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ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
GRADUATE PROGRAM IN PROJECT MANAGEMENT

**FACTOR AFFECTING THE IMPLEMENTATION OF DONOR FUNDED
PROJECTS: THE CASE OF THE INTERNATIONAL LIVESTOCK
RESEARCH INSTITUTE (ILRI)**

BY:
ERMIYAS MEKONNEN

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Addis Ababa, Ethiopia

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STATEMENT OF DECLARATION

I, the undersigned, hereby declare that the study which is being presented in this thesis entitled **“Factor Affecting the Implementation of Donor Funded Projects: The Case of the International Livestock Research Institute (ILRI)”** is original work of my own. It had not been presented for a partial fulfillment for any educational qualification at this university or any other and in any projects by any means, and all the resources materials used for this thesis had been accordingly acknowledged.

Ermiyas Mekonnen

Date

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ABSTRACT

The study targeted identifying the factors affecting the implementation of the donor-funded project at the International Livestock Research Institute (ILRI). Project implementation is placing the project plan into activities to produce deliverables, products, or services for the beneficiaries or the donors. The study had carried out using an explanatory research design. The target population of the study was ILRI staff implementing donor-funded projects. The research sought to examine the success of project implantation with the five independent variables being project planning and scheduling, program/project manager competencies, project stakeholder involvement, project monitoring, and evaluation, and project communication management. The questionnaires had distributed to the team members and individuals working directly on projects and pool staff supporting the project. Quantitative data collected using a questionnaire were analyzed using explanatory statistics and linear regression analysis with the aid of SPSS version 25. The key findings from the study show that project/program managers' competency, project monitoring and evaluation, and project communication management has a positive and statistically significant relationship with successful project implementation. Project planning and scheduling is a positive but insignificant relationship with successful project implementation. However, project stakeholder involvement is negatively and insignificantly related to successful project implementation. From the findings, the researcher recommends that ILRI work towards continuous development and training of program/project managers to improve their knowledge and performance. ILRI should also prepare a guidance manual or handbook for project monitoring and evaluation to adopt best practices to improve project success. In addition, ILRI should pursue the development of project communication management for successful project implementation. Finally, the study recommends that ILRI follow up for on-time completion of project planning and scheduling.

Key Words: *Successful project implantation, planning, and scheduling, stakeholder involvement, monitoring and evaluation, and communication management, International Livestock Research Institute (ILRI)*

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LIST OF ACRONYMS

AACE - American Association of cost engineers
CCPM - Critical Chain Project Management
CGIAR - Consultative Group on International Agricultural Research
CPM - Critical Path Method
IDAs - International development agencies
ILCA - International Livestock Center for Africa
ILRAD - International Laboratory for Research on Animal Diseases
ILRI - International Livestock Research Institute
INGO – International Non-Governmental Organization
PCM - Project Communication Management
PERT - Program Evaluation Review Techniques
PMBOK - Project Management Body of Knowledge
PMC - Project Managers' Competencies,
PME - Project Monitoring, and Evaluation
PMF - Program Management Framework
PMI - Project Management Institute
PMO - Program management office
PMP - project management professional
PPS - Project Planning and Scheduling,
PRINCE2 - PROjects IN Controlled Environments
PSI - Project Stakeholder Involvement,
SPI - Successful Project Implementation
SWOT - Strength Weakness, Opportunity, and Threat Analysis
TOC - Theory of Constraints
WBS - Work breakdown structure

CHAPTER ONE: INTRODUCTION

1.1 Introduction

This chapter describes the background of the study, insight information about the International Livestock Research Institute (ILRI), the problem statement the research conducted, hypothetical research questions, objectives, significance, scope, and limitations.

1.2 Background of the Study

The word donor refers to a person, an organization, or a country that donates something to others, especially money. Donor agencies are an organization that can provide support for development, social welfare, and research programs. They also provide the necessary resources to build infrastructure, improve education and health care programs, and share technological advancements in manufacturing goods and services. Some donor agencies provide food aid for humanitarian relief and crisis-related emergency assistance for counties suffering from food insufficiency. Besides this World Bank and International Monetary Fund provide credits or direct financial support to developing countries to boost sustainable social and economic growth. Donor-funded projects have developed based on the assumption of achieving specific objectives. Most donors have multiple targets besides their visible agendas. Donor organizations have been working with several stakeholders like implementing organizations, local governments, research institutes, social welfare, direct beneficiaries, and others.

Donor-funded projects are implemented based on the concept of a project and modern project management. The Project Management Body of Knowledge (PMBOK) defines a project as a temporary endeavor undertaken to create a unique product, service, or result (PMBOK, 2017). Similarly, Project management is an application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (PMBOK, 2017). Projects are developed to solve specific problems. Projects have been developed to solve a specific problem within time, scope, and budget. Project implementation is a stage in project management where plans become action. It is also a Process where project inputs have converted to project outputs.

Even if the success of donor-funded projects mainly depends on the technical and managerial capacity of the project staff of the implementing organization, there are a lot of factors affecting project implementation. The success of donor-funded projects is expressed as meeting project objectives, being completed within the time frame, are maintained an approved budget, and delivering the expected deliverables. Projects most commonly fail because there is a lack of competency or knowledge in project management and corruption, poor policy planning, deprived project implementation, inadequate local capacity building, failure to ensure availability of resources, lack of project management training, and top management support. According to Blen (2019), the success of a project depends on a project work plan that must be clear to all project staff, and procedures should be in place to discuss the project requirements before starting implementation. Blen also identified in her research that the success of project implementation is also affected by proper communication and project manager proficiency. In another study conducted by Lillian (2012), there is a need to encourage more involvement of stakeholders in the project plan and implementation to increase the probability of success of the projects. This research tries to identify factors that affect the implementation of donor-funded projects at the International Livestock Research Institute (ILRI).

1.3 Background of International Livestock Research Institute (ILRI)

ILRI was established on 21 September 1994 as an international not-for-profit livestock research organization by an Establishing Agreement signed by the Governments of Kenya, Ethiopia, Denmark, Sweden, the Swiss Confederation, and the United Nations Environment Programme. ILRAD (the International Laboratory for Research on Animal Diseases) and ILCA (the International Livestock Center for Africa), were unified to create ILRI.

