The study also revealed that teamwork spirit has a statistical significance influence on project performance. According to the study conducted by ` Fortune, J., & White, D (2016)., on their work determinants of project performance in NGOs in Kenya found that project team commitment has a positive and significant influence on project performance and implementation success. According to the study conducted by ` Fortune, J., & White, D (2016) in their work titled Critical success factors influencing project success in the construction industry in Durban South Africa found out that both project managers and contractors strongly support the key success factors of competence, commitment, communication and cooperation as significant in achieving project success. A competent project manager is critical to the success of any project. On their study, they indicate that project managers should possess both technical skills directly related to the project as well as soft skills relating to team management among other skill. The study concluded that a proper and well-planned project schedule has a positive effect on the quality of the projects; effective communication is one of the factors that affect the project success. Further, when time is used to measure project success, then an effective project management and team cohesion between the team members become critical factors of project success. However, the study did not indicate whether the variables were strongly contribution or not as a weakness of the study.

2.4. Conceptual Framework

The conceptual framework looks how various factors under the study affecting the successful implementation of nongovernmental organizations bring love for needy children in Addis Ababa branch. The conceptual framework of this study was based on three independent variables and one dependent variable as represented diagrammatically. The independent factors were effective planning, effective communication and competencies of project manager.

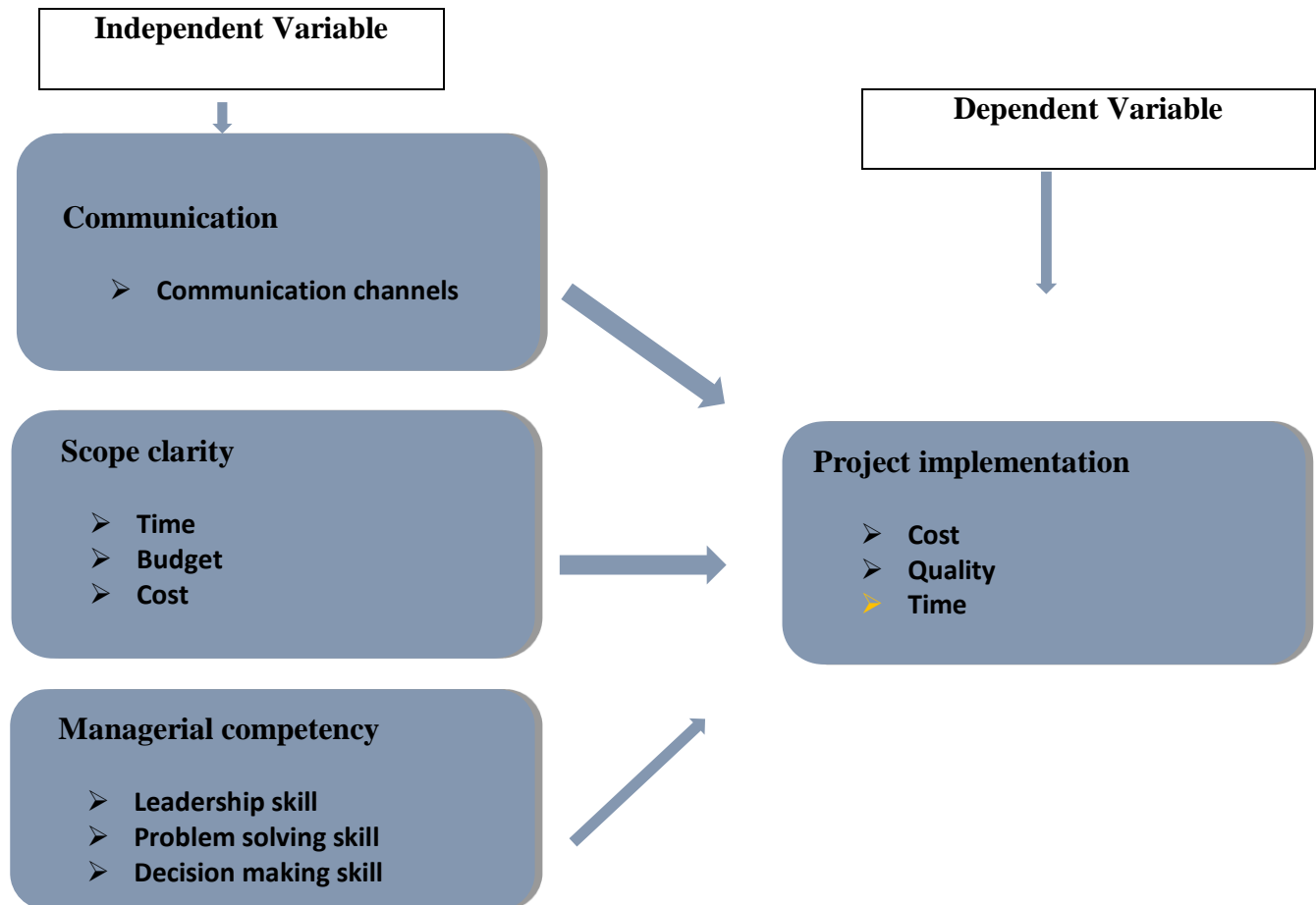


Figure 2.1 Conceptual Framework

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 organizational performance, the following research hypothesis was developed:

H1-Scope clarity has statistically positive significant effect on the implementation of project

H2-Effective communications have statistically positive significant effect on the implementation of performance projects.

H3-Managerial competencies have statistically positive effect on the implementation project.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Description of study area

The founder of the organization Martha W/Aregay, aiming to contribute for a sustainable and durable solution to alleviate child and Mother misery and deprivations, by investing her own money in collaboration with Government, Non-Government and others local and international societies such as Mr. Josef Krapichler a Founder of Eva and Josef Krapichler foundation has been major contributor for the last five years.

The overall program goal is to contribute towards improving the livelihoods of homeless & Vulnerable Children and their mothers through preparation of their basic needs, health, food and nutrition & psychosocial supports, basic educational, life skills training, income generating support to empower the community giving special emphasis to poor women. It has been registered by Federal Charities and Societies Agency as residents' charity according to the proclamation # 621/2009 and is operating in Lemi kura sub-city with the objective of supporting Orphan and Vulnerable Children (OVC), and to empower destitute women economically in order to improve their socio-economic living conditions.

