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FACTORS AFFECTING SUCCESSFUL IMPLEMENTATION OF PROJECTS IN INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM)

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FACTORS AFFECTING SUCCESSFUL IMPLEMENTATION OF PROJECTS IN INTERNATIONAL NONGOVERNMENTAL ORGANIZATIONS IN ETHIOPIA: THE CASE OF INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM)

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A PROJECT WORK SUBMITTED TO SCHOOL OF COMMERCE, COLLEGE OF BUSINESS AND ECONOMICS, GRADUATE STUDIES PROGRAM OF ADDIS ABABA UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF ARTS (MA) IN PROJECT MANAGEMENT

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DECLARATION

I, Getnet Teshome, declare that this study entitled **Factors Affecting Successful Implementation of Projects in International Nongovernmental Organizations in Ethiopia: The case of international organization for migration (IOM)"** is the outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. This study is my own original work and has not been submitted for any degree or diploma in any other University. It is offered for the partial fulfilment of the degree of master's in project management.

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ACRONYM

ANOVA	Analysis of variance
ETB	Ethiopian birr
IOM	International Organization for Migration
MLR	Multiple-linear regression
NGO	Non-Governmental Organizations
PM	Project Management
SIP	Successful Implementation project.
SPSS	Software Package for Social Sciences

ABSTRACT

This study was aimed to investigate the factor affecting successful implementation of project in International Nongovernmental Organizations in Ethiopia: The case of International Organization for Migration. A total of 103 structured questionnaires were distributed to employees of IOM. Primary data collection tool with explanatory research design and mixed research approach were applied. Both descriptive and inferential statistical tools were employed using SPSS (version 21). The result of descriptive analysis showed effective communication was the most important factor affecting successful project implementation followed by project manager competency and monitoring and reporting. Correlation analysis revealed that all independent variables dealt in this study had a positive relationship with successful implementation of project in IOM. Regression analysis showed that 78.3% of the variation in successful implementation of project is explained by the seven independent variables used in this study. The ANOVA test result revealed that the independent variables statistically and significantly predict the dependent variable (F=53.469, p-value = 0.000). Project manager competency had the highest (beta= 0.262) effect or contribution on successful implementation of project followed by clarity of defined scope and goals (beta= 0.248), effective planning (beta= 0.243) and project team competencies (beta= 0.204). The study concluded that out of the seven independent variables, the four (project manager competency, clarity of scope, effective project planning and project team competencies) statistically significant contribution to successful implementation of the project while the rest of the variables (monitoring and reporting, communication, and project environment) were not statistically significant. The study recommended that the study organization focus on clarity in project scope and goals, effective planning, project manager competences and project team competences in order to implement its projects successfully.

Key words: Project, project success, implementation, IOM

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Project implementation is the process whereby "putting a project plan in to action to produce the deliverables". It takes place after the planning phase, during which a team determines the key objectives for the project, as well as the timeline and budget. Implementation involves coordinating resources and measuring performance to ensure the project remains within its expected scope and budget. It also involves handling any unforeseen issues in a way that keeps a project running smoothly (Culp and Smith, 2019).

For developing countries non- governmental organizations plays an important role in fulfilling some gaps the government could not address. There are many non- governmental organizations (NGOs) in Ethiopia. Non-governmental organizations (NGOs) play a crucial role in delivering aid, providing services, and implementing developing projects in Ethiopia and the rest of the world. The international Organization for migration (IOM) is one such prominent global organization that focuses on migration management and providing assistance to migrants and governments (Saladis, 2018).

Despite the honourable goals of international NGOs like the IOM, challenges often arise in the successful implementation of projects. Factors such as cultural differences; political instability; funding constraints; and bureaucratic are highly influences the effectiveness of project implementation in the organization.

International aid-backed development projects are crucial for driving social and economic progress in developing countries. Non-Governmental Organizations (NGOs), operating in both urban and rural areas, play a vital role in these initiatives. However, their effectiveness is influenced by a range of internal and external factors, such as economic conditions, political landscapes, and social structures (Ababa A. 2014). To act as true catalysts for societal change, these projects require effective management practices that promote stakeholder engagement and teamwork (Adjei, 2020). The Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK) provides a comprehensive framework with key areas of knowledge essential for successful project management (Duncan, 2020).

As defined by GE Mitchell (2014), Non-Governmental Organizations (NGOs) encompass a wide range of organizations, including registered groups, community initiatives, professional associations, labor unions, and corporate charities. Their core mission is to improve the well-being of both their members and the communities they serve. NGOs operate in both rural and urban areas, strategically targeting locations where their services can address specific needs. They often focus on disadvantaged communities facing significant challenges, including meeting basic needs in remote areas with limited or ineffective government support (Elias 2019). A key strength of NGOs is their strong grassroots connection. This allows them to incorporate valuable local input into their efforts and, in some cases, even become an integral part of the communities they serve (Elias, 2019).

Ethiopia, the second most populous nation in sub-Saharan Africa, is a significant recipient of foreign aid. Donors include the United States, United Kingdom, World Bank, European Union (EU), and USAID (USAID, 2014). However, NGO operations in Ethiopia and other countries face challenges that can affect their autonomy. The operational environment, encompassing both internal and external factors, significantly impacts the effectiveness of NGO programs and projects (Muiruri, 2015). These factors include economic conditions, donor expectations, political climate, social structures, government agencies, target beneficiaries, legal frameworks, and even the founding principles of the NGO itself. For example, donors, founders, and beneficiaries all play a role in shaping and influencing NGO operations.

In today's rapidly evolving world, projects are the engines of progress for organizations across all industries. They represent society's ongoing efforts to adapt and improve. To thrive in this dynamic environment, organizations must effectively manage change initiatives. Project management provides the framework for navigating change by outlining activities, engaging stakeholders, fostering teamwork, and ensuring successful project implementation (GE Mitchell, 2014). The Project Management Body of Knowledge (PMBOK), developed by the Project Management Institute (PMI), serves as a comprehensive guide to the field's core principles and practices. It outlines nine key knowledge areas that define the essential processes involved in successful project management (Duncan, 2020).

As outlined by Duncan (2020), the Project Management Body of Knowledge (PMBOK) is not merely a textbook, but rather a dynamic wellspring of collective wisdom accumulated

within the project management profession. Encompassing a vast array of knowledge, the PMBOK serves as a comprehensive reference guide. It not only incorporates established and widely used traditional practices, but also delves into innovative and advanced approaches that are still gaining traction.

The core function of the PMBOK lies in identifying and meticulously describing project management practices that have garnered widespread acceptance. This "general acceptance" signifies that the knowledge and practices detailed within the PMBOK hold relevance for a vast majority of projects across different contexts. Additionally, it implies a strong consensus among project management professionals regarding their value and effectiveness. In essence, the PMBOK acts as a cornerstone, offering a standardized framework for best practices in project management.'

Non-governmental organizations (NGOs) operating in Ethiopia must secure a license from the Ethiopian Charities and Societies Association (ECSA). This licensing process involves a formal agreement between the donor organization, the implementing agency (the NGO), and relevant stakeholders like project-implementing regions, ministerial offices, etc. This agreement outlines the project scope, budget allocation, and expected outcomes. Rigorous reporting is a cornerstone of responsible NGO operation in Ethiopia. NGOs are required to submit periodic reports detailing how planned activities were executed, how budgetary resources were utilized, and any challenges encountered during project implementation.

IOM Established in 1951, IOM is the leading intergovernmental organization in the field of migration and works closely with governmental, intergovernmental, and non-governmental partners. With 175 member states, a further 8 states holding observer status and offices in 171 countries, IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants. IOM works to help ensure the orderly and humane management of migration to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need, including refugees and internally displaced people. The IOM Constitution recognizes the link between migration and economic, social, and cultural development, as well as to the right of freedom of movement.

IOM works in the four broad areas of migration management:

- Migration and development
- Facilitating migration
- Regulating migration
- Forced migration.

IOM activities that cut across these areas include the promotion of international migration law, policy debate and guidance, protection of migrants' rights, migration health and the gender dimension of migration.

Mission

IOM is committed to the principle that humane and orderly migration benefits migrants and society. As the leading international organization for migration, IOM acts with its partners in the international community to:

- Assist in meeting the growing operational challenges of migration management.
- Advance understanding of migration issues.
- Encourage social and economic development through migration.
- Uphold the human dignity and well-being of migrants.

1.2 Statement of the problem

Project execution in developing countries, including Ethiopia, is often fraught with challenges. These challenges can be attributed to several factors: Dynamic Organizational Environments: Developing economies are characterized by rapid and frequent changes, impacting the operational landscape for organizations. This volatility can make it difficult to accurately predict future needs and challenges, potentially hindering project execution. Evolving Needs and Opportunities: Projects are often initiated to address emerging organizational needs or capitalize on newly identified opportunities. However, in a dynamic environment, needs and opportunities can shift unexpectedly, necessitating adjustments to project plans and potentially leading to unforeseen difficulties. Building Capacity for Change: Projects frequently aim to enhance an organization's capabilities to adapt and thrive in a changing environment. However, the very process of implementing such capacity-

building projects can be complex, requiring careful planning and resource allocation. (Elias, 2019).

As highlighted by Payne & Turner (1999), the realm of project management is not a one-size-fits-all endeavor. The specific practices employed can exhibit significant variation depending on the type of product being delivered. This necessitates a flexible and adaptable approach, where project managers utilize a diverse arsenal of tools, techniques, and methodologies. Furthermore, even within a single organization, project management approaches can be tailored to the unique needs of each project. This ensures that the project execution aligns seamlessly with the specific goals, scope, and deliverables at hand. This adaptability allows project managers to optimize their approach, maximizing the project's chances of success.

Beyond individual projects, Salva (2019) emphasizes the critical role of effective program management for large-scale business initiatives. Program management practices enhance predictability of outcomes by ensuring a clear focus on achieving the overall program objectives. This is achieved through well-defined processes that guide the program's execution.

Furthermore, Roba (2016) highlights the positive impact of effective project management on achieving strategic goals. Strong project management practices can improve the performance of strategic plans by optimizing resource allocation. These resources encompass human talent, existing facilities, information systems, financial resources, and any other relevant opportunities available within the industry. By bringing these resources together and optimizing their use, project management fosters increased productivity and product quality.

Smith (2023) underscores the importance of measuring project management effectiveness. This assessment involves benchmarking current practices against established best practices in the field. Identifying areas for improvement through benchmarking allows organizations to refine their project management approach and enhance its effectiveness. Furthermore, Smith emphasizes the critical role of project planning in influencing project success. A well-defined plan sets the stage for smooth execution and increases the likelihood of achieving desired outcomes.

The above-mentioned studies show that effective project management practice is extremely critical in organizations. And it is important to study project management practices in the context of developing countries to better understand and to be able to manage projects

successfully in developing countries. Unfortunately, adequate research had not been done in evaluating effectiveness of project management practices and trends to improve the success rate of projects in NGOs that exist in Ethiopia. Assessing the effectiveness of project management practices in NGO projects is mandatory in identifying and understanding which project management practice contributes highly to project success then, it will give a lesson to be drawn by other projects since this topic is less studied and literatures are very insufficient.

As result, this study critically assessed the effectiveness of project management practices in NGOs in the case of IOM which is based in Addis Ababa but also has other project sites in different regions of the country.

1.3 Research Questions

Based on the objectives of this study, the study tried to answer the following research questions.

1. To what extent did effective planning affect successful implementation of project in IOM?
2. How did project scope clarity influences successful project implementation in IOM?
3. To what extent did reporting and monitoring successful implementation of project in IOM?
4. How communications did influences successful project implementation in IOM??
5. To what extent did effective project manager competencies affect successful implementation of project in IOM?
6. How did project team competencies effect on successful project implementation in IOM?
7. To what extent did environment related factors affects successful project implementation in IOM?