The International Livestock Research Institute (ILRI) is a research organization that works with different partners throughout the world to improve the contribution of livestock to play in food security and poverty alleviation, mainly in Africa and Asia. ILRI envisions a world where human beings have access to enough food and better livelihood options to fulfill their potential. ILRI mission is targeted at improving food security and nutritional values of livestock products to reduce poverty in developing countries. ILRI's strategy 2013–2022 approved in December 2012,

articulated better lives through livestock to a broader agenda that addresses poverty and food security. The strategy has emerged in consultation and engagement with a partner, donor, and other parties. ILRI has five critical success factors that emerged from an analysis of both the external environment and ILRI's strengths and weaknesses. These are getting the science right, influencing decision-makers, growing capacity, securing sustainable and appropriate funding, and ensuring ILRI are fit for purpose.

ILRI is co-hosted by Kenya and Ethiopia, has 14 offices across Asia and Africa, employs some 700 staff, and has an annual operating budget of about USD 80 million. ILRI is one of the CGIAR research centers. CGIAR has dedicated to reducing poverty, enhancing food and nutrition security, and improving natural resources and ecosystem services. Its research has been carried out by 15 CGIAR centers in close collaboration with hundreds of partners, including national and regional research institutes, civil society organizations, academia, development organizations, and the private sector.

ILRI develops its Program Management Framework (PMF) which defines the methodology and structure for managing research programs and projects at ILRI. The program management Framework (PMF) manual outlined both program and project management. Program management is the management of an ILRI research program and the projects under each program. Project management is the management of a research project throughout the lifecycle of a project: proposal development, planning, executing, and closing.

ILRI established a Program management office (PMO) to oversee and guide the program management and administer the PMF to use best practices when executing projects and programs. The PMO office also focuses on the successful implementation of donor-funded projects. The PMO ensures appropriate projects have been implemented within budget, time, and scope without overburdening employees.

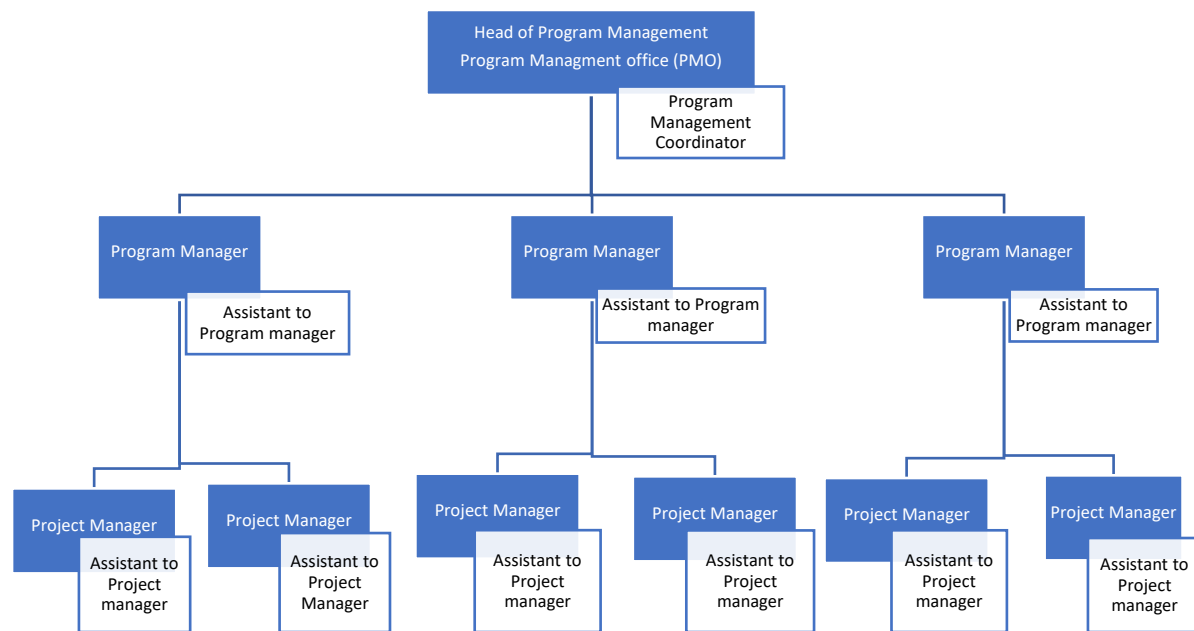


Figure 1.1 ILRI Program Management Structure

1.4 Statement of the Problem

Project implementation involves a challenging process whereby project requirements must be fulfilled. It also involves organizing people and resources as well as integrating and executing activities of the project according to the project workplan (PMBOK, 2017). African countries relied on technical, financial, material, and institutional support from Western nations to chart their path towards development. The rising interest to support the rural development process of developing nations led to the streaming in of international development agencies (IDAs), and non-governmental organizations (NGOs) and several donor-funded project interventions (Muluh et al, 2019). Developing countries have been the primary beneficiaries of donor-funded projects in several sectors including public health, agriculture, education, social and community development, and infrastructural development (Cooka et al, 2017).

Donors are investing in implementing organizations to achieve specific objectives. Currently, most donor organizations have their purpose intended to accomplish and reach out to the maximum

targeted beneficiaries. Many implementing organizations focused on welfare work concerning poverty reduction, food security, education, and improved healthcare service. The INGOs execute donors' social welfare programs rather than through government organizations. The donor agreement usually has terms and conditions that ensure the project is delivered. It also includes project objectives, scope, budget, starting and end date of a project, illegible or ineligible costs related to the project, technical and financial reporting requirements, project deliverables, monitoring and evaluation program, and risk management. In addition to the donor agreement, the implementing organization also ensures the local government policy, rules, and regulations.

The core value of project management is ensuring projects are closed within the approved budget, time, scope, and quality as determined in the initial planning process. In project management, there are attributes to be considered for its success or failure. Project success can be explained in terms of timeliness, working within the budget, and meeting stakeholders' expectations. Many projects fail during the implementation stage and often lack to meet the local beneficiary needs (Kerzner, 2017). Greer (1999) defines project success as completing an activity while satisfying the three project constraints, cost, time, and performance. However, cost, time, and performance are insufficient to measure project success, as we also need to consider the stakeholder's satisfaction and the quality of the project management process (Schwalbe, 2009).

Some of these attributes are the competency of a project manager, team experience, project team performance, Project Management Plan, availability of input during planning design and scoping, project monitoring and evaluation, Schedule, cost estimating, and budget, managing potential risk, and comprehensive communications plan, etc. Several international and local projects implementing organizations have very well track records on project implementation and deliver their outputs within a timeframe, budgets, and project scope. However, some of these factors affect project-implementing organizations besides the conditions. This study seeks to assess the factors influencing project implementation of donor-funded projects at the International Livestock Research Institute (ILRI) and recommend solutions for the problems that can be addressed.

1.5 Research Question

To accomplish the objectives of the study and keep the focus on what is relevant for this study, the following research questions were developed.