3.2. Research Design

The main objective of the study is to determine factors affecting successful implementation of projects: the researcher used both descriptive and explanatory research designs to achieve the objectives of the study. A descriptive study is concerned with finding out the what, where and how of a phenomenon or an event it exists. It try to describe or specify a subject often by formulating a profile of a group of problems, people or events through the collection of data and tabulation of the frequencies on research variables or their engagement as indicated. According to Suanders, et al. (2019) explanatory study is used to explain the relationship between variables and used to identify the causal links between the dependent and independent variables that pertains the research problem.

3.3 Research Approach

The thesis employed quantitative research approaches to collect, analysis and interpretation the data obtained in the study. 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.

3.4. Sampling Technique

Sampling is a procedure, where in a fraction of the data is implemented from a large set of data, and the inference derived from the sample is expanded to whole group. The researcher will use probability sampling technique and non-probable sampling technique. The project (BLFNC) will select by purposive Sampling techniques. Then the respondents of the selected project will select by simple random sampling method in order to avoid bias among participants.

Some of primary data sources are limited in number and the researcher used nonprobability sampling technique especially purposive or judgmental technique. This technique was applied for the officers of BLFNC. The researcher is confident for those sampling techniques because they are compatible with the data sources and may bring us to formulate decisions about the issue that is going to be studied.

3.4.1. Probability Sampling Technique

The researcher used probability sampling technique for the data sources that were going to be participant for this study. The respondents from bring love for needy children were selected by random Sampling techniques in order to avoid bias among participants.

3.4.2. Non-Probability Sampling Technique

Non-probability sampling technique especially purposive or judgmental technique will be applied to select the study area. There a lot of NGOs in Ethiopia but the researcher going to select this institute by judgmental method. The researcher is the staff member of this study area and this is the main reason why the researcher prefers to select this study area.

3.5. Population and Sample size

The Taro Yamane method for sample size calculation was formulated by the statistician Tara 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 charity organization is 135.

Where $e=0.05$, margin of error

Level of confidence is 95%

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

$$n = 135 / (1 + 135(e)^2) = 100$$

Totally **100** respondents will participate in this thesis as a respondent.

3.6. Data type and sources

The study used both primary and secondary types of data.

3.6.1. Primary data

The primary data sources that used for this thesis are staff members BLFNC. They are familiar with the project and have enough information about this study area.

3.6.2. Secondary data

The researcher was not using only primary data sources. She used secondary data sources as well. To have more confident conclusion about the factors that affect the success of implementation of the project, the researcher used secondary data sources. For this thesis the researcher used project plan and report of bring love for needy children.

3.7. Data Collection Tools

From data sources, the researcher must collect important data to reach the intended objective. Even though there are a lot of data collection tools, for this study, the data collection tools were questionnaire and document analysis.

Questionnaires were the main instruments to collect information from different groups of respondents. The questionnaires were consisting of close-ended questions which were prepared separately for target groups under the study. The close-ended questionnaire used in this study with Likert Scale. The questionnaires were developed based on this type of scale, which is a type of scale that is used to measure factors affecting project success. Furthermore, this scale is an instrument that measures what an individual believes, perceives, or feels about self, others, activities, institutions, and stake holders. Each response was assigned a point value, and an individual's score determined by adding the point values of all the statements.

3.7. Data Analysis

The analysis of data in this study was conducted after data collection. Data were collected and organized based on the research questions. Depending up on the nature of the basic questions and variables treated, different statistical techniques employed on the basis of the nature of the data collected. The research employed descriptive in analyzing the quantitative data, mean scores, frequency and percent were analyzed. Inferential statistics also used to identify the degree of correlation between the variables using Pearson Correlation.

3.8. Reliability and Validity

3.8.1 Reliability test

Reliability must be addressed in every study because the accuracy, dependability, and credibility of the information depend on it. The study used Cronbach's alpha (a measure of the internal

Consistency of the questionnaire items). Using data from 90 sample respondents the Cronbach's alpha coefficient for the eighteen items reliability statics shows 0.948, suggesting that the items have high internal consistency. Note that a reliability coefficient of 0.70 or higher is considered "acceptable" in most social science research situations.

The closer the reliability coefficient gets to 1.0, the better. Sometimes a scale with a Cronbach's alpha greater than 0.6 is usually used as a reliable scale (Sanders et al, 2019). In this study the Cronbach's coefficient alpha is well over 0.6 in all cases (see the above table). Thus, the level of alpha can be considered as reliable enough to proceed in to other data processing steps.

Table 3.1. Reliability Statistics

| Dimension | No of items | Cronbach's alpha | Remark |
|-----------|-------------|------------------|----------|
| PS | 5 | .702 | Reliable |
| EC | 5 | .784 | Reliable |
| MC | 5 | .807 | Reliable |
| Entire | 15 | .763 | Reliable |

Source; SPSS output, 2024

3.8.1. Validity

To ensure the validity of the questionnaire used in this study, both content and construct validity were assessed. As Bunyaminu and Mahama (2018) explain, validity refers to the accuracy of a measurement method. High research validity ensures that findings reflect real-world conditions, capturing the true properties, characteristics, and variations within the studied phenomenon.

Content validity was established by aligning the questionnaire's design with the topics covered in the literature review, ensuring comprehensive coverage. Furthermore, the questionnaire was reviewed by the researcher's advisor, and necessary revisions were incorporated based on the feedback received.

3.9. Ethical consideration

Ethics are norms governing human conducts which have a significant impact on human well-being. 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

RESULTS AND DISCUSSION

4.1. Introduction

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

4.1.1. Response rate

The sample size of this study was targeted 100 respondents. Out of 100 questionnaires that were distributed; 90 respondents were filled adequately and returned the questionnaires. This represented 90% response rate. The unsuccessful response rate 10% consisted of those questionnaires that were either not 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 90% response rate is adequate for analysis and reporting the study result. The result is shown in the figure 4.1 below

4.2 Demographic profile of the respondents

4.2.1 Gender of participants

The finding of the following 4.1 indicated that 65(72.22 %) of the respondents were male, while 25(27.77%) were female. This shows that respondents are dominated by male. Here, gender is not used in analysis but simply put to indicate absence of gender bias or simply relatively equal female and male participants in the study.