1.4 Objectives of the Study

1.4.1 General objectives

The general objective of this study is to investigate the factor affecting Successful Implementation of Projects in International Nongovernmental Organizations in Ethiopia: The case of international organization for migration (IOM)

1.4.2 Specific objectives

The specific objectives of this study were:

- To assess the effect of effective planning on successful project implementation in IOM
- To examine how clarity in project scope affects successful project implementation in IOM
- To analyze the effect of reporting and monitoring on successful project implementation in IOM
- To examine the effect of communications on successful project implementation in IOM
- To analyze project manager competencies on successful project implementation in IOM
- To examine the effect of project team competencies on successful project implementation in IOM
- To analyze the effect of project environments on successful project implementation in IOM

1.5 Hypothesis of the Study

With the help of sufficient and appropriate empirical data on the factors affecting successful implementation of projects, this study tested the following hypothesis:

Ha1. Effective planning has a significant and positive effect with the successful implementation of projects.

Ha.2. Clarity in project scope has a significant and positive effect with the successful implementation of projects.

Ha3. Reporting and monitoring have a significant and positive effect with the successful implementation of projects.

Ha4. Communications have a significant and positive effect with the successful implementation of projects.

Ha5. Project manager competencies have a significant and positive effect with the successful implementation of projects.

Ha6. Project team competencies have a significant and positive effect with the successful implementation of projects.

Ha7. Project environmental related factors have a significant and positive effect with the successful implementation of projects.

1.6 Significances of the Study

The findings of this research are believed to benefit to several stakeholders such as IOM, NGOs, Ethiopia civic society coordination office, Addis Ababa city administration civic society coordination office and researchers and academicians.

For IOM, the finding of this study will be useful to conceptualize factors affecting its project implementation quality and thus focus them on relevant mitigation approaches so as to minimize their effect.

For NGOs, through a comprehensive assessment and analysis of existing project management practices within an NGO case study, this research offers valuable insights. These insights will enable other organizations to: learn from best practices by examining successful project management approaches, NGOs can identify strategies to improve their own project management processes.

For the civic society coordination offices, it may be useful for policy directions, and also suggests possible factors that may contribute the implementation of the project.

For education and academicians, it will also suggest areas that need for further study. Furthermore, the result of this study may be useful for possible sources of references for various researchers.

1.7 Scope of the study

The intended research area is the NGO sector which is based in Addis Ababa but has different project sites in different regions as well. The particular international NGO that this study focused on is called IOM Ethiopia. Conceptually the study comprises to internal and external factors affecting the implementation of projects in IOM, Ethiopia. The researcher limited to only IOM, Ethiopia, mainly on head office located in Addis Ababa, because it is not good to take more than this sample and time. Although, there are several factors that

affect the implementation of projects in IOM, Ethiopia, this study is limited to Clarity of defined scope and goals, effective planning, report and monitoring and evaluation, communication, Project manager competencies, Project team competencies in the project, Project environmental related factors.

1.8 Limitations of the study

The study may be limited by its focus on a specific organization, IOM, and may not capture the full range of factors affecting project implementation in other contexts or organizations. And the availability and quality of project data from IOM may vary, leading to potential biases or limitations in the analysis. The findings of the study may be limited in their generalizability due to the specific nature of IOM projects and stakeholder dynamics, which may not apply to other sectors or regions.

External factors beyond the control of the study, such as political instability, economic changes, or global events, may influence project outcomes and limit the study's ability to account for all variables. Additionally, the complex and dynamic nature of the development context in Ethiopia may present challenges in isolating specific factors influencing project implementation.

1.9 Organizations the study

The study paper organized into four chapters; the first, chapter includes background of the study, background of the organization, statement of problem, Research questions, objective of the study, Hypothesis, significance of the study, scope of the study, limitation of the study, organization of the study, and definition of terms. Chapter two addressed the review of the related literature to the issue under investigation. The third chapter concerned about research design and methodology, Chapter four present about work plan and budget break down.

1.10 Definition of terms

Project: A temporary endeavor undertaken to create a unique product or service. It is often organized under the direction of the Project Manager, who will ensure that the project achieves its objectives.

Project Management: The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.

Effectiveness: A measure of the quality of attainment in meeting objectives.

Best Practices: A strategy, approach, method, tool, or a technique that is particularly effective in helping an organization achieve its objectives for managing a project.

Non-Governmental Organization /NGO/: is a legally constituted organization created by natural or legal persons that operates independently from any government.

IOM- International Organization for Migration.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter presents related literature that have been presented by different scholars on the aspects of factors affecting successful implementation of projects in Non-Governmental Organizations (NGOs) in international organization for migration (IOM). The section reviews literature in line with the specific and general objectives of the present study. The section covered the critical analysis of both theoretical and empirical literature review. It also addresses the research gaps to be filled and conceptual frame of the study.

2.2. Theoretical Literature

2.2.1. Definition of project and project success

Many scholars defined the term project and some of these definitions are discussed below. According to Pinto & Slevin (1987), project is a short-term task carried out that are distinct within a defining ending point, unique and are done to carry out in accordance with the objectives of the organization. A project can be defined as a temporary endeavour undertaken to be created a distinct product, service, or result (Kuchta and Mrzygłocka-Chojnacka, 2020).

Project success is the completion of projects within the budget cost with basic criteria of cost, time, and quality (Watema& Tulirinya, 2021). The project is successful completed and implemented within the budget within budget cost and time, and with requested quality parameters and thus the ability of project time to implement and complete a project within fixed time frame is an attribute of project success (Blaskovics, 2014).

Project also can be defined as a unique process, consisting of a set of controlled and coordinated tasks with fixed starting and ending time which undertaken to achieve an objective conforming to specific requirements, including constraints of time, budget, and resources (Savolainen et al., 2012). Moreover, Wysocki (2014) as a sequence of unique, complex, and connected activities that have single goal that must be completed by a specific time period and within budget. According to PMI (2017), project is a temporary endeavour undertaken to create a unique product, service, or result. Kerzner (2013) also describe a project as any series of activities and tasks that have specific objectives, defined start, and complete dates with budget limits, consume human and non-human resources.

APM (2024), also defined project as a unique, transient endeavour, undertaken to achieve planned objectives that can be described in terms of outcomes, outputs, and benefits. Kivila et al. (2017) added that projects are implemented to achieve a certain goal and selected objectives. Silvius and Schipper (2014) also explained that enterprises are concerned with a project benefits and value with respect to the iron triangle objectives of scope, time, and cost. A project is usually taken to be successful if it accomplishes the objectives in accordance with the accepted criteria, time scale and budget (APM, 2024).

Project success is one of the most researched topics and complicated concept with no conventionally accepted definitions and thus, different scholars explained it in different ways (Lindhard and Larsen, 2016; Joslin and Müller, 2015). Ika et al. (2012), defined project success as accomplishing the project within a specified scope, time, cost, stakeholder acceptance, customers satisfaction, commercialization, and potential project opportunities. The variables measuring project success are objective, well accepted and measurable, and in sum, they follow the standard triangular concepts of scope, budget, and time (Ahmed et al., 2016).

According to Jari et al. (2013), project success can be explained as a project which is delivered at the specific time and budget and meet the required expectation of the stakeholders such as client employer, contractor, and project manager. The same authors further suggested that project success factors that change from project to project depend up on its participants, project size, scope, technological advancement, and other related factors.

Aga et al. (2016) also describe the elements of project success as the project value delivered to the organization main stake holders, team members satisfaction, customer satisfaction and timely accomplishment of the project and thus project success described as project completion within the specified scope, time, costs, quality, customer and stakeholder satisfaction, and achievement of the project goals. Aga et al. (2016) also illustrate the success elements of a project as the project's value delivered to the organization's main stakeholders, team members' satisfaction, customer satisfaction and a timely accomplishment of the project. We describe project success as project completion within an indicated scope, time, costs and quality, customer and stakeholder satisfaction and achievement of the project objectives.

2.2.2. Project Implementation

Project implementation is defined as a specified set of activities designed to put into practice an activity or program of known dimensions (NIRN, 2014). Similarly, (Fixsen et al. 2005) defined implementation processes are purposeful and are described in sufficient detail such that independent observers can detect the presence and strength of the specific set of activities related to implementation. Based on these definitions many argue that implementation is simply means carrying out the activities described in your work plan which require the coordination of a wide range of activities, the overseeing of a team, the management of budget, the communication to the public, among other issues.

Project implementation can be defined as temporary or permanent sets of activities formed by a team in a given organization to complete a specific task within the given time and budget (Negasa et al., 2021). According to Watema & Tulirinya (2021), project implementation describes the strategy involved in developing the end users and the target product, service, and systems into the daily user and its main objective is to reduce the risk implementation laid down by planning the impact to the business when the product, service or system is implemented.

Project implementation is a complex process consists of undertaking of multiple activities aiming at the final out puts or results by monitoring the progress based on work plan and thus which is measured by scheduling, costing, satisfaction, quality, safety of employees (Prosper &Njenga, 2023). According to Afaq (2013) effective implementation of a project requires meeting of technical specification and satisfaction of employees, users and all the stakeholders. On the other hand, Abok et al (2013) stated that project effectively implemented as end it shows the project completion in terms meeting planned budget, accomplishing set goals and satisfaction of employees.

The above literatures revealed that effective implementation and performance of a project is dependent up on time of completion, budget, meeting stakeholders' expectation, efficiency, minimizations of disputes, conflicts, ensure safety and effectiveness. Leadership style, information available and accuracy, uncertainty, organizational structure, human resources, and technology influences an effective implementation of a given project (Watema & Tulirinya, 2021).

2.2.3. Factors Affecting Successful Implementation of Projects

Projects do not fail or succeed by chance; rather successful implementation is a result of careful conceptualization, design, and implementation, factoring in all the variables which may influence project success in a given locality. Factors dictating project success could differ markedly from environment to environment (Nzekwe et al., 2015) and once these factors are identified, it would be useful as diagnostic tools to correct deviations by building in warning systems and assist in improving the project performance and implementation (Muller et al, 2012). Project success factors are influences, conditions, or variables that can have a significant impact on the success of the project when properly sustained, maintained, or managed (Milosevic & Patanakul, 2005). However, different studies have identified different success factors and a lack of consensus of opinion among researchers on the criteria for judging project success and the factors that influence that success (Fortune & White, 2006). Therefore, in this study, the factors affecting successful project implementation is reviewed and presented in the following section.

2.2.3.1. Effective Planning

Planning is defined as the role of defining company objectives and developing the policies, processes, and programs required to achieve them. Planning in the Project also defined as defining a predefined path of action of within a predicted environment. Project planning must be methodical, adaptable to unique activities, disciplined through reviews and controls, and capable of absorbing multifunctional inputs (Kerzner, 2017). When planning is done effectively has been known to lead to success of projects using all the parameters of time, cost, and quality (Hermano et al., 2013).

Project planning enables efficient allocation and use of available resources. Developing the work breakdown structure and cost breakdown structure and making the necessary adjustments along the way requires detailed planning to ensure a project is moving towards achievement of pre-set objectives. Successful projects seek to employ limited resources while maximizing output and effectiveness (Zwikael et al, 2014). Planning may seem time consuming at the start but will yield minimum rework and rescheduling later (Ika, 2012).

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 15 of the project (Damian,

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

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

Project planning with clarity and correctness may turn out to be a repetitive process until we get it right, but it may save the project a lot of cost and time in future. The risks associated with poor planning necessitate that the planning exercise be as meticulous as possible to enable the project achieve success (Kerzner, 2009). The process of planning through what's more, making unequivocal the targets, objectives, and procedures important to bring the project through its life cycle to a fruitful end when the project's item, management, or process assumes its legitimate position in the execution of project proprietor methodologies (Urbanski et al., 2019).