1. How do planning and scheduling methods affect project implementation?
2. How can project managers' competencies influence project implementation?
3. What should be the magnitude and level of integration with external stakeholders?
4. How do project monitoring and evaluation affect project implementation?
5. How can the lack of a proper communication plan affect project implementation?

1.6 The objective of the study

The overall objective of the research is to assess factors affecting project implementation on donor-funded projects in the International Livestock Research Institute (ILRI).

1.6.1. Specific Objectives of the Study

This study is directed by the following specific research objectives

1. Explain how planning and scheduling methods affect project implementation
2. Assess how project manager competency can affect project implementation
3. Discuss how the effect of stakeholder integration can affect project implementation
4. Describe how project monitoring and evaluation can affect project implementation
5. Justify how lack of a proper communication plan can affect project implementation

1.6.2. Significance of the Study

This research paper has much importance for the International Livestock Research Institute (ILRI) and other stakeholders that can help them successfully implement donor-funded projects. First, the research can identify issues that affect the effective implementation of the donor-funded project and recommend how to mitigate them to achieve their goal and deliverables. The failure of a donor-funded project will affect the beneficiaries, donors, and other concerned bodies directly or indirectly affected by the project. Second, the research outcomes can further encourage others to

investigate factors that affect project implementation. Finally, the outcomes and recommendations of a research paper can be used by other researchers as a secondary source.

1.7 Scope of the Study

The study has been confined to International Livestock Research Institute (ILRI). The study assessed the factor affecting the implementation of the donor-funded project under ILRI. Although ILRI implements different projects across many countries in Africa and Asia, the study will focus only on ILRI projects being implemented in Ethiopia and Kenya. The study targeted a population of 604 ILRI staff. From these 125 permanent staff will be selected from different projects to assess factors affecting donor-funded project implementation. To represent the sample staff will be selected from different engagement groups including Project Investigators, Program Managers, Assistants to Program Managers, Project Managers, Assistance to project managers, administrative assistants, program accountants, Finance managers, Finance officers, Accountants, procurement officers, Transport officers, Housing, and catering service units involved in project management activity. The research is conducted through structured questionnaires.

1.8 Limitation of the Study

This study was conducted only at International Livestock Research Institute (ILRI), whose projects have been funded by donor organizations. The findings of this study may be generalized, and it may not apply to all international organizations because of the uniqueness of a scientific research project and the diverse geographical area of project implementation. Due to the limitation of time and resources, the study will focus on projects implemented within International Livestock Research Institutes (ILRI). Inclusive research of more donor-funded international organizations would be more appropriate to generalize the findings.

1.9 Organization of the Study

This research has been organized into five chapters. Chapter one deals with the background of the study, the problem statement, the objectives of the study, the research questions, the significance of the study, and the scope of the study. Chapter two describes a review of the literature. The

research constitutes an analysis of literature on the development of project management and factors that affect project implementation. Chapter three includes the research methodology, and it describes the targeted population, sampling strategies, data collection methods, data collection procedure, and data editing. Chapter four integrates the research findings. In this part, the researcher presented data collected from the participants using various data presentation methods. Finally, provide analysis and interpretation. Chapter five includes the conclusion and recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction to Literature Review

The purpose of this chapter is to discover the previous research papers on factors affecting the implantation of a donor-funded project. The literature review can bring clarity and focus on research problems identified on factors affecting the implantation of donor-funded projects. In addition, the literature review broadens our knowledge of the project identified in this research paper. The literature reviews also confirm the specific and general objectives of the research can address the research questions. This section presents a theoretical literature review on the factors that affect project implementation, issues of strategy implementation, theories of strategy implementation, funding/capital, capacity building/training, and stakeholder relationship.

2.2 Theoretical Framework

2.2.1 An overview of a Project,

According to the Project Management book of knowledge 6th edition, a project is defined as "a temporary endeavor undertaken to create a unique product, service, or result." The project started to achieve specific objectives by producing output, outcome, or deliverables. Output is defined as any unique and verifiable product, result, or capability to perform a service required to be produced to complete a process, phase, or project. Deliverables may be tangible or intangible (PMBOK, 2017). As per PRINCE2 (Projects in Controlled Environment), a project is a temporary organization that is created to deliver one or more business products according to an agreed business case (PRINCE2, 2017). According to Robert K. Wysocki (2019), a project is a sequence of unique, complex, and connected activities that have one goal or purpose and must be completed by a specific time, within budget, and according to specification. Another Guru of project management defines a project as definite starting and ending dates, a budget, a clearly defined scope or magnitude of work to be done, and specific performance requirements that must be met (Lewis, 2002). Jason Westland (2006) mentions that "a project is a unique endeavor to produce a set of deliverables within a specified time, cost and quality constraints." From the definition, we can understand projects are different from standard business operational activities such as unique,

defined time scale, a defined budget, limited resources, involved an element of risk, and achieving beneficial change.

2.2.2 Project Management

The Project Management Institute (PMI) defines project management as follows: ‘The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (PMBOK, 2017). In this context, project management states directing the project work to deliver the expected outcomes. The knowledge and skill set of a project manager like communication, negotiation, leadership, time management, risk management, forecasting, and problem-solving contribute to the success of a project. Tools and techniques like Gantt chart, Work breakdown structure (WBS), Activity network diagram, Affinity Diagram, Strength Weakness, Opportunity, and Threat Analysis (SWOT), Program Evaluation Review Techniques (PERT), and Prioritization matrix would help the project manager to deliver the expected outcomes. Some Scholars said project management is a skill, tools, and processes are required to manage the project (Westland, 2006). Other scholars like James P. Lewis (2002) define project management as facilitating the planning, scheduling, and controlling of all activities that must be done to achieve project objectives. According to Wysocki, project management is a set of tools, templates, and processes designed to answer what business situation is being addressed by this project. What does the business need to do? What will you do? How will you do it? How will you know you did it? How well did you do? (Robert K Wysocki, 2019).

2.2.3 The growth of project management

1. Project management in the ancient era

Project management has traditionally been practiced since the early day’s human civilization. Many challenging projects can be completed despite their complexity and uncertainty. Unfortunately, despite their achievement, history can tell us very little about how they managed those magnificent projects. The Pharaohs built the great pyramid of Giza around 2570 BC. The Chines, Qin Shi Huang, the first emperor of a unified China under the Qin Dynasty built the great wall around 208 BC. The Roman emperor begun constructed the largest ancient Amphitheatre,

Colosseum, in 72 AD, and was completed in 80 AD. The Ethiopian Axumite kingdom built its obelisk around the 4th century AD. The engineers who were assigned to this magnificent construction turned into project managers (Seymour and Hussein, 2014). They are using numerous human labor, materials, techniques, and tools. How do they plan, coordinate, and manage their massive and complex construction without the concept of project management? Still, it is mysterious.