Table 4.1. Gender distribution of respondents

| Sex | Frequency | Percent |
|--------|-----------|---------|
| Male | 65 | 72.22 |
| Female | 25 | 27.77 |
| Total | 90 | 100 |

Source; own survey,2024

4.2.2 Age of participants

The following table 4.2 tell us about age distribution of respondents in bring love for needy children. According to the table above, 12(13. %) of the respondents are at age of 18-25,32(35.5%) of respondents is found at age of 26-35,37(41.1%) respondents are found at the age of 36-45 and 9(10%) of the respondents are above 46 years.

Table 4.2. Age of participant

| Age | Frequency | Percent |
|----------|-----------|---------|
| 18 – 25 | 12 | 13.3 |
| 26 – 35 | 32 | 35.5 |
| 36 – 45 | 37 | 41.1 |
| Above 46 | 9 | 10 |
| Total | 90 | 100 |

Source; own survey, 2024

4.2.3 Education of participants

Table 4.3 below explains educational background of respondents. With regard to the educational background of the respondents', 4(4.4 %) have at diploma, 79(87.77%) have at least bachelor degree and 7(7.7%) were graduated with master's degree but no respondent has PHD.

Table 4.3. educational status of participant

| Educational level | Frequency | Percent |
|-------------------|-----------|---------|
| Diploma and less | 4 | 4.4 |
| Degree | 79 | 87.77 |
| MA/MSC | 7 | 7.7 |
| PHD | - | - |
| Total | 90 | 100 |

Source; own survey, 2024

4.2.4 Number of years

Respondents' experience is indicated in table 4.4 below. It is shown that majority of the participants (47.7 %) have an average experience of 7- 10 years, while 8.8% have less than 3 years of experience, 29.26.6% between 3-7 years, and finally 16.6% respondents have more than 10 years. This shows that participants were able to share their experience they have accumulated during this extended period in the project.

Table 4.4, work experience of respondents

| Work experience in years | Frequency | Percent |
|--------------------------|-----------|---------|
| Less than 3 | 8 | 8.8 |
| 3-7 | 24 | 26.6 |
| 7-10 | 43 | 47.7 |
| Above 10 | 15 | 16.6 |
| Total | 90 | 100 |

Source; own survey, 2024

4.3 Descriptive Statistics

4.3.1 Descriptive Results of effect of project scope on successful implementation

Table 4.5 shows us about scope related factors in case of bring love for needy children. The variable projects of the organization have clear scope defined before they start was asked as the first question for respondents and 21.1% of respondents rated disagree, 17.8 responded neutral and 61.1 % of the respondents rated agree. From table 4.5 below us can understand that all projects of the organization have clear scope and defined before they start.

For the second question about project goal announcement for stakeholders, 26.7% of the respondent rated disagree, 10 % of them respond neutral and 63.3% of them rated agree. The table below indicated that Project goals /objectives have discussed before project implementation in BLFNC.

The other important issue that was assessed by the researcher was the direct impact of project scope on implementation of the project. Therefore 17.8 % rated disagree, 12.2% rated neutral and 70% of them respond agree. This figure implies that scopes of project have directly impact on its successful implementation.

The fourth issue raised by the researcher was effects of clarity of scope project completion time and cost in project performance. This assessment got 21.1% response disagreement, 17.8% of respondents rated neutral and 61.1% respond agree. Therefore, Clarity in project scope affect projects completion time, quality and total cost in your organization cost and its quality;

The last question which assessed under scope related factor was regular review of scope document and 26.7% of the respondents rated disagree, 10% neutral and 63.3% rated agree. The response enables the researcher to infer that the project scope document is regularly reviewed and updated.

Table 4.5 project scope factors on successful implementation of project

| No | Variable | Percentage of respondents | | | | | Mean | Std. Deviation |
|----|--|---------------------------|------|------|------|------|------|----------------|
| | | SD | D | N | A | SA | | |
| 1 | All projects of the organization have clear scope defined before they start. | 3.3 | 17.8 | 17.8 | 23.3 | 37.8 | 3.74 | 1.232 |
| 2 | Project goals /objectives have discussed before project implementation | 10 | 16.7 | 10 | 42.2 | 21.1 | 3.48 | 1.274 |
| 3 | The scope of project directly impacts on its successful implementation | 3.3 | 17.8 | 12.2 | 30 | 40 | 3.92 | 1.114 |
| 4 | Clarity in project scope affect projects completion time, quality and total cost in your organization cost and its quality | 3.3 | 17.8 | 17.8 | 24.4 | 36.7 | 3.73 | 1.225 |
| 5 | The project scope document is regularly reviewed and updated | 10 | 16.7 | 10 | 42.2 | 21.1 | 3.48 | 1.274 |

Source; SPSS output, 2024

4.3.2. Descriptive Results of project communication

The second specific objective or researcher question was project communication related factors. To get relevant information's, the researcher raised seven important or possible factors to the respondents.

The initial question was focus about means of communication in BFNC project and 17.8% of the respondents disagree,12.2% rated neutral and 70% of them responded agree option. The number of respondents was dominated in agrees option. Therefore, email and internet help as means of communication in BFNC project.

Project updates are shared regularly and timely with volunteer, staff and beneficiaries was the second point raised during questionnaire and 21.1% of the respondents disagree, 17.8% were neutral and 61.1% of them agreed. This implies that projects are regularly shared and updated.

Effective communication reduces delay in project implementation. This statement is correct in this research site because it was supported by 57.7% of respondents but opposed by 15.6%. when we come to the majority sound, effective communication reduce delay in project completion and implementation.

The fourth question was relation between effective communication and decision making in project.17.8% of the respondents agreed,12.2% of them respond rated neutral and 70% of them confirmed that Effective communication leads to better decision-making regarding resource allocated and program design timely communicated. Therefore, communication and decision making were positively correlated in case of project of BFNC.