2.2.3.2. Goal Clarity

Many companies meet their long term and short-term strategic goals through projects. The purpose of project brief development is to define the project goals and ensuring their alignment with the long-term strategic vision of the companies. Clarity of the project goals is pivotal to project success. It is imperative to have active involvement of different types of stakeholders to develop the project brief (AL Mousli & El-Sayegh, 2016).

In any project, the scope and goals must be clear to all the key stakeholders of the project. Goal clarity is crucial to accomplishing anticipated performance levels. This means that the goals are clear to the individuals and groups, this will lead to higher performance levels and therefore, will increase the potential of project success. However, when goals are not clearly communicated, individuals will not be clear on the direction and the purpose of the project. Thus, performance levels will be low as well as the project success level. The clear project goals and objectives help the project team to self-regulate their efforts towards their tasks,

which helps them reach their targets. So, in a project environment, where the goals of the project and the requirements of the client and management are clear to the project manager and the team members, the project is likely to be successful (Raziq et al., 2018).

According to Gonzalez-Mule et al. (2014) project goal clarity is necessary to achieve anticipated success standards and if the goals are apparent to the organizations and team members, the success levels of the project will be excellent. On the other hand, if the goals are not adequately articulately, team members may not be confident about the project aim and purpose (Akung, 2020). According to the same author, specific instructions allow the team members to self-regulate their activities and which support them in the accomplishment of set goals. Hence, for the success of the project, project setting such as project goals, client and management expectations are clear to the project manager and their followers (Rezvani et al., 2020).

In any project before investing on the implementation of projects or proceed to manage to the new projects, the goals and objectives of the project must be clearly defined and understood as fully as possible by the project team and other stakeholders. Often, it is common to see projects get off to a terrible start simply because there never was clear understanding of exactly what was to be done. Therefore, the project goals give purpose and direction to the project, and it defines the final deliverables or outcomes of the project and serve as a continual point of reference for any question that arise s regarding the purpose of the project. Khang & Moe (2018) described lack of clearly defined goals and objective as one of the factors affecting project success with respect to time, cost, and the required quality.

2.2.3.3. Effective communication

The meaning of communication has been defined and studied in different fields such as business, psychology, sociology, and they suggested their own definition of the term communication (Vladutescu, 2013). The word communication came from the Latin word communicate, meaning to share and it can be defined as the process of sharing information and common understanding in between people and also communication can be experienced in different forms from verbal and non-verbal like use of symbols, numbers and words to impart meaning (Schement, 2017).

Communication is the key to keeping team members, managers, and stakeholders informed and on track to pursue the project objectives, as well as to identifying issues, risks,

misunderstandings, and all other challenges to project completion (Edegilign, 2017). According to Zimmerman (2013), communication is a procedure that disseminate information from one individual to another and adapt challenges with a sense of understanding between the individuals. As noted in Bright et al. (2018), communication involves giving, receiving, processing and interpreting information through verbal, non-verbal, active, formal, and non-formal channels of communication.

One of the factors affecting in project success is effective communication which connects various stakeholders that are involved in a project those have diverse cultural and organizational backgrounds, different levels of expertise and various perspective and interests in the project execution. Hence, effective communication in a given organization leads to boost team motivation and it enhances the work ethics and productivity. Sander et al. (2016) explained that effective communication ensures the channelling of right information to the right people at the right time. Thus, in order for the projects to be completed successfully, they will depend on the accuracy and continuity of the exchange of information's between project teams. According to Liu et al. (2017), two third of problems in construction projects are caused by poor coordination, and inefficient means of communication and information and information flow and thus most of the project managers spend their time in solving and fixing problems.

In communication it is possible consider a variety of communication methods and technologies. The tools or technology that is required in sending a message from a sender to a receiver is termed as medium of communication (Chioino et al., 2018). These communication media ranging from oral to written and according to Bacon (2018), there are two types of communication media in any organizations, these are hard and soft. These media use two communication channels, where the hard media the hard media uses the formal channels while the soft media uses an informal channel. On the other hand, Low et al. (2009) classified the communication media into four groups namely, non-verbal (facial expressions and signs, body language, speaking tones and stresses); oral media (face-to-face discussion, meeting or discussion forum, telephone discussions); written media or paper based (fax, post, bulletin) and electronic media (e-mail, voicemail, voice conferencing and internet and intranet).

Successful completion of a project depends on effective communication which encourages the sharing of ideas and prevents disagreement in between project teams (Hussain et al.,

2023). Team members should be encouraged to communicate their ideas and opinions openly and honestly, and the problems should be addressed (Hussain et al., 2022). Similarly, to sustain a given project, effective communication is very crucial. Ika and Pinto (2022), suggested that effective or wise communication initiates the strategic support to the top management, amplifying team satisfaction and organizational support. Wheeler et al. (2022) explain that inspiring communication is a kind of polite comment that inspires team members to put additional effort. Effective communication identifies project problems that helps that help top management develop effective plans to enhance the success of a given project (Ahmad et al., 2022).

Zambas (2019) also argue that effective communication can build a strong team members communicate with each other regarding their work, consider other views and discuss their progress, they will be encouraged to collaborate. If the team members feel good and health in the workplace, they will develop positive attitude which lead to productivity of an organization. Effective communication can build a strong team in a project. When team members confer with each other regarding their work, consider other views and discuss their progress, they will be encouraged to collaborate. The strength of the unit created by effective communication will render member's eager to perform well and boost each other. If the team members feel important in the workplace their positive attitude will lead to greater productivity (Zambas, 2019). On the other hand, ineffective communication can cause problems in a project or business by lessening from progress, productivity, creativity and which leads to decrease in employee's morale and engagement which finally results project failure (Kylili et al., 2022)

2.2.3.4. Competencies of Project Manager and project Implementation success

Before reviewing the impact of competency of project manager on success of project, it is important to clarify what is meant by project manager and competency. Project manager is a person assigned by the performing organization to lead the team that is responsible for achieving the project goals and objectives (PMI, 2017). According to Hayvari (2016), every project has a single project manager, he/she is an individual charged with planning and scheduling daily project tasks with greatest accountability for the endeavour success. Thus, this person receives authority from sponsor and plays a central role in each stage of the project life cycle meaning from designing and organizing to closed down and evaluation a project.

Competency defined as the knowledge, skills, and qualities of effective managers, and point to the ability to perform effectively the functions associated with management in the work situation (PMI, 2017). According to Turner and Muller (2015), defined competency as the characteristics of a manager, which lead to the demonstration of skills and abilities which leads to effective performance within an occupational area, and which linked with individual behaviour and job performance. Cheetam and chivers (2015), explained competency as effective performance within a domain or context at different levels of proficiency. In assigning a project manager to a given project the competency of the project manager should be taken into account (Turner and Muller, 2015). Dvir et al. (2016) also agreed on the above fact by showing that manager competency is crucial in successful project implementation. The study conducted by Turner and Muller (2020), suggested that manager competences positively correct with the competences in managing project resources and project success as a whole.

The need of managerial skills, knowledge, and abilities for successful completion of a project also noted by (Hyvari, 2016; Kearns, 2017; Khang and Moe, 2018). According to Besner & Hobbs (2016), argued that successful project results from the project manager delivering quality outputs in time through the efficient utilization of allocated resources for a particular project. The success of a project implementation on the ability of the project manager to ensure timely delivery, adhere to the budget limitations, manage scope and quality specification, and address stakeholder expectations (Schmid and Admas, 2018; PMI, 2017).

There are several competencies such as knowledge. Skills, attitudes, and behaviour that project managers required to managed successful development projects. There are various competency models for project managers. According to Muller and Turner (2017) groups competencies in to four main components. The first category is technical competencies which is referred to as the science of project management in which the project managers identify, selects, and employees the right tools and processes to ensure project management success. The second category is leadership/interpersonal skills it is commonly called the art of project management which includes communication, inspiration, and conflict resolution skills of the project managers. The third category is personal/self- management which comprises the ability of a manager managing personal management such as the ability of the project manager to prioritize effectively, organizing works and managing time. The fourth category is development specific which is the ability of project manager to apply the technical, leadership, and personal competencies in the context of international projects.

According to Bodea et al. (2010), project management competency can be grouped into three areas. The first area is technical competencies of delivering projects in a structured way, including the project management process. The second area is contextual competencies in managing relations with projects within organizations, programmers, and portfolios, based on the knowledge of project characteristics, projects in the organizational context and project management. The third competency is Behavioural competencies for a positive, collective, and dynamic thrust in nurturing project management professionalism such as leadership, communication, result orientation, ethics, negotiation and so forth.

To accomplish a project successfully, project managers need to develop their competencies in each of the above areas. As the activities and responsibilities of a project manager increases from simple to more complex projects, the requisite knowledge, skills, and behaviours in each of the competency areas will need to increase plentifully. In addition, one of the most distinct abilities that a project manager develop over time is the art of knowing what alternatives exist to address a challenge like budget over-runs, team conflicts, ambiguous roles, shifting schedules etc (Betty, 2013).

2.2.3.5. Project team competencies and project implementation success

A team consists of individuals who collaborate, have common goals, and deliver high-quality products. According to Katzenbach and Smith (2014), a team consists of individuals with complementary abilities who share a shared purpose, performance goals, and methodology, and are held accountable to each other. Teamwork produces superior results compared to individual efforts. Thamhain (2014) defines effective teams as those that provide high-quality outputs despite challenges and cultural/philosophical diversity. Effective teams have both task-oriented and people-oriented traits. Thamhain (2014) found that the project team's working environment significantly impacts its success.

Kloppenborg and Petrick (2019) suggest that project team members are chosen based on the necessary skills for each phase. The number and specificity of designated jobs are determined by the project's size and complexity. Small projects are informally organised, with team members capable of playing multiple roles. Medium-sized teams require more stringent specialisation. This specialisation may be functional or technical in nature. Large projects require simultaneous functional and technical subdivisions. Project management typically involves multiple individuals. The project leader serves as the team's external representative

and executes steering committee decisions. Other team members' tasks are determined by the nature of the task to be done and the talents required.

The success of a project does not solely depend on the competencies of a project manager also on the competencies of team member coordination and communication. Since there are many individuals, groups, departments, working cultures and abilities, team coordination is very crucial to meet the objectives and goals of the project (Lyer & Jha, 2015). Since coordination impacts all management functions such as organizing, planning, staffing, controlling, communicating, and leading it is the cornerstone of management and results in unity of action and the successful completion of assigned projects (Akrani, 2021).

Coordination, according to Akrani (2021), increases an organization's goodwill by enabling it to offer premium products and services at reduced costs. According to the study by Kubicki et al. (2017), coordination is an essential task for carrying out a project. In this case, building up effective and efficient implementation processes requires member collaboration and cooperation. Team members in organisations are made up of people in various function positions as well as other related responsibilities.

As a result, in order to get a higher level of operational efficiency for a project (Hassoin, 2019), the project team must work together closely and coordinate throughout the implementation stages (Adedeji, 2018). Adedeji (2018) agrees that until the project is finished, excellent coordination across all project teams from the office to the execution site is essential. Project implementation, according to Chris (2019), entails a plethora of interconnected tasks, activities, and work packages. According to Saram et al. (2019), a single project could have hundreds of tasks, ranging from outdoors work to substructure labour. Each activity involves input from individuals with specific responsibilities and technical competence. Project implementation is a complex process that involves many diverse actors (Kubicki et al, 2016).

Effective project coordination leads to the following outcomes, according to Adedeji (2018): a competitive bidding environment where a parent company selects the best contractor for the job; a structure that fosters creativity and efficient use of time; and ease in finding the right number of people in various positions with the right skills to ensure the right men on the jobs.

According to Adedeji (2018), all of these outcomes of efficient coordination led to the successful project implementation of project activities. People would be able to see their roles

within the larger organisation and would not be inclined to prioritise departmental interests over organisational objectives if there was effective coordination. Therefore, expanding the scope of research in this field is essential to improving our understanding of coordination as a component in project implementation. According to Katz and Tushman's (2019) research, coordination is a crucial component of managerial activities. Coordination fosters the best team member interaction, which enhances communication, integration, and teamwork.