2. Project management from 1900 – 1940th

At end of the 20th century, people started discussing the concept of modern “project management”. One of the forefathers of project management, Henry Gantt, created his chart to use both resources and time when evaluating projects. The Gantt charts are essential to project managers' tools that provide a visual representation of what occurs throughout a project. The Gantt chart was first used on the Hoover Dam project in 1931 and still it is used by many project managers. During the 1940s, managers wore the hat of a project manager in addition to their responsibility. Then, the responsibility thrown over to line managers would wash their hands of any responsibility for the project because the ball was no longer in their yard. If a project failed, the blame was placed on whichever line manager was responsible at that time (Kerzner, 2003).

3. Project management from 1950th – 1980th

In 1956 the American Association of cost engineers (AACE) was formed, and it became the leading professional society for cost estimators, cost engineers, schedulers, project managers, and project control specialists. In 1957 The Dupont Corporation developed the critical path method (CPM) a technique used to predict project duration by analyzing which sequence of activities has the least amount of scheduling flexibility. The CPM technique was so successful, and it saved the Dupont corporation \$1 million in the first year of its implementation. The United States Department of Defense's US Navy Special Projects Office developed Program Evaluation Review Technique (PERT) as part of the Polaris mobile submarine-launched ballistic missile project. PERT is a project management planning tool used to calculate the time required to finish a project. On the same project in the year 1962 the United States Department of Defense also created the

Work Breakdown Structure (WBS). The WBS is a comprehensive, tree structure of deliverables and tasks that need to be executed to complete a project. Following adoption of WBS in private and nongovernmental organizations, the WBS became one of the most common and important project management tools (Chiu, 2012).

International Project Management Association (IPMA) is the first project management association, established in 1965 by a group as a forum for project managers to establish networks and share information. Its vision is to promote project management and contribute to the development of the profession. In 1969, five volunteers founded PMI as a non-profit professional organization dedicated to advancing project management practice, science, and profession. Since then, the PMI has become best known as the publisher of “A Guide to the Project Management Body of Knowledge (PMBOK)” and provides project management professional (PMP) certificates (Kwak, 2003). In 1970th the project management environment began to change rapidly. Many organizations start implementing project management. NASA and the US Department of Defense “forced” subcontractors into accepting project management (Kerzner, 2003).

Theory of Constraints (TOC) is an overall management philosophy that helps organizations continually achieve their goal. TOC methods and algorithms form the basis of Critical Chain Project Management. PMBOK is first published by the PMI as a white paper in 1987, it was an attempt to document and standardize accepted project management information and practices. The PMBOK guide is one of the most important project management tools and has become the global standard for the industry. In 1989, Earned Value Management (EVM) became an essential part of project management and procurement. In 1989, Projects IN Controlled Environments (PRINCE) developed from PROMPT II, and its first edition was published by the UK Government agency CCTA (Haughey, 2010).

4. Project management from 1990th – 2010th

Projects IN Controlled Environments (PRINCE) became a standard for all United Kingdom government projects. In 1996 PRINCE upgraded and spread among 150 European organizations. In 1997 the Critical Chain Project Management (CCPM) a project management tool that helps the

project manager to monitor resources and prioritize activities invented by Eliyahu M. Goldratt. CCPM is based on methods and algorithms drawn from his Theory of Constraints (TOC). PMBOK become a standard in 1998 by the American National Standards Institute (ANSI) and Institute of Electrical and Electronics Engineers (IEEE) (Chiu, 2012). The Agile Manifesto was written in February 2001 by a few software developers. Latter some of the manifesto's authors formed the Agile Alliance promoting software development under the manifesto's twelve core principles. In 2006 the "Total Cost Management Framework" was released by AACE International as a process for applying the skills and knowledge of cost engineering. It is also the first integrated process of portfolio, program, and project management. In 2008 the PMBOK guide 4th edition was released by PMI. In 2009 PRINCE2 significant revision has made by the UK Office of Government Commerce (OGC). In this update the PRINCE method aims to give project managers a better tool to deliver projects on time, within budget, and with the right quality (Haughey, 2010).

In September 2012, the International Standardization Organisation published guidance on Project Management. The standard is designed for any organization including public, private, or community groups and any project, regardless of complexity, size, and duration. In December 2012 the fifth edition of the PMBOK guide was published. This edition provides guidelines, rules, and characteristics for project management recognized as good practice in the profession. The updated version introduces a 10th knowledge area the chronological phases that every project goes through (Kwak, 2003). PRINCE2's ownership changed from the UK Government agency CCTA to AXELOS in 2013. In 2017, PRINCE2 was updated by AXELOS which clarifies the bare minimum for a project to qualify as PRINCE2. In 2017, the 6th Edition of the PMBOK guide was released and its update reflects good practices in project management (Haughey, 2010).

5. Project management in 2020th – Current

In 2021 PMBOK guide 7th edition was released. This latest edition addresses project experts' current and future needs and helps them be more proactive and innovative in enabling desired project outcomes. The important change in this edition reflects the full range of development approaches, providing an entire section devoted to tailoring the development approach and processes. Nowadays projects become larger, more complex, and increasingly challenging to

manage. Project teams are more diverse and spread across the world. Cost pressures push work offshore to low-cost countries and currency fluctuation also presents several issues on procurement. The world is rapidly changing, and project management will need to change with it. Indeed, new techniques and better practices will arise as we push the boundaries of what is possible and new challenges face us. Human beings are always looking for a better future, and improvements will be coming in the way we manage projects. It is uncertain when and where these developments will happen, but they will happen.