The finding of table 4.6 indicated us 21,1% of the respondents disagreed that effective communication cannot enhance collaboration,17.8% respond neutral and 61.1% of them agree. Based on the respondent's frequency, it is possible to conclude that Effective communication enhance collaboration among volunteer, staff and beneficiaries.

The sixth important communication related factor raised in this thesis was getting up dated information among stakeholders and 15.6% rated disagree, 36.6% respond neutral and 47.8% of them rated agree. From the analysis it is possible to infer that stakeholders get updated information about the project.

Communication is adapted to the need and cultural background of different stakeholders was the last question and 26.7% of the respondents rated disagree,10% of them rated neutral and 63.4% of the respondents responded agree.

Table 4.6. Project communication related factors

| No | Variable | Percentage of respondents | | | | | Mean | Std. Deviation |
|----|---|---------------------------|------|------|------|------|------|----------------|
| | | SD | D | N | A | SD | | |
| 1 | Email and internet help as mean of communication in your project. | | 17.8 | 12.2 | 32.2 | 37.8 | 3.90 | 1.102 |
| 2 | Project updates are shared regularly and timely with volunteer, staff and beneficiaries | 3.3 | 17.8 | 17.8 | 24.4 | 36.7 | 3.73 | 1.225 |
| 3 | Effective communication reduce delay in project implementation | | 15.6 | 36.7 | 24.4 | 23.3 | 3.56 | 1.018 |
| 4 | Effective communication leads to better decision-making regarding resource allocated and program design timely communicated | 10 | 17.8 | 12.2 | 32.2 | 37.8 | 3.90 | 1.102 |
| 5 | Effective communication enhance collaboration among volunteer, staff and beneficiaries. | 3.3 | 17.8 | 17.8 | 26.7 | 34.4 | 3.71 | 1.211 |
| 6 | Stake holders get updated information about the project | | 15.6 | 36.7 | 26.7 | 21.1 | 3.53 | .997 |
| 7 | Communication is adapted to the need and cultural background of different stakeholders | 10 | 16.7 | 10 | 45.6 | 17.8 | 3.44 | 1.246 |

Source; SPSS output, 2024

4.3.3. Descriptive Results of project managerial competency

Table 4.7 shows 5 important and direct related managerial competency related factors. Project managers have a role in facilitating project implementation was the first question and 17.8% of the respondents disagree, 12.2% of the respond neutral and 70% responded agree. Therefore, it clear that Project managers have a role in facilitating project implementation.

The second important point was skills and leadership of manager on project success. For this question 21.1% of them responded disagree, 17.8 % neutral and the rest majority 61.1% of them agreed. This numerical data enables us to concluded Project managers' leadership and skill competencies are significant effect on project success.

Educational qualification of a project manager is important in project management was the third question presented for respondents and 21.1% of them rated disagree, 17.8% neutral and 61.2% rated agree. This question is supported by dominant group of respondents.

from the following table 3.3% of respondents strongly disagree that project managerial interpersonal skill was not influence on project management,17.8% responded disagree,17.8 % rated neutral and 61.1% of them responded agree. Therefore, it is possible to conclude that Project manager interpersonal skill, commitment, negotiation and influence contribute to effective project management.

Project manager decision making, problem solving, motivating team competencies are significant effect on project implementation success was the last issue raised on questionnaire and 26.7% of the respondents rated disagree,10% rated neutral and the majority of them (63.4% agree. This indicated that project managers have the skill to carry out better project performance.

Table 4.7 managerial competency related factors

| N o | Variable | Percentage of respondents | | | | | Mean | Std. Deviation |
|--------|---|---------------------------|------|------|------|------|------|-------------------|
| | | SD | D | N | A | SA | | |
| 1 | Project managers have a role in facilitating project implementation. | 3.3 | 17.8 | 12.2 | 31.1 | 38.9 | 3.91 | 1.108 |
| 2 | Project managers' leadership and skill competencies are significant effect on project success | 3.3 | 17.8 | 17.8 | 26.7 | 34.4 | 3.71 | 1.211 |
| 3 | Educational qualification of a project manager is important in project management | 3.3 | 17.8 | 17.8 | 28.9 | 32.2 | 3.69 | 1.196 |
| 4 | Project manager interpersonal skill, commitment, negotiation and influence contribute to effective project management | 3.3 | 17.8 | 17.8 | 24.4 | 36.7 | 3.53 | .997 |
| 5 | Project manager decision making, problem solving, motivating team competencies are significant effect on project implementation success | 10 | 16.7 | 10 | 47.8 | 15.6 | 3.42 | 1.227 |