2.2.3.6. Project monitoring and evaluation

Project evaluation is defined as an objective review of ongoing or completed projects, including design, implementation, and results (Mambo and Chiragu, 2013). Project monitoring and assessment thus play an important part in project success. Monitoring and evaluation (M&E) collect and analyses data to track project success (Martin 2012). The studies of Kabwegyere and Kiyega (2010) and Kerzner (2011) provide an overview of project monitoring and evaluation operations. These comprise an initial needs assessment, a logical framework for project design, monitoring and evaluation, and a baseline study. The M&E system should prioritise project input usage and implementation effectiveness to ensure high-quality road projects.

Worldwide initiatives have faced several problems during their implementation. Monitoring and assessment are essential for enhancing project performance. The challenges are mostly determined by the sort of action and level of attention provided to the exercise. The success of a monitoring plan is largely determined by the institution's capacity and the person in charge of carrying it out. Inadequate institutional capacity might hinder project monitoring and assessment. Building institutional capacity is crucial for both correcting bad performance and promoting involvement by analysing aims and outcomes (Bhagavan & Virgin, 2004).

Define the frequency and source of monitoring and assessment data collection. Walter (2014) recommends establishing a schedule for writing monitoring and evaluation reports. Regular monitoring is essential for tracking the project and identifying any issues before they escalate. According to FHI (2004). A comprehensive M&E plan should outline the program/project's overall goals and objectives, as well as the specific M&E questions, methods, and designs to be used. It should also specify the data to be collected, the resources needed, the implementation team, and the timeline.

2.3. Empirical Review

The empirical assessment of the literature shows that the pertinent literature on the variables under investigation established the research gaps and, as a result, offered a framework for the study's conduct. To strengthen the topic, certain previously published studies were reviewed. This section examines factors affecting successful implementation of projects, drawing on both local and international research.

In a study on critical success factors in India, Sohu et al. (2018) used a qualitative research design and found that experienced teams, a strong project management team, full stakeholder commitment, efficient project planning, and effective project management were all positive predictors of project success. Thus, a key concern in project management is project success. One of the most often discussed subjects is the lack of consensus around the standards used to determine success. Thus, there are methodological flaws in this work.

Numerous factors have been found to affect the implementation of NGO projects, according to a study on the subject done in 2016 by Nyanje and Wanyoinke. Information sharing among stakeholders affects how well NGO projects are carried out. Sharing adequate and understandable information should be the main goal of communication both inside and across project teams. The perception that communication fosters need to be shared and advantageous to both parties involved in the execution of the NGO activity. Therefore, poor communication might have a detrimental effect on how a project is carried out. To encourage ownership by all stakeholders, the communication planning process should be inclusive. This will assist in reducing the amount of time needed to settle disputes or problems during project execution.

According to a study by Prabhakar (2008), one of the elements contributing to project success is monitoring and feedback. Similarly, Papke-Shields et al. (2010) observed that, among other things, keeping a close eye on the project's development seems to increase the likelihood of success. Their analysis found that managing the project's scope, time, money, quality, human resources, communication, and hazards required careful monitoring and regulating. Similarly, Hwang and Lim (2013) also demonstrated that project success could result from tracking and assessing budget, schedule, and quality performance.

According to an analysis by Beleiu et al. (2013), success variables dictate the favourable results of project implementation. They must be found early in the planning stage of projects, prior to their execution. However, because the ecosystems surrounding projects are dynamic,

success factors may eventually lose some of their impact. As such, ongoing observation of these variables is required, and the project manager should take appropriate action to modify specific variables as needed to improve the likelihood of meeting success criteria.

According to the study conducted by `Mirza et al. (2013), ` on their work to the significance of scope in project success, they concluded that higher probability of project success could be achieved through better understanding and distinction between project and product scope. Mullay (2003) discovered that unclear scope is one of the primary reasons projects don't yield the required results on time, within budget, and with the required quality. Furthermore, he noted that having a clearly defined scope improves one's chances of success by preventing wasteful work and guaranteeing that there are no gaps or overlaps in the project.

According to Stephen and Daniel (2016), there are several important aspects that influence the implementation of non-governmental organisation projects, including project funding, project management quality, working environment, communication, allocation of sufficient resources, and team organisation. According to their research, there are more important variables that affect how well projects are implemented, including project product delivery, budget delivery, and time delivery, all of which have an impact on how well NGOs accomplish the project's aims and objectives. The project's budget and on-time delivery are important markers of its successful execution.

In the context of Ethiopian development projects, Abebaw (2016) found that some project manager competencies exhibit a positively significant relationship with certain project success variables in her study, "Assessment of the Roles and Competencies of the Project Managers as Success Factors in Development Projects of Addis Ababa/Ethiopia." Significant predictors of success included the project's requirements and objective, procurement decision-making, information and communication among technical competencies, leadership and communication among behavioural competencies, stakeholder analysis and management, and power and authority among contextual competencies.

In their work determinants of project performance in NGOs in Kenya, (Ngugi and Susan, 2017) concluded that project team dedication has a positive and significant impact on project performance and implementation success.

According to a study by Hailu (2018) using a descriptive and explanatory research approach on the factors affecting the successful implementation of projects in NGO World Vision Ethiopia. Forty projects were the target population, and a censes survey was used. Both

multiple regression analysis and descriptive analysis were used to analyse the data. He discovered that the project timeline (plan), effective communication, and team-related management characteristics were the most important indicators of project success. According to the study's findings, a proper and well-planned project schedule improves the quality of the projects, and one of the things that makes a project successful is efficient communication.

2.4. Research Gaps

The International Organization for Migration (IOM) plays a crucial role in managing and implementing projects related to migration, displacement, and humanitarian assistance. While there has been significant research on project management and implementation, there are some gaps specific to factors affecting successful project implementation within the context of IOM. Some potential research gaps in this area include:

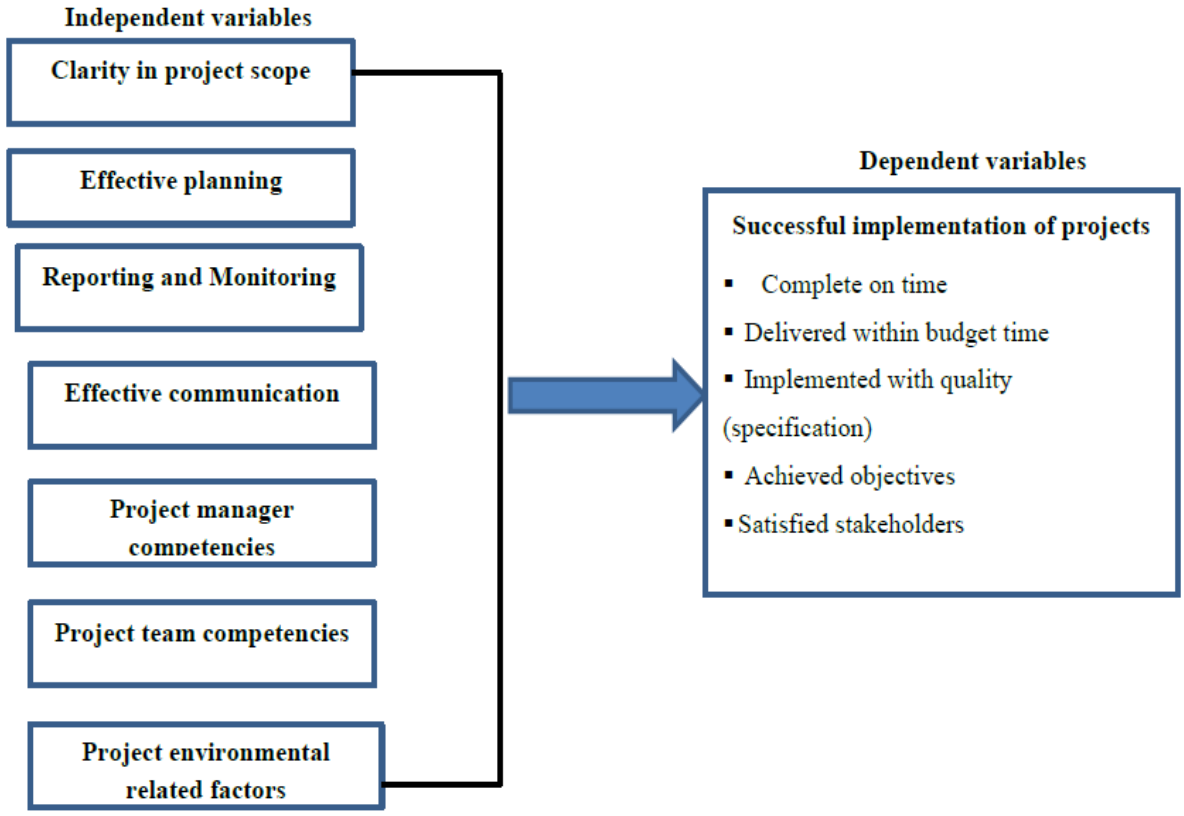
Contextual Factors: Limited research exist on how specific contextual factors, such as political environments, planning, controlling, project manager and project teams members, influence the successful implementation of projects by IOM. Understanding these factors is essential for tailor-made project strategies.

Stakeholder Engagement: Research could explore the role of stakeholder engagement, including local communities, government agencies, and international partners, in driving the success of IOM projects. Examining effective stakeholder communication and collaboration strategies could provide valuable insights. Monitoring and Evaluation: Limited research may address the effectiveness of monitoring and evaluation mechanisms within IOM projects. Studying best practices in monitoring progress, assessing impact, and using data for adaptive management could enhance project outcomes.

Addressing these research gaps could provide valuable insights for improving the effectiveness and impact of projects implemented by IOM, ultimately contributing to better outcomes for migrants, displaced populations, and communities around the world.

2.5. Conceptual framework

The conceptual framework shows the underlying process applied to guide this study. The conceptual framework is adapted from the study by Nyanje & Wanyoinke (2016); modified in a way to suite this study. Figures 1 illustrate the level of implementation of the independent variables on effective project implementation.



Source: researcher own construction based on Literature (March 2024)

Figure 1 Conceptual framework of the study.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

This chapter covers the research design, research approach, sample design, sources of data, sources of data, methods of data analysis, model estimation, validity and reliability, and ethical considerations.

3.2. Research Design

In research, research design is a master plan for specifying the methods and procedures in collecting and analysing the required information. Since the main objective of the study is to assess factors affecting successful implementation of projects, the study applied both descriptive and explanatory research design. Descriptive: Helped in providing a detailed account of the factors affecting project implementation in IOM, offered a comprehensive understanding of the current situation. It also enabled researcher to describe the characteristics and patterns of project implementation within IOM, shedding light on specific issues and challenges. Explanatory: Allowed for exploring the relationships between variables and understanding the underlying mechanisms influencing successful project implementation. It also provided insights into why certain factors impact project success, offering a deeper understanding of causal relationships. Descriptive research has been used in the past to provide a snapshot of project implementation processes, highlighting factors that influence success or failure. For example, a study may describe the organizational structure of IOM and its impact on project management. Many research studies combine descriptive and explanatory designs to both depict the current situation and delve deeper into the reasons behind certain phenomena. This integrated approach ensures a more robust analysis of the factors affecting project implementation.

Hence, the researcher applied this research design to explain how the seven independent variables used in this study affect the dependent variable (successful implementation of projects) and show their relationships.