Year	Project management major event occurred
2570 BC	The Great Pyramid of Giza Constructed
208 BC	The Great Wall of China Build
1917	The Gantt chart was Introduced by Henry Gantt (1861-1919)
1957	The Critical Path Method (CPM) Created by the Dupont Corporation
1958	The Program Evaluation Review Technique (PERT) Developed
1962	Work Breakdown Structure (WBS) announced
1965	The International Project Management Association (IPMA) Established
1969	Project Management Institute (PMI) founded
1984	Theory of Constraints (TOC) Created by Dr. Eliyahu M. Goldratt
1987	PMBOK Guide Issued by PMI
1989	Earned Value Management (EVM) initiated
1989	PRINCE Method Created From PROMPTII
1994	CHAOS Report First Printed
1996	PRINCE2 Printed by CCTA
1997	Critical Chain Project Management (CCPM) Developed
1998	PMBOK Grow into a Standard
2001	The Agile Manifesto Printed
2006	Total Cost Management Framework Issued by AACE International
2008	4th Edition of PMBOK Guide Published
2009	Major PRINCE2 Modification by Office of Government Commerce (OGC)
2012	ISO 21500:2012 Standard for Project Management Issued
2012	5th Edition of PMBOK Guide Published
2017	PRINCE2 Second Major Modification by AXELOS
2017	6th Edition of PMBOK Guide Published
2018	PRINCE2 Agile Issued
2021	7th Edition of PMBOK Guide Published

Table 2.1. Development of project management in chronological order

2.2.4 Project Implementation

After careful planning of a project, the next stage will be ready to start project implementation. The project implantation stage is typically the longest of all stages. It is the stage where the activities are executed, and outputs are delivered as per the agreed contractual agreement with the donors. To effectively implement the project on time, within a set of costs and scope, there needs to be fully implemented each activity designed in project planning. Project activities need to be implemented in their entirety and this must be communicating the process clearly to all project teams. Worldwide a significant percentage of projects have failed because of a lack of proper communication and formalization of these simple, but critical project management processes. A project is generally considered to be successfully implemented if it comes in on time, on budget, on scope, within the goals originally set, and is accepted by the donor.

2.2.5 Project Successes/Failure

As per PMBOK Guide, since projects are temporary, the success of the project should be measured in terms of completing the project within the constraints of scope, time, cost, quality, resources, and risk as approved between the project managers and senior management (PMBOK, 2017). Project success criteria are the most important elements and objectives that must be met to enable the project to be termed a success. During the life of a project, there are always changes that demand trade-offs between cost, scope, and time to keep the project on the truck as per project planning. Success criteria can of course be subjective, and it depends on individual understanding of the problem and context of the project environment. While it is not difficult to set the success criteria, they can only be achieved if several success factors are met (Lester, 2006). These are the most important given below:

1 Project objectives

Agreed project objectives with the donor and other stakeholders directly contribute to the success of a project. Project objectives are a plan that can be achieved at end of the project and that add up to the big picture target of the project. A clear project objective helps the project manager where he is going with the project. Project objectives are specific or detailed. A specific

objective increases the chances of leading to a clear outcome. Once project objectives have been established, they have communicated to the donor, stakeholders, top management, and project team.

2 Project definition

A project definition is also known as a project charter, which is a document that establishes the key objectives and terms of a project. It is also used as a reference document for the project team and other stakeholders. Defining a project is very important for setting realistic deliverables and putting a clear vision for successful project implementation. Good project definition covers the time, cost, and scope of the delivery since it reduces the chance of schedule overrun, scope creep, and cost overspending. In general, setting a good project definition is one of the success criteria for effective project implementation and its success.

3 Planning and scheduling

Planning in a project environment may be described as establishing a predetermined course of action within a forecasted environment (Korzener, 2003). These predetermined courses of action are split into a work breakdown structure (WBS) and a set of milestones. Planning must be realistic, and it can be achievable. The project managers and members of a project team cannot commit if the project plan has perceived as unrealistic. In this case, the project manager may have to develop alternative planning, which may be to move the milestones. The project manager, project staff, and upper-level management are involved in project planning, and they must buy into the approved planning for effective implementation. One of the causes of project failures is poor planning. Joseph Heagney said most of the time failure in the project is caused by there being no planning team simply trying to “wing it,” to do the work without doing any planning at all (2012). Therefore, good project planning and scheduling directly contribute to the success of a project.

4 Project time control and feedback system

Establishing accurate time controlling and feedback systems significantly contribute to effective

project implementation. Harold Kerzner (2003) said the project management environment is turbulent and is composed of numerous meetings, report writing, conflict resolution, continuous planning and replanning, and communications with the staff, partners, and donors. To be effective, the project manager must prepare time management guidelines. Some of these are establishing rules for time management, conducting a time analysis, classifying project activities, establishing priorities, establishing opportunity costs on activities, practicing delegation, practicing management by exception, and focusing on opportunities.

5 Project monitoring and evaluation

The success or failure of any project depends on effective performance monitoring and evaluation. Monitoring and evaluation are the art of collecting the necessary information with minimum effort to make a steering decision at the right time. This information also constitutes an important and necessary database for analysis, discussion, evaluation, and reporting (Gudda, 2011). Monitoring and evaluation can help the project managers keep track of the implementation of the projects and their effective utilization of scarce resources. Project monitoring determines when a deviation from the plan occurs and assesses the impact of that deviation on overall project delivery.

6 Change control (variations) procedures

Effective change control includes the process of recording, evaluating, and authorizing project changes (Lester, 2006). Project managers must ensure no unnecessary changes have been introduced in the middle of project implementation. Project changes are assessed in terms of cost, time, and performance. Changes should be authorized before it put into operation. In most cases, change comes with additional costs and time for donors. Therefore, a rigorous review process and approval need to be in place.

7 Resource availability

One of the critical issues that contribute to the success of a project is the availability of resources. These include finance, skilled labor, equipment, and materials. After identifying project activities

and developing a project plan, the project manager ensures the availability of the required resources to accomplish its objectives. Resource leveling is part of a resource management plan that has always created problems for project managers and their schedules. Resources are by nature scary, and there is always a struggle to get sufficient resources to complete the project within the given cost and time.

8 Top management and donor support

In the current dynamic world, top management and donors have a much better understanding of and appreciation for project management than their predecessors. In the past, the role of a project manager was simply scheduling and then managing the project. Currently, this narrow view has changed significantly. Top management expects employees to become more efficient and effective when carrying out their duties. The current executive management seems to have a much broader view of the value of project management, ranging from its selection criteria for project managers to organizational structures that can be more suitable for companies more effective (Kenzer, 2018). Therefore, this day's top management and donors understand that the success of a project depends on close follow-up of a project and their support.

9 Project manager competency

The role of project managers seems misunderstood throughout the world. Many project managers arrive at their position through a natural advancement from their professional jobs as engineers, programmers, scientists, and other kinds of jobs. Thus, both project managers and their bosses consider the job is technical. This is not true. The project managers are responsible to ensure that all work has been completed on time, within the approved budget and scope, and at the correct performance level (Heagney, 2012). Their primary role is to manage the project, not do the work. Recent Project Management Institute (PMI) studies show a competent project manager should have three skills. These are technical project management skills, leadership skills, and strategic business management skills (PMBOK, 2017). Project managers, those who have all three skills can successfully implement the project.