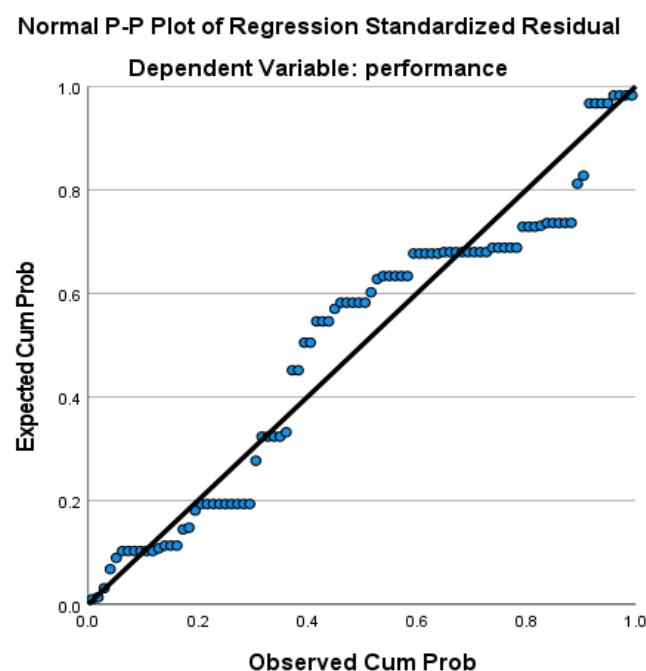
Source; SPSS output, 2024

4.4. Test for violation of assumption in regression

4.4.1 Linearity

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

Figure 4.1 linearity



Source; SPSS Output, 2024

4.4.2 Normality

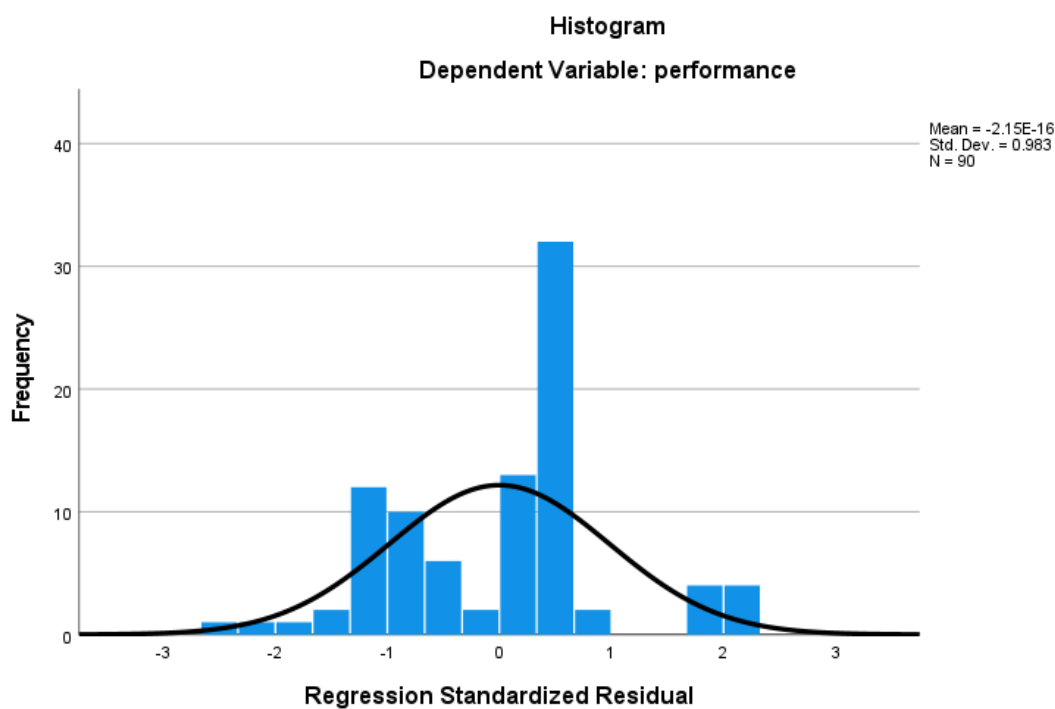
Normality tests are used to determine whether a data set is well-modeled by a normal distribution or not, or to compute how likely an underlying random variable is to be normally distributed (Gujarati, 2019). Researcher has been used histogram methods of testing the normality of the data. The result was indicated in the figure 4. below.

Figure 4.2 normality

Source; SPSS output, 2024

Source; SPSS output, 2024

Source; SPSS output, 2024



Source; SPSS output, 2024

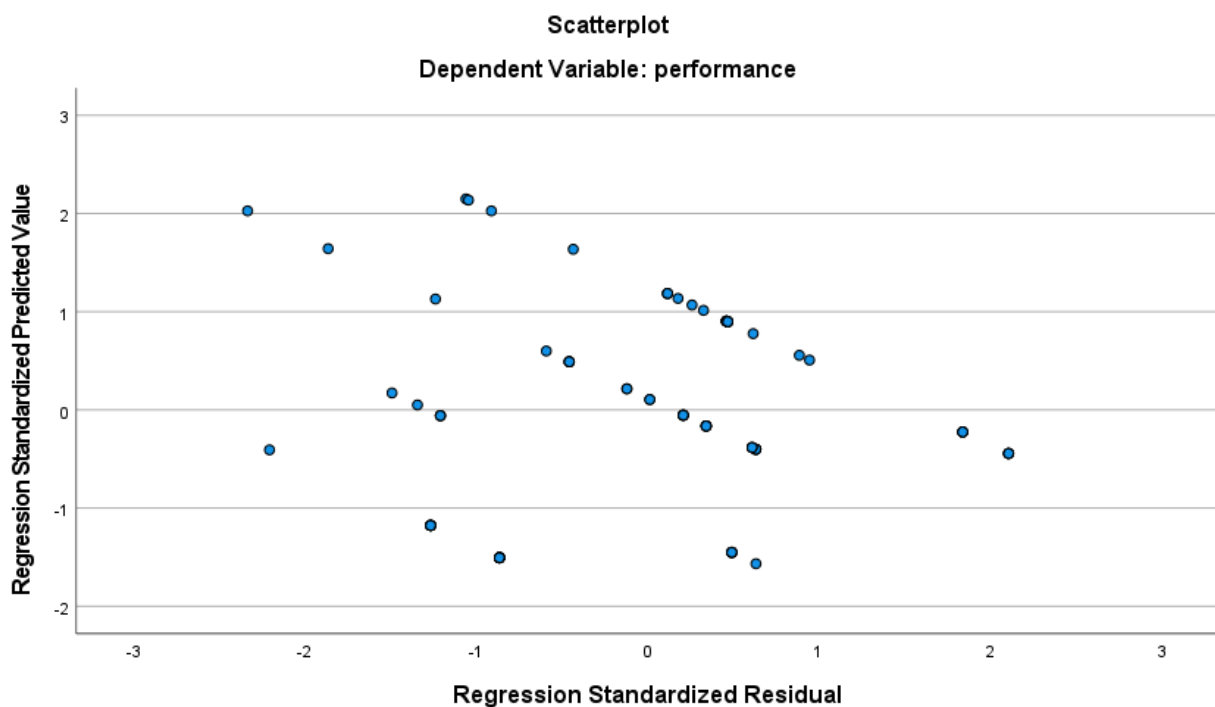
The shape of histogram from the figure 4.13 above has bell shaped which lead to infer that the residual (disturbance or errors) are relatively or normally distributed and regression standardized residual plotted between -2.7 and 2.7 with the mean of 2.15 and Standard deviation 0.983. This

indicated that the variables were relatively normal distribution for each value of the independent variables.