3.3. Research Approach

Research approaches are plans and the procedures for research that span the steps from broad assumptions to method of data collection process and interpretation. Its selection of is also

based on the nature and objectives the study. This study focused on both qualitative and quantitative research approaches, mixed research approach. Qualitative approach seeks to understand phenomena or allows describing and analysing understanding and experiences of people in their everyday project activities. Quantitative research approach used to measure values, counts, and expressed as numerical variables. The purpose of using this approach in present research is to numerically measure the influence of the seven independent variables on successful implementation of projects. Creswell (2009) confirmed that quantitative analysis is the best approach for developing cause-effect relationship between variables that yield statistical data through running statistical tools to check whether the study hypothesized relationships of the variables hold or not.

3.4. Sample Design

In the study, since it is difficult to include the entire population of the area, it is important to take appropriate and representative sample. There are various reported formulas to determine the sample size for a given population. The sample size of this study calculated using the following equation (Yamane, 1967). As per the report of Human resource department of IOM (2024) the total number of active staff in project department is 158 then, the sample size of this study calculated using the following formula.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{139}{1 + 139(0.05)^2} = \mathbf{103}$$

Where: n is sample size

N is targeting populations

E is level of precision or marginal error (5%)

Therefore, the total sample size taken for this is 103.

Regarding the sampling techniques, the researcher employed both simple random sampling as well as purposive sampling techniques. These techniques allowed the researcher to use cases that have the required information with respect to the objective of the study. Accordingly, the researcher purposively selects staffs of project department. Then, a probability sampling, simple random sampling method applied to the respondents.

3.5. Source of Data

In this study, both primary data and secondary data were used as an important source of data.

3.5.1. Primary Data Sources

In this study, questionnaires were used as the main method of gathering the relevant primary data. The study used structured questionnaires to collect this primary data which would be filled by project department staffs. Questionnaires are the main means of collecting quantitative primary data and which enables to collect information that is not directly observable as they inquire about feelings, motivations, attitudes and experiences of individuals. The major advantages of questionnaires are that they can be administered to groups of people simultaneously, and they are less costly and less time-consuming than other measuring instruments (Gall and Borg, 1996). Moreover, it provided a higher level of anonymity assurance, it could be completed at the respondent's convenience, increasing the likelihood of receiving accurate information, and it is an inexpensive means of gathering data from a large geographic area (Amin, 2014). The questionnaire in this study includes both close-ended and open-ended questions. The first section of the survey questionnaire was portraying the general demographic information of the sampled respondents. The second section of questionnaires was contain five-point Likeret Scale questions ranging from five to one; where 5 represents strongly agree, 4 agree, 3 Neutral, 2 disagree, and 1 strongly disagree. These five-point scales are treated as interval scale to conduct statistical analysis.

3.5.2. Secondary Data Sources

Secondary data were collected through reviewing different files, company manuals, and annual reports of IOM. The relevant data that would be collected from different data sources especially from journal article that help to fill the knowledge gap and understand the concepts, definitions, theories and empirical results through reviewing various relevant journals articles from internet sources as accredited in the literature review.

3.6. Data Analysis and Interpretation

After data collection, all the necessary data entered, coded, and quantified using SPSS (Statistical packaging for Social Science version 21). Both descriptive and inferential analysis techniques employed to analysis of this study. Descriptive statistical tools such as percentage, frequency, mean, and standard deviation used to summarize and describe quantitative information. To explore the relationship between variables the study used associational

inferential statistics like, Pearson correlation and multiple regression analysis (Bryman & Bell, 2007).

3.7. Model estimation

In model estimation, the relationship between the set of dependent variables and the set of independent variables is studied. Accordingly, regarding to the independent & dependent variables of the study, the model of this study was;

$$\mathbf{Y} = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \beta 5X5 + \beta 6X6 + \beta 7X7 \ldots\ldots + \beta nXn + \varepsilon$$

Where,

Y is the dependent variable (project implementation success)

α / β = constant

$\beta 1 - \beta n$ = (Beta value) coefficient of slope of regression model

X1-Xn = explanatory variables- in this case the study variables were five (X1= reporting and monitoring; X2 = Clarity of defined scope and goals, X3 =, communication; X4 = project manager competency; X5 = effective planning; X6= Project team competencies; X7= environmental related factors).

ε error term captures unexplained changes in the model.

3.8. Validity and Reliability of the Study

3.8.1. Validity

Validity indicates the degree to which an instrument measures what it is supposed to measure. It refers to the degree to which a statistical instrument measure and emphasis on the accuracy of the measurement (Kothari, 2004). Accordingly, the researcher must provide supporting evidence that a measuring instrument does in fact measure what it appears to measure. It granted that the study was free from sampling bias. The researcher believed that the questionnaires were comprehensive enough to capture all variables. The researcher made sure the sampling procedures were impartial by granting each participant an equal chance to receive a score in order to guarantee authenticity. The operationalization of variables also enhanced validity. All of the factors being examined were covered by the extensive questionnaires.

3.8.2. Reliability

To test the reliability of the Likert scale used in this study, reliability analysis was done using Cronbach‘s Alpha as the measure. A reliability co-efficient of $\alpha \geq 0.7$ was considered as an adequate.

Table 1 Reliability Results

Sustainability factors	**Number of Items**	**Cronbach's Alpha**
Clarity of project scope and goals on project success	4	0.713
Effective planning on project success	7	0.789
Reporting and Monitoring	3	0.827
Communication	5	0.891
Project Manager competencies	6	0.877
Project Team competencies	6	0.764
Project environment related factors	5	0.815
successful implementation of project	5	0.805

(Source: Own Survey, SPSS V21, 2024)

The findings in Table 1 above revealed that the Cronbach’s alpha test indicated that for all the variables tested the internal consistency was above the acceptable value, 0.7 or 70%. This result signifies good reliability of the study instrument and therefore the upcoming research findings and conclusions are acceptable.

3.9. Ethical Consideration

Throughout the research, the researcher upheld and respected the participants’ right to privacy, anonymity, fair treatment and to protection from discomfort and harm (Neuman, 2003 cited in Kendie (2016)). In this research, ethical issues have especial consideration. The researcher discussed the purpose of the research clearly to the participants during data gathering stage of the research. As a matter of confidentiality, the participants were not requiring writing or tell their names. Furthermore, the participants were assuring that their responses for the questionnaire are used for the intended purpose only and wiped out their responses as no more required after completing the study.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1. Introduction

This chapter presents analysis and interpretation of findings from data that was gathered from IOM. The data was obtained through questionnaires. To obtain meaningful information, project staff and managers were involved as primary respondents in the study.

4.2 . Demographic Profile of Respondents

4.2.1 Gender of the Participants

The researcher shows the gender details of respondents who participated in the research. In IOM both females and males are working on projects. However, the percentage of their involvement in projects was not equal. As we can understand from the below table 2, 77.67% of total sample were males and the rest 22.33% were females. This showed that majority of the staffs working on projects are males.

4.2.2 Age of Respondents

When we see age composition of respondents below in Figure 3, most of the sampled respondent's age group falls between the ages of 36 up to 45 which account 48.54 % of the total number of sampled respondents. The percentage of age distribution of the respondents in between 18-25, 26-35, and 46-60, 1.94%, 39.81%, and 9.70%, respectively. This showed that most of the respondents was in between ages of 36 and 45 years in which they are active work force and ready to act where there is comfortable situation is prepared for them because of they are in adult age and in maturity stage.

4.2.3 Education Qualification of Respondents

According to the figure 4 below, the educational level of the sample respondents indicates that 67.96 of the respondents were master's degree holders while 28.16% were degree graduates, and 3.88% were PHD holders. From this we can understand that most of IOM staffs working on projects are master's degree holders. This means that IOM have well educated staffs working on projects.

Table 2 Summary of respondents' profile

		Frequency	Percent	Valid Percent	Cumulative percent
Gender	MALE	80	77.7	77.7	77.7
	FEMALE	23	23.3	23.3	100
Age	18-25	2	1.9	1.9	1.9
	26-35	41	39.8	39.8	41.7
	36-45	50	48.5	48.5	90.3
	46-60	10	9.7	9.7	100
Educational Qualification	Degree	29	28.2	28.2	28.2
	Maters	70	68.0	68.0	96.1
	PHD	4	3.9	3.9	100

4.3 Results of descriptive statistics

In this section, the respondents asked to indicate their responses on factors affecting successful project implementation in their organization using a total of 36 variables with seven main variable (reporting and monitoring; clarity of defined scope and goals, effective communication, project manager competency; effective planning; project team competency; and environmental related factors) and the results were analysed and compared using mean and standard deviation using 5-point Likert scale. The five points with their numerical value was: 1: strongly disagree; 2: disagree; 3: neutral; 4: agree and 5: strongly disagree. The mean scored value reveals that how much the sample groups agree or disagree with various statements on average. According to Marczyk et al. (2005) and Zaidatol et al. (2012), the lower the mean, the more respondents disagree with the claims while the higher the mean, the more agreeable the respondents for the given statements.

Table 3 Descriptive Analysis of mean and SD of the study variables

Descriptive Statistics			
Variables	**N**	**Mean**	**Std. Deviation**
Reporting and Monitoring	103	3.9547	0.43798
Clarity of defined scope and goals	103	3.8665	0.33361
Communication	103	4.1223	0.26603
Project manager competency	103	3.8576	0.31085
Effective planning	103	3.9293	0.24975
Project team competencies	103	4.0252	0.28240
Environmental related factors	103	3.9515	0.14505
Project success	103	4.0097	0.29688

The findings of descriptive statistics summarized in Table 3 above revealed that effective communication was the most important factor affecting successful project implementation in IOM with the highest mean value of 4.122 followed by project team competencies (4.025) and reporting and monitoring (3.955). Whereas project manager competency and clarity of defined scope and goals mentioned by the respondents showed as the next factors of affecting successful project implementation of in their organization with a mean scored values of 3.858 and 3.867, respectively.

The higher mean scores of tangibility and project team competencies indicated that majority of the respondents agreed that effective communication and project team competencies affect successful project implementation to a large extent. The higher mean scores of effective and Project team competency noted in this study also reported by the study of Ika et al (2012) and Sohu et al. (2013). According to them poor communication among the stakeholders in a project leads to project failure. According to Sohu et al. (2013), good project management team, the right numbers and qualified team members, the full commitment by the stakeholders and team member experience influence on successful implementation of the project in a great extent.

4.4 Results of Inferential Statistics

In this section, the results of inferential statistics were presented. To identify the degree of association between both dependent and independent variables, Pearson's Product Moment Correlation Coefficient was computed. In addition, to test the effects of independent variables on dependent variable multiple linear regressions were applied. The results were discussed in the following section.

4.1.1. Tests for the regression Models

There are principal assumptions which justify the use of multiple linear regression models for purposes of inference or prediction. Tests of assumption such as normality, multicollinearity, heteroskedasticity test, and autocorrelation should be tested in undertaking the regression analysis. Therefore, the test results for each assumption presented in the following sections.

1. **Normality test**

For normality test, histogram of residuals and normal probability test (P-P plot) were computed. The histogram is a frequency plot obtained by placing the data in regularly spaced cells and plotting each cell frequency versus the centre of the cell. The histogram of the residual can be used to check whether the variance is normally distributed.