10 Cost control

One of the criteria for project success is finishing a project within a limited and approved budget. Apart from ensuring that the project is completed on time, all managers are concerned with cost. Cost control is a regular and up-to-date monitoring system that enables one to identify the expenditure with specific operations or stages, determine whether the spend was cost-effective, plot or calculate the trend, and then take immediate action if the trend is unacceptable (Lester, 2006).

11 Motivated and well-integrated team

A project team is a group of people working interdependently to produce an outcome for which they hold themselves mutually accountable. The project team will be temporary, formed specifically to achieve the goal, after which they will disband. Poor performance and an unwilling team are not only unproductive; they can also make your job dissatisfied and resentful. People burn out, blow up, or quit their jobs because of teams' negative interpersonal relationships. Conversely, a motivated and well-integrated team ensures the success of project implantation when everything seemed to go wrong (Verzuh, 2016). Large and complex projects usually require many different skill sets that cannot be found in one person. For this reason, teams formed whose members can bring their various areas of expertise and experience together to fulfill project needs and meet the set criteria. Building a team takes time, and its size and constituency may change over the project life to reflect the different phases. Forming, Storming, Norming, and Performing are the four main phases of project team development. (Lester, 2006).

12 Project communications

Project success depends on effective communication, and improving communication maximizes success and minimizes the risk of failure. Donors, management, project teams, and other stakeholders periodically communicate about the project status, progress, and problems during implementation. A project manager cannot do everything himself, which should certainly not be the case, must communicate his ideas, plans, and instructions to others. Project managers

communicate by mouth, in writing, by mail, electronically, or by the carrier. Communications can be formal and informal, and while contractual, organizational, and technical information should always follow the route, management communication is often most effective when carried out informally. There are many occasions that a project manager has meetings with team members, partners, or stakeholders. On these occasions, he can have the opportunity to discuss problems, obtains information, elicit opinions, and builds up trusting relationships which are essential for good project management (Lester, 2006).

Failure in communication can occur for several reasons. The most common of these, generally known as communication barriers, are cultural differences, language differences, pronunciation, translation errors, technical jargon, geographical difference, misunderstanding, hidden agendas, unclear instructions, unclear objectives, poor document distribution and retention system, unnecessarily long messages, information overload such as too many emails, withholding of information, and poor memory or knowledge retention, etc. (Lester, 2006).

13 Political environment

Jeffrey K. Pinto (2000) mentioned in his article that successful project management is directly linked to the ability of project managers and other key players to understand the importance of politics and work for project success. Politics defined as any process by which individuals and groups seek, acquire, and maintain power, is pervasive in modern corporations. Politics and project management are two processes that, while very different, are also intimately linked. Project managers do not have the luxury of turning their backs on organizational and country political situations (Pinto, 2000). Therefore, the unstable political environment directly influences project success and its implementation.

2.3 Empirical Literature

One of the major factors that affect the success of a project is donors, local governments, and organization rules and regulations. In Ethiopia, the Charity and society proclamation and the agency rules and regulations affect project implementation for local and international NGOs. In a

study carried out by Bereket, (2018) The existing policy from the Charity and Society Agency (ChSA) on the 30/70 ratio of administrative and program costs affects project implementation. The organization should be in line with the existing policies of the ChSA 30/70 ratio by minimizing administration costs and utilizing the budget for the program or operational activities. Blen Damtew, (2019) concludes in her study that clarity on complex internal and external rules affects the effectiveness of project implementation. She recommends that passing a clear message and providing strong induction among the staff on both donor and organizational requirements at the beginning of the project is crucial for successful project implementation.

Well-designed project planning is the cornerstone for project implantation. The objective of the project planning is to define the work required to do at project implementation. It guides the project manager when, where, and how the project activities are implemented. On the contrary, poor project planning is one of the effects of failure on project implementation. In her study Blen Damtew (2019) said “Lack of effective planning affects the effective implementation of donor-funded projects”. Thus, for effective project implantation, the project work plan must be clearly understood by all project employees. Internal procedures should also be in place to discuss project requirements before implementation. Olima John Oganyo (2015), mentions in her research "due to a lack of skills in project planning, the coordination of project implementations is very poor, monitoring and evaluation of these project are also not done to the required standard.

According to the research conducted by Blen Damtew (2019), the skill of a project manager affects the successful implementation of donor-funded projects. She noted that the project manager's soft skills influence the success of the project compared to the technical and academic qualifications. Besides technical and educational background, the project manager must also have soft skills for successful project implementation. Kiara, (2018) said stakeholder involvement influences the performance of donor-funded projects to a very great extent. In another study conducted by Bereket (2018), stakeholder involvement improved the accuracy and speed of project implementation at the organization. In his study, he concludes that organizations should engage the stakeholders more to harmonize their goals and objectives with the aspirations of the stakeholders and reduce dissonance levels thereby increasing satisfaction. Tamiru (2021) confirms Stakeholder influence is an important factor that affects the success of project implementation.

In 2017, Selam Tamene identified that the project has good practice in monitoring and evaluation, and the team can provide adequate and timely feedback that facilitates successful project implementation. In line with this, Fikre (2021), noted that the inadequate monitoring and evaluation system was hard to follow the project progress and take some mitigation measures in case of discrepancies. It is recommended that a monitoring and evaluation system shall be set up during the implementation of the project. Kiara Annita Ngugi (2018), also said regularity of monitoring & evaluation influences the performance of donor-funded projects to a very great extent. Project managers must build contingency monitoring so that interventions are preferably on or under budget and with a minimal number of problems along the way. Regular monitoring should be understood as a management tool and should be carried out for learning, documentation, control, transparency, legitimization, and improve decision-making. Program managers through regular monitoring will help improve decision-making through the provision of immediate feedback on performance-related information in the management process.

The communication system is one of the success factors that ensure the delivery of information in the shortest time concerning projects. The information shall be reliable, effective, and efficient. According to Blen (2019), communication influences the effective implementation of donor-funded projects. Communication should flow freely both upward from the lower levels of a hierarchy to the upper levels and downward to the formal chain of command established to direct subordinates. In most projects email is frequently used as a means of communication. This ensures the information is communicated on time and is informative. Selam (2017), concluded in her study that communication contributes to the success of the project. The study conducted by Fikre (2021), confirms that there is a serious challenge regarding the communication system of the project as there was no communication infrastructure.

2.4 Research Hypothesis

The purpose of the study is to examine factors that affect the implantation of a donor-funded project under ILRI. Based on the review of empirical studies, the researcher has developed the following hypothesis.