4.4.3 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. 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



Source; SPSS output, 2024

4.4.4 Pearson Correlation Analysis (r)

According to SPSS survival manual step-by-step guide for data analysis Pallant,(2020) correlation analysis was used to describe the strength and direction of the linear relationship between two variables. The correlation of the variable was measured by Pearson correlation coefficient (r). Pallant (2020, p.126), stated the value the correlation result as guideline: weak correlation for value 0.1 to 0.29; medium correlation for 0.3 to 0.49; and strong for 0.50 to 1.0. Generally, the Pearson's correlation coefficient (r) should be felt in the range between -1 and 1. The Results from data relating to the factor analyzed shown in the following table. Therefore, according to table below effective communication and scope have strong positive correlation which is 0.823 and this is strong correlation, scope and managerial competency have also strong positive correlation and the result from SPSS is 0.9 and communication related factors have strong positive correlation with effective managerial competency which is 0.957.

Table 4.8 Correlations

| Correlations | | | | | |
|---------------------|-------------|-------------|-------|-------|-------|
| | | performance | SC | EC | MC |
| Pearson Correlation | performance | 1.000 | .506 | .718 | .601 |
| | SC | .506 | 1.000 | .823 | .900 |
| | EC | .718 | .823 | 1.000 | .957 |
| | MC | .601 | .900 | .957 | 1.000 |
| Sig. (1-tailed) | performance | . | .000 | .000 | .000 |
| | SC | .000 | . | .000 | .000 |
| | EC | .000 | .000 | . | .000 |
| | MC | .000 | .000 | .000 | . |
| N | performance | 90 | 90 | 90 | 90 |
| | SC | 90 | 90 | 90 | 90 |
| | EC | 90 | 90 | 90 | 90 |
| | MC | 90 | 90 | 90 | 90 |

Source; SPSS output, 2024

4.6 Multiple regression analysis

Multiple linear regressions analysis has been conducted in the study. According to (Hair Jr. et al., 2007) multiple regression analysis, is a form of general linear modeling and an appropriate statistical technique when examining the relationship between a single dependent (criterion) variable and several independent (predictor) variables. Therefore, the findings from regression analysis helped and predict the values of successful implementation of project from the values of the multiple independent variables.

4.6.1 Model Summary

Table 4.9 model summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
|-------|-------------------|----------|-------------------|----------------------------|-----------------|
| | | | | | R Square Change |
| 1 | .779 ^a | .607 | .593 | .703 | .607 |

a. Predictors: (Constant), c, o, b

b. Dependent Variable: performance

Source; SPSS output, 2024

The results presented in the table 4. above indicated that the goodness of model fit for the regression of independent variables and dependent variable (successful implementation of project) has good fit. Coefficient of determination was applied to judge the model fit. The coefficient of regression model summary (R) of $r=0.60.7$ indicated that the combined effect of the three independent variables have strong and positive correlation with dependent variable (successful implementation of project). R Square is used to find out how well the independent Variables are able to predict the dependent variable. The findings of regression model summary R square (R²) of 0.607 implied that the variation in independent variable, accounted for by 60.7% to successful implementation of project. Therefore, the finding has shown that all independent variables contribute positively to project implementation success bring love for needy children.

4.6.2. Summary of ANOVA Results

Table 4.10 summary of ANOVA

| ANOVA | | | | | | |
|--|------------|----------------|----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 65.597 | 3 | 21.866 | 44.243 | .000 ^b |
| | Residual | 42.503 | 86 | .494 | | |
| | Total | 108.100 | 89 | | | |
| a. Dependent Variable: performance Source; SPSS utput,2024 | | | | | | |
| b. Predictors: (Constant), c, o, b | | | | | | |

Source; SPSS output, 2024

The findings of table 4.1 above shows the overall model was significantly indicating that (clarity in scope, effective communication and project manager competencies) are good joint explanatory variables for successful implementation of project ($F = 44.234$, $p\text{-value}=0.000$, at p less than 0.05. This implies that all independent variables are statically significant in explain project success.

4.2.3. Coefficients of Determination

Table 4.11 Coefficients of Determination

| Coefficients ^a | | | | | | |
|------------------------------------|------------|-----------------------------|------------|---------------------------|-------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .778 | .310 | | 2.515 | .011 |
| | SC | .652 | .316 | .440 | 2.045 | .029 |
| | EC | .735 | .140 | .760 | 5.230 | .000 |
| | MC | .640 | .165 | .535 | 3.891 | .000 |
| a. Dependent Variable: performance | | | | | | |

Source; SPSS output, 2024

The unstandardized coefficients in table above can be substituted into the study model to enable prediction of the value of successful implementation from the values of the multiple independent variables. The beta values that were obtained were used to explain the regression equation. The SPSS generated output as presented in table above, the regression model equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$).

It becomes: $Y = 0.778 + 0.652X_1 + 0.735X_2 + 0.640X_3$

Where: Y = successful implementation of project, X₁= scope, X₂ = communication, X₃= managerial competency. From the regression result in table 4. 11 above indicated that taking all factors into account; (communication, Clarity in project scope and project manager competencies) held constant at zero; successful implementation of project should be 0.778. The study findings also shown that unstandardized beta value of the relationship project scope and project communication had strongly contribution to explain successful implementation of project in bring love at beta value 0.652 and 0.735 respectively. This implies that an increase in project scope and project communication by 1 percent project implementation success was improved or increased by 52% and 43. %) respectively keeping another factors constant.

4.7. Hypothesis Testing and Discussion

4.7.1. 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 (H₀), and alternative (H_a). 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 H₀ if $p < .05$ and accept H₀ if $p \geq .05$ (Pallant, 2016).

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.

H1-scope related factors have no statistically significant effect on the performance of project

Again, from the above table, the significant value for scope related factor is 0.039 which is less than p value of 0.05. Therefore, Ho1 is rejected, and this indicated that scope related factors have significant effect on the success of performance of projects.

H2-communication related factors have no statistically significant effect on the success of performance projects.

From the above table the significant value for communication related factor is 0.000 which is less than p value of 0.05. Therefore, Ho2 is rejected, and this indicated that communication related factors have significant effect on the success of projects in the study area.

H3-managerial competencies have no statistically significant effect on the success project.

From the above table, the significant value for managerial competency is 0.000 which is less than p value of 0.05. Therefore, Ho3 is rejected, and this indicated that managerial competency related factors have significant effect on the success of performance of projects.