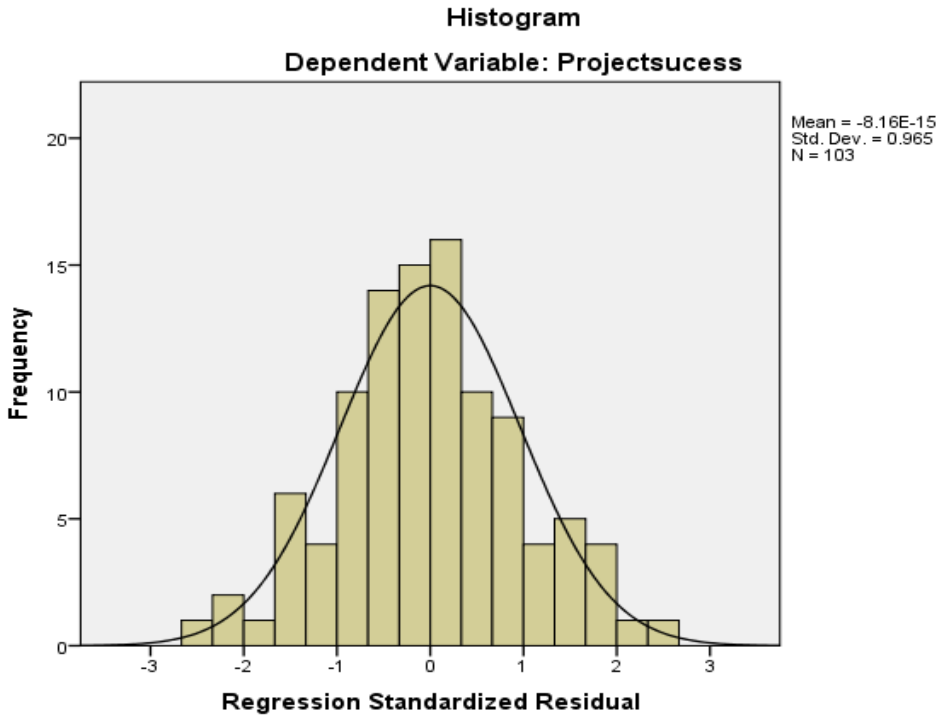


Figure 2 Normality test-histogram graph (Source: computed from SPSS result, 2024)

As shown in Figure 5, histogram of the residuals revealed that the residuals are normally distributed around its mean of zero and the histogram is reasonable symmetrically bell-shaped. Thus, based on this result, the normality of residuals assumption is satisfied or there was no serious violation of the normality assumption.

In addition to histogram of residuals, the normal probability plots were used to test the normality of data. Hence, Figure 6 below indicated that residuals from the research model regression are approximately normally distributed, because a straight line gives the impression to fit the data reasonably well. This test also shows the normal distribution of residuals around its mean of zero. According to Brooks (2008) normality can be a problem when the sample size is small (< 50) and highly skewed data create problems. Accordingly, the result of this analysis showed that there is not a normality problem in the data used in this study.

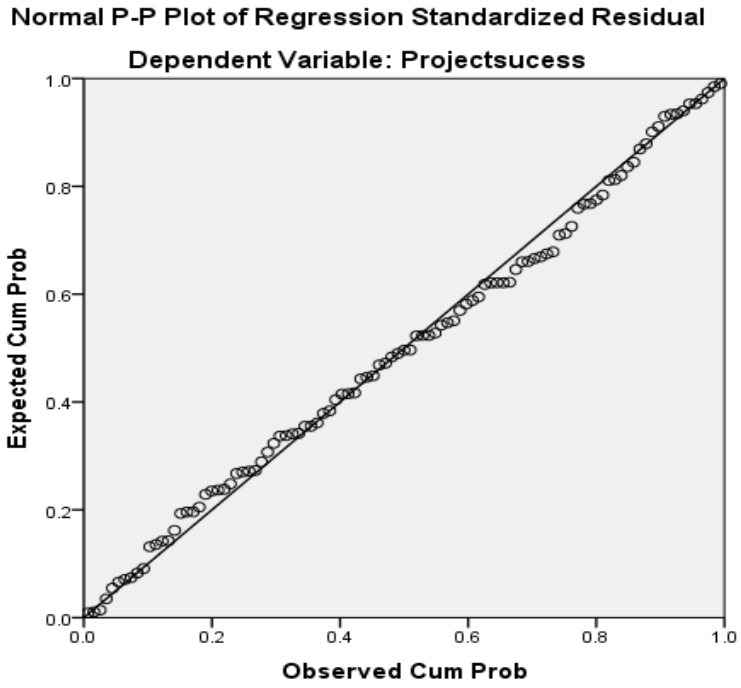


Figure 3 Normal probability plot test (Source: computed from SPSS result, 2024)

2. Heteroskedasticity Test

When the distribute of the errors are different, varying depending on the value of one or more of the independent variables, the error terms are heteroskedastic (Brooks 2008). Heteroskedasticity test is very important because if the model consists of heteroskedasticity

problem, the MLR (Multiple-linear regression) estimators are no longer best. As indicated in the Figure 7, the scatter plot takes an approximate shape of a rectangular pattern, and no cluster or systematic. This discloses the assumption of homoscedasticity is met or no serious violation.

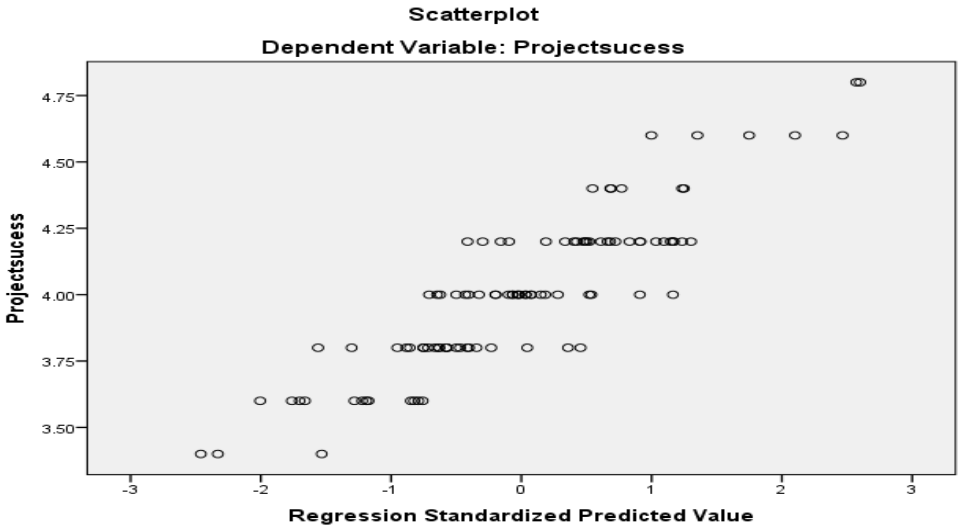


Figure 4 Scatter plot (Source: computed from SPSS result, 2024)

3. Multicollinearity Test

Multicollinearity could be occurred if some or all of the independent variables are highly correlated with one another may and hence not individually contribute significantly to the model (Brooks, 2008). The presence of multicollinearity in the model is detected by using Variance Inflation Factor (VIF). As noted by Gujarati (2004), if VIF exactly or exceeds 5 then there is a problem of multicollinearity. Lower levels of VIF are desirable while higher levels of VIF may affect adversely the results of the regression. Hence, as shown in Table 4 since all variance inflation factor (VIF) columns values were less than 5, and tolerance values were greater than 10%, indicating that there is no serious multicollinearity problem among the variables and hence all the independent variables can be considered in the model estimation.

Table 4 Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Reporting and Monitoring	.647	1.545
	Clarity of defined scope and goals	.487	2.052
	Communication	.807	1.239
	Project manager competency	.516	1.940
	Effective planning	.787	1.271
	Project team competencies in the project	.609	1.641
	Environmental related factors	.773	1.293

4. Autocorrelation Test

To test the presence of autocorrelation, the Durbin-Watson test is used. The Durbin Watson test is an indication of the absence of autocorrelation. According to Brooks (2008), Durbin Watson has two critical values: an upper critical value and a lower critical value. An acceptable range of Durbin Watson test value is clearly between 1.50 and 2.50. Therefore, in this study the Durbin Watson test value was 1.834 (Table 7). This showed the absence of auto-correlation problem in the model.

Table 5 Autocorrelation Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.893[a]	.798	.783	.13841	1.834

a. Predictors: (Constant), environmental related factors, communication, reporting and monitoring, effective planning, Project team competencies, project manager competency, Clarity of defined scope and goals

b. Dependent Variable: Project success

4.1.2. Correlation Analysis

To determine degree of relationship between the seven independent variables (reporting and monitoring; clarity of defined scope and goals, effective communication, project manager competency; effective planning; project team competency; and environmental related factors) and dependent variable (successful project implementation) correlation analysis, particularly Pearson's correlation matrix was computed. This test gives an indication of both directions, positive (when one variable increase and so does the other one), or negative (when one variable increase and the other one decreases). The test also indicates the strength of a relationship between variables by a value that can range from -1.00 to 1.00; when 0 indicates no relationship, -1.00 indicates a negative correlation, and 1.00 indicates a perfect positive correlation. According to Evans (1996) the correlation coefficient value close to one considered perfect and close to 0.7 considered strong correlation and less than 0.3 considered week correlation. He further explained that the correlation coefficient 0.00-0.19 is "very weak", 0.20-0.39 is "weak", 0.40-0.59 as "moderate", 0.60-0.79 as "strong" and 0.80-1.0 as "very strong".

Table 6 Correlation results of seven independent variables and successful implementation of project.

Correlations

		PC	RM	CDG	COM	PMC	EP	PTM	ERF
PC	r	1	.556**	**.741****	.447**	**.730****	.538**	**.657****	.482**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	103	103	103	103	103	103	103	103
RM	r		1	**.529****	.177	**.496****	.201*	.422**	.274**
	Sig. (2-tailed)			.000	.074	.000	.042	.000	.005
	N		103	103	103	103	103	103	103
CDG	r			1	.418**	**.599****	.356**	**.458****	.354**
	Sig. (2-tailed)				.000	.000	.000	.000	.000
				103					103

	N				103	103	103	103	
COM	r				1	.272**	.216*	.272**	.215*
	Sig. (2-tailed)				103	.005	.029	.006	.029
	N					103	103	103	103
PMC	r					1	.320**	**.548****	.383**
	Sig. (2-tailed)					103	.001	.000	.000
	N						103	103	103
EP	r						1	.371**	.330**
	Sig. (2-tailed)						103	.000	.001
	N							103	103
PTC	r							1	.373**
	Sig. (2-tailed)							103	.000
	N								103
ERF	r								1
	Sig. (2-tailed)								103
	N								
**. Correlation is significant at the 0.01 level (2-tailed).									
*. Correlation is significant at the 0.05 level (2-tailed).									

Source: researcher own survey, 2024

The results of Pearson correlation coefficient (r) presented in Table 6 showed there was a strong positive correlation between clarity of defined scope and goals and successful implementation of project (r = 0.741). This result indicated that clarity of project scope, goals and objectives result to increase successful implementation of a project. There was also a positive and strong association between project manager competency and successful implementation of a project (r=0.730). This result showed that adequate technical and

conceptual skills, leadership, and interpersonal skill competencies; decision ability; negotiation, conflict resolution, team building, and team motivation skills, and educational qualification of a project manager leads to enhance successful implementation of a project.

The analysis of Pearson correlation also showed there was a strong correlation between the dependent variable (successful implementation of a project) and project team competencies (r= 0.657). This implies that right number and quality manpower, team working cooperation, team motivation, team number's ability, communication skill, commitment, participation, and negotiation positively increases successful implementation of a project.

The rests of the study variables, reporting and monitoring, effective planning, environmental related factors, effective communication showed a positive and moderate correlation with correlation coefficient of (r =0.556, 0.538, 0.482, 0.447) respectively. In sum, there were a positive and significant association between all the seven independent variables and the dependent variable.

Table 6 further showed the interrelationship between the seven independent variables, and which indicated there were positive and significant relationships in between these variables. This result clearly revealed that a change made in one of the independent variables will positively maximize the other variables (service quality dimensions). The highest inter correlation were recorded between clarity of defined scope and goals and project management competency ($r = 0.599$, $p<0.05$) followed by project management competency and project team competency ($r = .548$, $p<0.01$).

In line with this study Muringo (2012) reported the highest correlation between Project manager competency and successful implementation of a project. Inagreement with this study, Ngugi and Susan (2017) reported a positive and strong correlation between project team competencies and successful implementation of a project. In contrary to this study, Negasa et al. (2021) reported a weak and positive correlation between clarity of scope and goals with successful implementation of a project.