- H1: Successful Project Implantation is positively related to project planning and scheduling.
- H2: Successful Project Implantation positively related to program/project manager competency.
- H3: Successful Project Implantation positively related to project stakeholder involvement.
- H4: Successful Project Implantation positively related to project monitoring and evaluation.
- H5: Successful Project Implantation positively related to project communication management.

2.5 Conceptual Framework

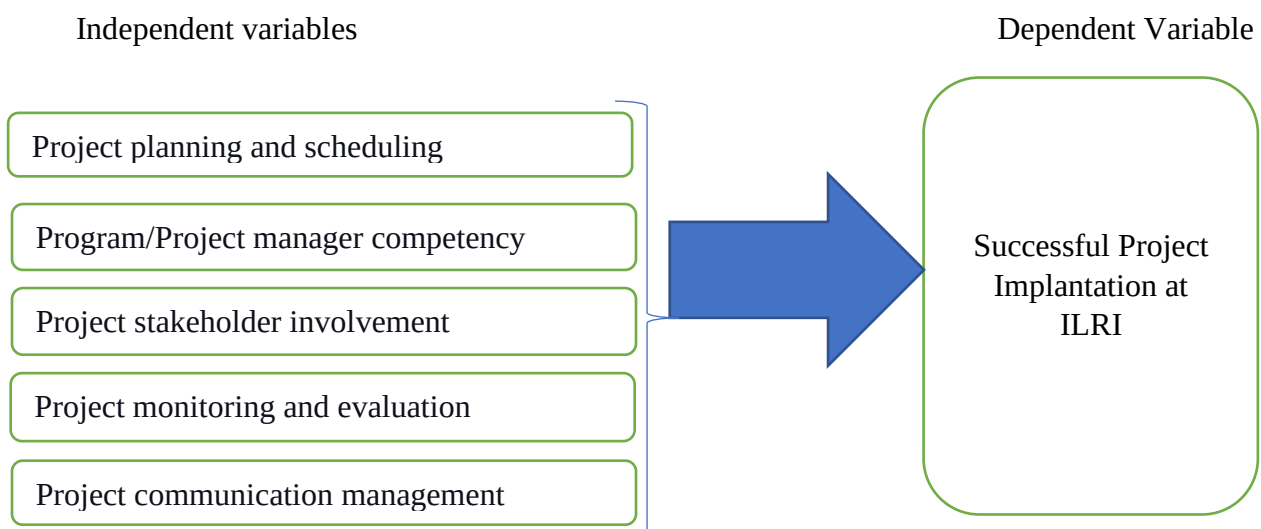


Figure 2.1. – Independent and dependent variables

The above conceptual framework shows how various factors affect the implementation of the donor-funded project under ILRI. The conceptual framework under this study was based on five independent variables and one dependent variable as represented diagrammatically in the above figure. The study uses a conceptual framework to address the research questions designed. The success of project implementation at ILRI depends on complying with donor rules and regulations, planning and scheduling methods, project manager competency, Stakeholder integration, project monitoring, and evaluation, project communication, and risk management.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1.Introduction

A research methodology is a pathway to finding answers to a research question (Kumar, 2011). This path has been designed systematically to address the matters raised on research questions. In this chapter, the researcher would like to set out various research methodologies to ensure the preparation of the research design. Any research is a scientific understanding of existing knowledge and deriving new knowledge that has been applied for the betterment of mankind (Bairagi and Munot, 2019). Therefore, the research methodology outlines a mechanism to answer the research questions. The Research methodology usually includes research design, target population and sample, data collection procedures, and data analysis procedures.

3.2.Research Design

A research design is an important Phase in the development of a research methodology that can give a direction to the research problem. The research design refers to the plan that deals with the aspects of complete design from the study type, data collection approaches, experimental designs, and statistical approaches for data samples (Bairagi and Munot, 2019). The overall strategy that we choose effectively addresses the research problem and it constitutes the outline for the collection, measurement, and analysis of data. Researchers used many kinds of research design methodologies that existed for different studies. Some of them are explanatory, descriptive, diagnostic, experimental, and hypothesis-testing research designs. This study was designed based on the concept of explanatory research design methodology.

Explanatory research tries to clarify why and how there is a relationship between two aspects of a situation. This study is undertaken with the objective either to explore an area where little is known or to investigate the possibilities of undertaking a particular research study (Kumar, 2011). Explanatory research is addressing the question of why we need to determine the impacts and effects of one attribute with another that is involved in the research (Bairagi and Munot, 2019). An explanatory research design methodology has been chosen because this study seeks to establish factors affecting the successful implementation of the donor-funded project under ILRI.

3.3.Data Sources

For this research, the researcher used both primary and secondary data. According to Kothari (2004), the primary data are those that are collected afresh and for the first time, and thus happen to be original. The secondary data are those that have already been collected by someone else and that have already been passed through the statistical process. The researcher collected primary data through questionnaires with the selected ILRI staff. The secondary data collected from related published works, journals, the internet, and project documents will contribute to the findings.

3.4.Target population and sample design

3.4.1. Population and sample size

A research population, also known as the entire sample set, is a well-defined collection of individuals or objects that have similar characteristics targeted for a specific scientific study. The population in other words is the focus of the researcher's interest. However, due to cost and time issues, the researchers often cannot examine every individual in the population. This is the reason why researchers applied sampling techniques. The target population for this study includes 603 staff who are currently working at ILRI.

3.4.2. Sampling procedure

A sample contains a list of individuals with names from the population the researchers are interested in. The sample size is an important feature of any experimental study in which the goal is to make implications about a population from a sample. Malhortra and Peterson (2006) stated that the larger the sampling size of the research, the more accurate the data generated. However, due to time and financial limitations and the nature of the population, the researcher preferred to use the sample size determination method developed by Carvalho (1984). From table 3.1 a sample of 125 staff is selected from the target population of 603 ILRI Addis Ababa and Nairobi staff which is between 501-1200 intervals.

Population size	Small	Medium	Large
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3201-10,000	80	200	315
10,001-35,000	125	315	500
35,001-150,000	200	500	800

Source: Carvalho (1984)

Table 3.1 – Carvalho’s Sample size determination

For this study, the researcher will select individual samples using judgmental or purposive sampling. The primary consideration in purposive sampling is the researcher's judgment that can select the sample that can provide the best information to achieve the objectives of the study. The researcher only goes to those people who in his opinion are likely to have the required information and be willing to share. This type of sampling is extremely useful when the researcher wants to construct an observable fact that can occur or develop something about which only a little is known. This sampling strategy is more common in qualitative research, which is in the researcher's judgment, they are best positioned to provide the needed information for your study (Kumar, 2011). With judgmental or purposive sampling, the researcher used his personal judgment to select those respondents that best suited the purposes of the study and those that are believed to have the information being sought.