4.7.2. Discussion

Linear regression was performed to test the spotted independent variables to answer the research questions based on the research problem and objectives. Among factors affecting project success in bring love for needy children, (scope, communication and managerial competency related factors) or independent variables were significantly affect project implementation in bring love . The variables were found to affect project implementation 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, 2018) So with adjusted R Square value of 0.67, meaning, 67% of the variation in project success is explained by the linear relationship with all the independent variables. The corollary of this is 33% of the variation in the 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. The study findings also shown that unstandardized beta value of the relationship project scope and

project communication had strongly contribution to explain successful implementation of project in bring love at beta value 0.52 and 0.43 respectively. This implies that an increase in project scope and project communication by 1 percent project implementation success was improved or increased by 52% and 43. %) respectively keeping another factors constant. This collaborates with the views of Nipin Joseph Babu (2017), and Chan et al., (2017) who found in their respective studies that scope related factors would have a positive impact on project success. They noted that high experience and qualifications of personnel involved in a project will assist the project parties to implement their project goals professionally leading to better performance of quality, time, and cost of the project. Understanding and identifying success factors are a key determinant in ensuring the project success.

In case of Pearson correlation, the study has been found that there was strong positive relationship between effective communication and scope of project ($r=0.823$). This finding has been agreed with those of Jobes, K., (2021), who found effective communication and applicable scope of the project can bring better implementation of the project. On other hand, the study also found that strong positive scope and managerial competency have also strong positive correlation and the result from SPSS is 0.9. These findings have been agreed with Mullay (2018) and identified that lack of clarity in scope is a stone of the key reasons why projects fail to achieve the expected results within time, cost and the required quality. Following the argument that with a proper defined scope one has a better chance of succeeding because they know what they are aiming at, one avoids unnecessary work and no project overlaps and gaps.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

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

5.1. Summary of Findings

- 61.1 % of the respondents rated agreed that all projects of the organization have clear scope and defined before they start in bring love for needy children.
- 63.3% of them rated agree in which Project goals /objectives have discussed before project implementation in BLFNC.
- 70% of respondents confirm that scopes of project have directly impact on its successful implementation.
- Most respondent agreed email and internet help as means of communication in BFNC project.
- The findings show that most of the respondents indicated that clarity in project scope influences successful project implementation to great extent and indicated strong positive relationship between clarity in project scope and communication of projects by ($r = 0.823$). This indicated that, with proper defined scope one has a better chance of succeeding a project implementation.
- Effective communication reduces delay in project implementation. This statement is correct in this research site because it was supported by 57.7% of respondents.
- The findings also shown most of the respondents indicated that effective communication affect successful implementation of projects to very great extent with and moderate positive correlation between effective communication and successful implementation of projects at ($r = 0.97$). This implied that, effective communication was one of the key factors that positively accounted for the success rate of projects.
- 61.1% of them respondents agreed that Effective communication enhance collaboration among volunteer, staff and beneficiaries.
- 70% samples confirmed that Project managers have a role in facilitating project implementation.
- The findings shown that most of the respondents indicated that project manager competencies influence successful implementation of projects to very great extent. The study also found that

strong positive correlation between project manager competencies and communication of projects and that significant by ($r=.957$).

5.2. Conclusion

The researcher also concluded that clarity in project scope influences successful implementation of the project. Projects of the organization have clear scope defined before they start in BLFNC. The scope of project has directly impact on its successful implementation. Clarity in project scope affect projects completion time, quality and total cost in your organization cost and its quality. Properly defined scope has a better chance of succeeding a project implementation because they know what they are aiming at one avoids unnecessary work and no project overlaps.

A literature review on the scope of planning is very important to implement the project properly according to its schedule. In best organizations which are practiced properly project scope includes scope definition, scope verification and scope change control. When we came to BLFNC project, there were properly practiced in project scope planning.

Communication is one of the crucial key factors that can affect project performance. In the study area, communication related factors were practiced strongly. A project communication plan is important to ensure that communication is carried out effectively internally as well as externally. The study concluded that effective communication has positive and significant impact on successful implementation of projects BLFNC. Internet and email were used on day-to-day activity of the project.

The study also assesses managerial competency in BLFNC. Project managers have great role in facilitating project implementation Project managers' leadership and skill competencies are significant effect on project success at this study area. Project manager decision making, problem solving, motivating team competencies are significant effect on project implementation success.

Generally, scope, communication and managerial competency are practiced in better condition in bring love for needy children and due to this they have positive impact on project success in case of BLFNC.

5.3 Recommendation

- Even though most of the questionnaires got agree and strongly agree, some of them responded disagree and neutral. Therefore, to make the situation more effective, I want to recommend the following suggestions.
- The study recommends the organizations to put clear in project scope, completion time, quality and total cost. The project scope is directly related to time and finance. To achieve the intended goals of the project in BLFNC, the scope should be applicable.
- Communication is the way of making one's project popular. The study recommended that all the activities done by BLFNC must announce for the community and donors. The communication channels must reach to the community easily.
- The project plan should be revised, and stakeholders should be consulted during the project planning phase.
- One of the key findings of the study indicates that the project knowledge management area and the project planning tools and techniques must practice appropriately by the organization in managing the project.
- The study recommends that the project manager, project officers and the process council members should be trained and equipped with the required project management principles, project management knowledge area and the practice of project planning tools and techniques. This can improve managerial competency in the project area.
- Managers must get regular and periodic training about the project they are leading.

5.4. Future research direction

I am conducting this study for graduation thesis and I tried a lot to make the thesis meaningful. After some break, I will perform these types of research in large scale. This thesis will be initial draft for other researchers and scholars. Organizations including NGOs who are working their project can use this study as reference.