4.1.3. Multiple Linear Regression Analysis

To identify how much the independent variable explains the dependent variable multiple linear regressions was computed. This analysis measures the strength of the influence of the multiple independent variables on a single independent variable.

Table 7 Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893[a]	.798	.783	.13841

a. Predictors: (Constant), environmental related factors, communication, reporting and monitoring, effective planning, Project team competencies, project manager competency, Clarity of defined scope and goals

b. Dependent Variable: successful implementation of project

As indicated in the model summary in the Table 7 above, the R column represents the value of R (multiple regression coefficients). The value of 0.893 indicated that the combined effect of the seven independent variables showed a strong and positive correlation with the dependent variable (successful implementation of project) and which showed a good level of prediction.

The result of adjusted R-square (R^2) of 0.783 in the regression model indicated that all the seven explanatory variables (environmental related factors, communication, reporting and monitoring, effective planning, Project team competencies, project manager competency, Clarity of defined scope and goals) dealt in this study explain approximately 78.3% the variation in successful implementation of project. The remaining 21.7% of the variation in the level of success of a project is explained by other variables not included in the present study. Therefore, further research will be needed in identifying other factors that can improve the value of R-square (R^2).

The Analysis of Variance (ANOVA)

The results of analysis of variance (ANOVA) presented in Table 8 below showed the overall model was significantly indicated that all the seven independent variables (environmental related factors, communication, reporting and monitoring, effective planning, project team competencies, project manager competency, clarity of defined scope and goals) are good joint explanatory variables for successful implementation of a project (F=53.469, p-value=0.000)

Table 8.The Analysis of Variance (ANOVA)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.170	7	1.024	53.469	.000[b]
	Residual	1.820	95	.019		
	Total	8.990	102			

a. dependent variable: project success

b. predictors: (constant), environmental related factors, communication, reporting and monitoring, effective planning, Project team competencies, project manager competency, clarity of defined scope and goals.

The above findings revealed that all the independent variables were statistically significant in explaining changes in successful implementation of project. This was demonstrated by a P-value of 0.000 which is less than the acceptance critical value of (p=0.05)

Coefficients of determination

The study applied the beta coefficient Table below to determine the study model and the results of these coefficients presented in the Table 9 below.

Table 9 Beta coefficient of determination

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.251	.408		-3.065	.003
	Reporting and Monitoring	.072	.039	.106	1.842	.069
	Clarity of defined scope and goals	.248	.059	.278	4.210	.000
	Communication	.136	.057	.122	2.379	.019
	Project manager competency	.262	.061	.275	4.271	.000
	Effective planning	.243	.062	.204	3.923	.000
	Project team competencies	.204	.062	.194	3.287	.001
	Environmental related factors	.169	.107	.083	1.577	.118

a. Dependent Variable: successful implementation of project

The beta coefficient helps to understand which of the independent variables is more important. This means that these coefficients are used to compare the influence of any independent variables on the dependent variable. Therefore, the standardized beta coefficient can be used to study the strength of the influence/effect of each independent variable (predictor variables) on the standard variable (dependent variable). The results showed that the standardized beta coefficients, a unit change in the independent variables (factors), would produce an effect on the dependent variable (successful implementation of project).

Table 9 above showed that effective planning, project team competencies, project manager competency, clarity of defined scope and goals had a significant effect on successful implementation of a project in IOM at Addis Ababa. On the other hand, environmental related factors, communication, reporting, and monitoring had no significant effect on successful implementation of a project at 95% confidence level. Based on these beta coefficients, project manager competency (beta= 0.262, p=.000) had the highest effect or contribution on successful implementation of project followed by clarity of defined scope and goals (beta= 0.248, p=.000), effective planning (beta= 0.243, p=.000) and project team competencies (beta= 0.204, p=.001). On the other hand, reporting and monitoring, communication and environment had a positive but statistically insignificant influence on

successful implementation of project in IOM at Addis Ababa, Ethiopia with a beta and p-value of (0.072, 0.069; 0.136, 0.019; 0.169, 0.118), respectively.

A unit increase in project manager competency dimension leads to 0.262 (26.2%) increases or improve in project implementation success in the presence of other variables being constant. A unit increase in clarity of defined scope and goals leads to 0.248 (24.8%) increases in project implementation success while other variables being constant. A one percent or a unit increase in effective planning leads to 0.243 (24.3%) increases in project implementation success. Similarly, a unit increase in project team competencies, environment related factors; communication and reporting and monitoring lead to 20.4%, 19.6%, 13.6%, and 7.2% increases in project implementation success, respectively in the presences other variables being constant.

4.1.4. Hypothesis Testing

A hypothesis is often described as an attempt by the researcher to explain the phenomenon of interest. Those hypotheses are the researchers attempt to explain the phenomenon being studied, and that explanation should involve a prediction about the variables being studied. These predictions are then tested by gathering and analysing data, and the hypotheses can either be supported or refuted (falsified) based on the data. Accordingly, the seven hypotheses which were developed earlier in the study were tested based on the regression coefficient data and p-value (Table 10).

Table 10 Summary of Hypothesis Testing

Research Hypothesis	**Beta value**	**t-value**	**P-value**	**comments**
Hl_1: Reporting and monitoring have a positive and significant effect on successful implementation of project	0.072	1.842	0.069	Hl1 rejected
Hl2: Clarity of defined scope and goals has a positive and significant effect on successful implementation of project	0.248	4.210	0.000	Hl2 accepted
Hl3: Communication has a positive and	0.136	2.379	0.019	Hl3 accepted

significant effect on successful implementation of project				
Hl4: Project manager competency has a positive and significant effect on successful implementation of project	0.262	4.271	0.000	H14 accepted
Hl5: Effective planning has a positive and significant effect on successful implementation of project	0.243	3.923	0.000	H15 accepted
H16: Project team competencies have a positive and significant effect on successful implementation of project	0.204	3.287	0.001	H16 accepted
H17: Environmental related factors have a positive and significant effect on successful implementation of project	0.169	1.577	0.118	H17 rejected

CHAPTER FIVE

5. SUMMARY, CONCLUSION, ANDRECOMMENDATIONS

This chapter presents the overall summary and conclusions of the study in accordance with the results of the study. It also gives an insight on the recommendations as well as suggestions for future studies.

5.1. Summary of Major Findings

The study aimed to investigate the factor affecting successful implementation of project in International Nongovernmental Organizations in Ethiopia: The case of international organization for migration (IOM). A total of 103 questionnaires were issued and distributed with 100% returning rate. The general value of Cronbach's alpha ($\alpha = 0.943$**)** was obtained, and the general internal consistency test of the research tool was within the "very good" range of reliability. Background information of the respondents indicated that, majority (77.67%) of the study participants were males. Most of the age distribution the respondents were between the ages of 36 - 45 (48.54 %). With respect to educational background, most (67.96 %) of the of the respondents were master's degree holders.

The first objective of the study was to examine influence of clarity in project scope on project success and implementation. Descriptive statistic showed that clarity in project scope and goals was one factor affecting project implementation success a project at IOM with a mean value of 3.87 and SD=0.33. Regression analysis showed that clarity in project scope and goals had a positive and statistically significant influence on successful implementation of a project with coefficient beta of ($ß = 0.248$) and p-value ($p = 0.000$). The result indicated that clearly defined goals and objectives; goals and objectives shared to all stakeholders before implementation; clarity in project scope affect project quality and completion time; and technical and financial reports sent as per donors' requirement had a positive and statistically significant influence on successful implementation of a project in IOM.

The second objective of the study was to determine the extent to which effective planning affects the success and implementation of project at IOM. The findings also showed that effective planning affect successful implementation of projects in a great extent with mean value of 3.93 and SD of 0.25. Regression results of the study indicated that effective

planning had a positive and significant influence on successful implementation projects with beta coefficient of 0.243 and p = 0.000. This result implied that organized project work plans which are mutually understood by all employees; project-detailed work plan discussed before project implementation; implementing project in time and budget; assignment of appropriate human and material resources; the estimation of costs of the projects during project planning; considering the risks of the projects planning; effective planning affect project completion on time, quality, and cost assessed in effective planning dimension of this study had a positive and significant influence on successful implementation of projects in a project.

The third objective of the study was to determine the influence of project manager competencies on project success at IOM. Descriptive result of reliability showed that project manager competency influences successful implementation of projects with a mean value of 3.86 and SD of 0.31. The coefficient of beta indicated that the competencies of project manager had a positive and statistically significant influence on successful implantation of projects with a beta value ($\beta = 0.262$) and ($p= 0.000$). This result showed that adequate technical and conceptual skills; facilitating roles of a manager; leadership and interpersonal skill competencies; manager decision ability; educational qualification; negotiation, conflict resolution, team building, and team motivation skills of a project manager had a positive and significant influence on successful implementation of project.

The fourth objective of the study was to assess the effect of project team competency on project success at IOM. The analysis of descriptive results showed project team members competencies influences on the success of project with a mean score of 4.03 and SD of 0.28. Regression analysis indicated that project team members competencies had a positive and statistically significant effect on successful implementation of project with a beta value ($\beta = 0.204$) and ($p = 0.001$). This result further implied that right number and quality manpower to complete the project; team working cooperation towards the common goal; team motivation; team member understood their role; adequate technical or managerial trainings; project team number's ability, communication skill, commitment, participation, negotiation, and cohesiveness had a positive and significant influence on successful implementation of project.

The fifth objective was to examine the effect of reporting and monitoring on project success at IOM. The result of descriptive statistics showed that reporting and monitoring affect successful implementation of project with a great extent with mean value score of 3.95 and

SD of 0.44. Regression analysis of the study showed that reporting and monitoring had a positive and statistically insignificant effect on successful implementation of project with a beta value ($\beta = 0.072$) and ($p = 0.069$, which is greater than 5%).

The sixth objective of the study was studying the effect of communication channels on successful implementation of project at IOM. Descriptive result of revealed that effective communication affects successful implementation of projects with a mean score of 4.12 and SD of 0.27. Regression analysis of the study showed that effective communication had a positive and statistically insignificant effect on successful implementation of project with a beta value ($\beta = 0.136$) and ($p = 0.019$, which is greater than 5%).

The last objective of the study was to study the extent to which environment related factors affecting successful implementation of project. Descriptive result of revealed that environmental factors such as change in economic policy and/or regulation; political instability; access of road and access to social amenities; cultural setting and acceptance; and politically sensitive environment affect successful implementation of projects with a mean score of 3.95 and SD of 0.14. Regression analysis of the study showed that effective communication had a positive and statistically insignificant effect on successful implementation of project with a beta value ($\beta = 0.169$) and ($p = 0.118$, which is greater than 5%).

The value of multiple correlation coefficients (R) of this study was 0.893 which indicated that there was a strong and positive correlation between the independent variable (environmental related factors, communication, reporting and monitoring, effective planning, Project team competencies, project manager competency, Clarity of defined scope and goals) and which showed a good level of prediction. From the adjusted R square value (0.798) it is indicated that 79.8% of variation in dependent variable is explained by the seven factors used in this study.

The results of analysis of variance (ANOVA) showed the overall model was significantly indicated that all the seven independent variables (environmental related factors, communication, reporting and monitoring, effective planning, project team competencies, project manager competency, clarity of defined scope and goals) are good joint explanatory variables for successful implementation of a project ($F=53.469$, p-value=0.000).

5.2. Conclusion

Based on the objectives and results of the study the following conclusions were forwarded

The main objective of this study was to investigate the factor affecting successful implementation of projects in International Nongovernmental Organizations in Ethiopia: the case of international organization for migration (IOM).

Based on Pearson correlation coefficient (r) the study concluded that there is a strong and positive relationship between clarity of defined scope and goals, project team competencies and successful implementation of project in IOM.

The study concludes that clarity on an organizational scope and a goal that is mutually understood by all employees before implementation has a positive effect on successful implementation of projects in IOM.