REFERENCE

- Arslan, G., &Kivrak, S. (2014). Critical Factors to company success in the construction industry. *International Journal of Human and Social Sciences*, 4(8), 561-564
- Andersen, E. S., Birchall, D., Jessen, S. A., & Money, A. H. (2019). Exploring project success. *Baltic journal of management*
- Bunyaminu, A., &Mahama, F. (2016). Investigating Project Management Practices in Public Sector Organisations in Ghana. *International Journal of Management Sciences*, 7(3), 99- 129.
- Davis, K. (2019). Different stakeholder groups and their perceptions of project success. *International journal of project management*, 32(2), 189-201
- Fortune, J., & White, D (2020). Framing of project critical success factors by a systems model. *International journal of project management*, 24(1), 53-65.
- Fortune, J., & White, D (2016). Framing of project critical success factors by a systems model. *International journal of project management*, 24(1), 53-65.
- Frese, R., &Sauter, V. (2015). Project success and failure: What is success, what is failure, and how can you improve your odds for success. St. Louis, Missouri.
- Haughey, D. (2020). A brief history of project management. *Accounting Review Journal*, 6(1), 1-4.
- Kaliba, C., Muya, M., &Mumba, K. (2019). Cost escalation and schedule delays in road construction projects in Zambia. *International journal of project management*, 27(5), 522-531.
- Kerzner, H. (2017). Project management: a systems approach to planning, scheduling, and controlling. John Wiley & Sons.
- Mugenda, O., &Mugenda, A. (2018). Research Methods;“Qualitative and quantitative Approaches” Acts Press Nairobi
- Mugenda, O., &Mugenda, A. (2021). Research Methods;“Qualitative and quantitative Approaches” Acts Press Nairobi.
- Ohara, S. (2017).Project and Program Management for Enterprise Innovation, PMAJ.
- Pinto, J. K., &Slevin, D. P. (1987). Critical factors in successful project implementation. *IEEE transactions on engineering management*, (1), 22-27.
- PMI (2020).A guide to the project management body of knowledge (3rd edition) Newtown square, PA:Author

- Pinto, J. K., & Slevin, D. P. (2018). Critical success factors in R&D projects. *Research-technology management*, 32(1), 31-35.
- Procaccino, J. D., & Verner, J. M. (2016). Software project managers and project success: An exploratory study. *Journal of Systems and Software*, 79(11), 1541-1551.
- Tsoy, M., & Staples, D. S. (2020, January). Exploring Critical Success Factors in Agile Analytics Projects. In *Proceedings of the 53rd Hawaii International Conference on System Sciences*.
- Turner, J. R., & Müller, R. (2020). The project manager's leadership style as a success factor on projects: A literature review. *Project management journal*, 36(2), pp. 49-61.
- The Journal of Business Communication (1973), 42(1), 4-27. Walelgne, w. (2018). The role of social workers and challenges they face in an institutional care: the case of sos children's villages, Ethiopia (doctoral dissertation).
- Van den Hooff, B., Groot, J., & De Jonge, S. (2005). Situational influences on the use of communication technologies: A meta-analysis and exploratory study.
- Williams, M. N., Grajales, C. A. G., & Kurkiewicz, D. (2018). Assumptions of multiple regression: Correcting two misconceptions.
- Zwikael, O., & Globerson, S. (2020). Benchmarking of project planning and success in selected industries. *Benchmarking: An International Journal*.

APPENDIX

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 factors affecting successful implementation of projects for NGOs: a case of bring love for needy children. 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 staff s of Bring Love for Needy Children.
- ✓ All questions 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:

SD - (Strongly Disagree) = 1,

D - (Disagree) = 2,

N - (Neutral) = 3,

A - (Agree) = 4,

SA- (Strongly agree) = 5.

Thank you in advance

Requested by: - Meron Tekle

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 []

2. Current Educational level

High school [] Others []

Diploma [] Undergraduate []

Postgraduate [] P.H.D []

4. How long have you been working with local NGO's?

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

11-15 years [] above 16 years []

5. would you please specify your Position in the organization?

Program operation [] Project manager []

Experts [] Supportive staff []

Other []

PART TWO: QUESTIONNAIRE

A. Influence of clarity in project scope on successful implementation of project

What is your level of agreement with the following statements which relate to the impact of clarity in project scope to staff affects effective implementation of the projects.

Using scale 1-5,

where: 5= strongly agree (SA), 4= Agree (A), 3=Neutral (N), 2= Disagree (DA), 1= strongly disagree (SDA)

| Variables | SA | A | N | D | SD |
|--|-----------|----------|----------|----------|-----------|
| Influence scope clearly | 5 | 4 | 3 | 2 | 1 |
| All projects of the organization have clear scope defined before they start. | | | | | |
| Project goals /objectives have discussed before project implementation | | | | | |
| The scope of project directly impacts on its successful implementation | | | | | |
| Clarity in project scope affect projects completion time, quality and total cost in your organization cost and its quality | | | | | |
| The project scope document is regularly reviewed and updated | | | | | |
| All projects of the organization have clear scope defined before they start. | | | | | |

B. Influence of communication on Successful implementation project

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

(N), 2= Disagree (DA), 1= strongly disagree (SDA)

| Variables | SA | A | N | D | SD |
|---|----------|----------|----------|----------|----------|
| Influence of effective Communication | 5 | 4 | 3 | 2 | 1 |
| Email and internet help as mean of communication in your project. | | | | | |
| Project updates are shared regularly and timely with volunteer, staff and beneficiaries | | | | | |
| Effective communication reduce delay in project implementation | | | | | |
| Effective communication leads to better decision-making regarding resource allocated and program design timely communicated | | | | | |
| Effective communication enhance collaboration among volunteer, staff and beneficiaries. | | | | | |
| Stake holders get updated information about the project | | | | | |
| Communication is adapted to the need and cultural background of different stakeholders | | | | | |

C. Influence of Project manager Competencies on successful implementation of Projects

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

(A), 3=Neutral (N), 2= Disagree (DA), 1= strongly disagree (SD)

| Variables | SA | A | N | D | SD |
|---|----------|----------|----------|----------|----------|
| Project manager competencies | 5 | 4 | 3 | 2 | 1 |
| Project managers have a role in facilitating project implementation. | | | | | |
| Project managers' leadership and skill competencies are significant effect on project success | | | | | |
| Educational qualification of a project manager is important in project management | | | | | |
| Project manager interpersonal skill, commitment, negotiation and influence contribute to effective project management | | | | | |
| Project manager decision making, problem solving, motivating team competencies are significant effect on project implementation success | | | | | |