The study came to conclusion that effective communication channel across project staffs have a positive influence on effective project success. Accordingly, IOM used a variety of communication channels to make sure that information was delivered in time and informative manner.

The study further concluded that good project management practices of good project manager competency, and strong project team competencies contributed to higher project quality and success.

The present study further concluded that effective planning has a positive and significant effect on successful implementation of project in IOM.

However, Reporting and monitoring and project environment factors such as such as political, social, legal and financial factors did not affect the project quality implemented by IOM.

Generally, all the seven independent variables dealt in this study were a positive influence on successful implementation of project in IOM. Based on the results of the study, it is possible to conclude that four alternative hypotheses (Hl2, H13, H14, H15 and Hl6) were accepted since all these p-values were less than 5%.

5.3. Recommendation

Based on the results and conclusion of the study, the following recommendations are forwarded.

The study showed that effective planning had a positive and significant influence on successful implementation project at IOM. To successfully implement donor-funded projects, the study advises the organization to have a clear project work plan that is understood by all project stakeholders and employees. It includes cascading plans with trainings. This will help to maximize understanding among stakeholders, such as government authorities, and promote cooperative and amicable working relationships.

The current study demonstrated that a project's ability to be implemented successfully was positively and statistically significantly influenced by the clarity of its goals and scope. The study advises establishing procedures for discussing the project's requirements before it is implemented and that staff members have a clear awareness of the project's scope. Because a project's objectives and scope define its chances of success and give the organization a clear sense of what it wants to achieve. To track the day-to-day performance of the projects, it also helps to eliminate unnecessary labour and recommends that technical and financial reports be provided on time, in compliance with donor criteria.

The study recommended the following points on communication for Successful Project Implementation.

Establish Clear Communication Protocols: Define channels, frequency, and methods for communication within the project team and with external stakeholders to ensure consistent and effective information flow.

Develop a Communication Plan: Create a structured communication plan outlining key message, target audiences, responsibilities, and timelines to maintain focus and alignment throughout the project lifecycle.

Encourage Open Dialogue: Foster a culture of open communication where team members feel empowered to express ideas, concerns, and feedback, promoting collaboration and problem-solving.

Utilize Technology Tools: Leverage communication tools such as project management software, collaboration platforms, and messaging apps to facilitate real-time interactions, document sharing, and remote team coordination.

Clarify Roles and Responsibilities: Clearly define roles and responsibilities within the project team, including communication duties, to avoid miscommunication and ensure everyone understands their part in project implementation.

Provide Regular Updates: Schedule regular progress updates, status reports, and meetings to keep all stakeholders informed about project developments, achievements, and challenges, promoting transparency and accountability.

Address Conflict Promptly: Establish conflict resolution mechanisms and encourage proactive communication to address issues and disagreements constructively, preventing conflicts from derailing project progress.

Seek Feedback and Evaluation: Solicit feedback from stakeholders and team members regularly to assess the effectiveness of communication strategies, identify areas for improvement, and adapt approaches for better project outcomes.

By adhering to a regimented approach to communication in IOM projects, organizations can enhance coordination, stakeholder engagement, clarity of goals, conflict management, and knowledge sharing, leading to successful project implementation and sustainable impact.

Regimentation of Project Team and Project Manager Competencies for Successful Project Implementation in IOM presented as follows:

Competency Mapping: Conduct a thorough assessment of project team members' skills, experience, and knowledge to ensure alignment with project requirements and identify areas for development.

Role Clarity: Define clear roles and responsibilities for each team member, including the project manager, to avoid confusion, overlap, or gaps in duties that may hinder project progress.

Training and Development: Provide ongoing training and professional development opportunities to enhance the competencies of the project team and the project manager, keeping them up-to-date with industry best practices and emerging trends.

Effective Leadership: Cultivate strong leadership skills within the project manager to inspire and guide the team, set clear goals, make informed decisions, and foster a collaborative and supportive work environment.

Communication Skills: Emphasize the importance of effective communication skills for both the project team and the project manager, enabling clear articulation of vision, objectives, feedback, and expectations to all stakeholders.

Problem-Solving Abilities: Equip team members and the project manager with robust problem-solving skills to address challenges, mitigate risks, adapt to changes, and find innovative solutions to complex issues that may arise during project implementation.

Stakeholder Management: Develop strong stakeholder management skills among the project team and the project manager to engage with diverse stakeholders effectively, build relationships, manage expectations, and navigate conflicting interests.

Adaptability and Resilience: Foster a culture of adaptability and resilience within the project team and the project manager to respond flexibly to unforeseen circumstances, learn from failures, adjust strategies, and persevere in achieving project goals.

By regimenting the competencies of the project team and the project manager in IOM projects, organizations can enhance project delivery, teamwork, decision-making, risk management, stakeholder engagement, and overall project success. This structured approach ensures that the right skills are in place to drive successful project implementation and sustainable impact.

In the course of work, the study found that the effect of reporting and monitoring, and project environments such as political, social, economic, legal and others needs further research as they did not a significant effect on project quality and its success.

5.4. Future research direction

This study focused on the factors affecting successful implementation of projects in international NGOs. The case of IOM projects in Ethiopia. The study recommends conducting additional research in the following domains. The current study was restricted to IOM at Addis Ababa because it took too long to complete and could not accommodate a larger number of respondents. To reduce the amount of time needed for field work, data coding, entry, and analysis, only primary data self-administered questionnaires were used as data collection tool. Consequently, it would be more acceptable to perform a broader study to generalize the findings to other IOM branches and other NGO sectors in Ethiopia in the future.

Moreover, this study employed descriptive and explanatory research strategy. The purpose of this research design was to identify and characterize the properties of the study's variable of interest. Thus, recommendations are given for additional research using alternative research designs, such as philosophical designs or longitudinal designs.

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Appendix 1

Addis Ababa University

School of Postgraduate Study

Department of Project Management

Questionnaire

Dear respondents,

First of all, I would like to express my gratitude in advance for your willingness to spend your valuable time responding to this research questionnaire. I am conducting research on ―Factors affecting successful implementation of projects in international NGOs in Ethiopia. The case of IOM (International organization for migration) projects in Ethiopia.

All the information provided is used purely for academic purposes and will be treated with confidentiality. The result of this research shall be used for academic purpose and the final recommendation and finding shall be forwarded to the respective office of IOM Ethiopia for our preventive measure and actions.

Each of your genuine replies to the research questions is especially important in assessing major factors affecting successful implementation of IOM projects and I really appreciate your willingness to help. I will be pleased to discuss any concerns you may have about your participation in this research.

Thank you very much for your cooperation and valuable time.

Yours sincerely,

Getnet Teshome

Instructions

 No need to write your name.

 If you have any questions, please contact me through my cell phone number 0911 88 62 64 or email me GTESHOME@iom.int

Kindly answer the following questions either by ticking the appropriate box and or giving your answer or suggestion in the space provided when appropriate.

Part 1 General information about the participants

1. What is your gender?

A) Male ☐ B) ☐ Female

2. Age

A 18-25 ☐ B 26-35 ☐ C 36-45 ☐ D <60 ☐

3 Marital status A Single ☐ B Married ☐ C divorced ☐ D widowed ☐

4 Education status A Diploma ☐ B Degree ☐ C Masters ☐

D PHD ☐

5. Would you please specify your department in the organization

A) Program Support Unit (PSU) ☐
B) Resettlement Movement Management (RMM) ☐
C) Protection ☐
D) Resource Management Unit (RMU) ☐
E) Joint Labor Migration Programme (JLMP) ☐
☐
F) Migration Health Unit (MHU) ☐
G) Migration Management and Governance Unit (MMGU)
H) Peace and Development Unit (PDU) ☐
I) Preparedness and Response Unit (PRU)

6. For how long have you been working with IOM Ethiopia?

A. less than 3 years ☐ B) 3-7 Years ☐ C) 7-10 Years D) Above 10 years

Part II: Questions related to factors affecting successful implementation of projects in IOM.

1. Please indicate your opinion regarding following statements

(1. Strongly disagree (SD), 2. disagree (D), 3. Neutral (N), 4. agree (A), 5. Strongly agree (SA))

S. N	**Clarity of defined scope and goals on project success**	1	2	3	4	5
1.1	The organization have clearly defined goals and objectives for success of the project.					
1.2	The goals and objectives of the project are clear and shared to all stakeholders before implementation					
1.3	Clarity in project scope affect project quality and completion time					
1.4	Technical and financial reports sent as per donors' requirement					

II

S. N	**Effective planning on project success**	1	2	3	4	5
2.1	Is there an organized project work plan that is mutually understood by all employees in your department before project implementation starts?					
2.2	Are project-detailed work plan discussed before project implementation?					
2.3	IOM has always implemented project in time and budget					
2.4	Appropriate human and material resources are assigned on time.					
2.5	The costs of the projects are estimated during project plan					
2.6	The risks of the projects are considered during planning					
2.7	Effective planning affect project completion on time, quality, and cost.					

III

S. N	**Reporting and Monitoring**	1	2	3	4	5
3.1	IOM usually publish and distribute donor report on time?					
3.2	IOM have effective monitoring and evaluation system for all projects?					
3.3	IOM act immediately as per the findings of M&E?					

IV

S. N	**Communication**	1	2	3	4	5
4.1	Internet and email help in communicating project					
4.2	Information about the project progress timely communicated					
4.3	IOM have well defined communication channels for project teams					
4.4	In the project, there is feedback to/from stakeholders					
4.5	project plan clearly communicated to the project team members and stakeholders					

V

S. N	**Project manager competencies**	1	2	3	4	5
5.1	The project manager possessed adequate technical and conceptual skills					
5.2	Project managers have a role in facilitating project implementation					
5.3	Project managers leadership and interpersonal skill competencies are significant influence on project success					
5.4	Project manager decision ability have significant effect on project success					
5.5	Project manager negotiation, conflict resolution, team building, and team motivation skills have an effect on project success					
5.6	Educational qualification of a project manager has a role in project management and success.					

VI

S. N	**Project team competencies in the project**	1	2	3	4	5
6.1	There is right number and quality manpower to complete the project and have an effect on project success					
6.2	The project team working cooperation towards the common goal influences project implementation					
6.3	Project team motivation has an impact on project success					
6.4	Project team member's ability, communication skill, commitment, participation, negotiation, and cohesiveness influence on effective implementation of projects					
6.5	Project team member understood their role on the project					
6.6	Adequate technical or managerial trainings are available for members of the project time.					

VII

S. N	**Project environmental related factors**	1	2	3	4	5
7.1	Change in economic policy and/or regulation affecting the project implementation and success					
7.2	Political instability in the project area affecting the project implementation and success					
7.3	Access of road and access to social amenities (e.g. med-care) affecting project implementation and success					
7.4	Cultural setting and acceptance of the project affecting its success					
7.5	Politically sensitive environment affecting					

	project implementation and success					

Dependent variables: Factors Affecting Successful Implementation of Projects with cost(budget), time, scope, quality (specification), customer satisfaction.

The following are success factor indicators which indicating a given project have been successfully implemented. Pleases indicate your level of agreement and disagreement with each statement by ticking (☒) in the box using the scale 1-5, where 5=strongly agree (SA), 4=agree (A), 3=neutral(N), 2=Disagree (DA), and 1= strongly disagree (SDA).

Dependent variables	**Level of agreements**				
Project implementation success criteria (time, cost, scope, quality, customer satisfaction	**SA**	**A**	**N**	**DA**	**SDA**
1. Projects in the organization are implemented as per the set time.					
2. Projects in the organization are implemented as per the budget plan					
3. Projects in our organization are implemented within quality (specification)					
4. Projects in our organization always achieve the set purpose/objectives					
5. Projects in our project always achieve satisfaction to the stakeholders					

Thank You in Advance for your Cooperation!!!