Target groups	Population	Percentage	Sample
1 - Program and Project management	44	100%	44
2 - Scientists - Working on Project	112	15%	22
3 - Researchers - Working on Project	169	10%	26
4 - Pool – Admin. Support (Finance, P &OD,	278	12%	33
	603		125

Table 3.2: Sampling Frame

3.5.Methods of data collection

When we thought about the methods of data collection, the researcher should collect and analyze both primary and secondary data. The primary data will be gathered directly from respondents who participate on survey. The researcher will collect primary data through questionnaires. The questionnaires were designed to collect quantitative and qualitative data using open and closed-ended questions. Secondary data are already available to refer to the data that have been collected and analyzed by someone else, and which have already been passed through the statistical process. Secondary data will be collected to ensure data can be correlated with the research problem, to avoid duplication of what has been done, and to provide a clear understanding of the existing knowledge base. The researcher will also use secondary data from a source like journals, books, reports, and the internet (Kothari, 2004).

3.6.Data Analysis

The research aims to identify the factors that affect donor-funded project implementation under ILRI. The researcher will use explanatory statistical methods and simple regression analysis methods to examine the relationship between dependent and independent variables. Data collected through questionnaires were coded and analyzed using Statistical Package for Social Science (SPSS). The study tries to formulate its relationship between Successful Project Implementation (SPI) with Project planning and scheduling (PPS), project managers' competencies (PMC), Project stakeholder involvement (PSI), project monitoring and evaluation (PME), and project communication Management (PCM). The findings of the Likert scale evaluated according to Kazdin; the score from 1- 1.80 is strongly disagreed, from 1.81- 2.61 is disagreed, from 2.62-3.41 is neutral, from 3.42-4.21 is agreed, and 4.22-5 strongly agrees (Kazdin, 1992).

The regression model will be

$$\text{SPI} = \beta_0 + \beta_1 \text{ PPS} + \beta_2 \text{ PMC} + \beta_3 \text{ PSI} + \beta_4 \text{ PME} + \beta_5 \text{ PCM} + \varepsilon$$

Where: SPI = Successful Project Implementation

β_0 = The constant term,

$\beta_1 - \beta_5$ = Coefficients of the regression
PPS = Project Planning and Scheduling,
PMC = Project Managers' Competencies,
PSI = Project Stakeholder Involvement,
PME = Project Monitoring, and Evaluation
PCM = Project Communication Management
 ε = Coefficient of errors

3.7.Data Quality Assurance

3.7.1. Test of Validity

Validity is the most critical condition and indicates the level to which an instrument measures what it is supposed to measure. In other words, validity is the degree to which differences found with a measuring instrument indicate actual differences among those being tested. Types of data validation include content validity, criterion-related validity, and construct validity (Kothari, 2004). Validity was confirmed the sampling techniques were free from bias by giving each variables an equal opportunity to score. The surveys were comprehensive to cover all the variables being measured. To enhance the validity of the research first, the researcher identifies the study target carefully. Second, structured questionnaires have used questionnaires were also reviewed and commented on by randomly selecting ILRI senior program managers. The Likert scale questions were developed to assess the relationship between independent and dependent variables.

3.7.2. Test of Reliability

The test of reliability is another test of sound measurement. A measuring instrument is trustworthy if it delivers consistent results. A reliable measuring instrument does contribute to validity, but a reliable instrument need not be a valid instrument (Kothari, 2004). Reliability concerns the degree to which measurement is repeatable and consistent. That means the same data is collected each time in repeated observation of the same phenomena. The reliability of the questionnaire is determined using a pilot study. From the sample, 10 ILRI employees were selected to test the reliability of a questionnaire. First, I give the respondents a questionnaire as it is. Then, the

questionnaire changed its position and, ask the respondents to fill it again. If the response is consistent, we can conclude that our measurement is reliable and consistent. Cronbach alpha is a measure of internal consistency, that is, how closely related a set of multiple Likert-type scales. The general rule is that Cronbach's alpha of 0.70 and above is good, 0.8 and above is better, and 0.9 and above is best. From this measuring perspective, the internal consistency of the data is better. This is the approach the reliability of the study is guaranteed.

S.no.	Variables	Cronbach's Alpha
1	Project Planning and Scheduling	0.896
2	Project Managers' Competencies	0.799
3	Project Stakeholder Involvement	0.864
4	Project Monitoring, and Evaluation	0.863
5	Project Communication Management	0.864
6	Successful Project Implementation	0.794

Table 3.3: Cronbach's Alpha Reliability Statistics

3.8.Ethical Considerations

The respondents have been approached after explaining the purpose and intention of the study. Participants are asked voluntarily to participate in the data collection and give their genuine responses. The respondents informed they are free from any harm and that their views will be very confidential and anonymous. Since the research is conducted for academic purposes, the questionnaire does not have any connection with individual respondents.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND, DISCUSSION

4.1. Introduction

This chapter presents the analysis and discussion of factors affecting the successful project implementation at ILRI. The data analysis, presentation, and interpretation are in the form of tables and figures that show frequency, percentages, means, standard deviation, and inferential statistics. Out of the 125 questionnaires, 88 responded, and 70.4% of the sample replied for further analysis. Mugenda and Mugenda's (2003) 50% response rate is adequate for analysis and reporting; a rate of 60% is good, and a response rate of 70% and above is excellent. Based on this assertion, the response rate of 70.4% is very well. This chapter presents the descriptive analysis of variables of the study and the results of regression analysis that constitute the main findings of this study. All the data were coded and entered SPSS version 25, and inferences were made based on the statistical results.

4.2. Demographic Information

The study planned to examine the demographic characteristics of the respondents. The data included gender, education, designation at ILRI, working experience at ILRI, and age group. The results of demographic data are presented in table 4.1. below. Regarding the gender composition, 56.8% are male, and 43.2% are female indicated in Table 4.1. Concerning their education level, 26.1% of the respondents were undergraduate, 58% were post-graduate holders, and 15.9% were Ph.D. depicted in Table 4.1. below. The academic qualification of respondents is expected to enhance the data quality as they are likely to understand the questioner and forward their views accurately. About the current designation of respondents at ILRI, 14.8% were scientists working on projects, 40.9% were staff working directly on project management, 18.2% were research staff working on the project, and 26.1% were administrative support staff for projects. About the number of years respondents worked at ILRI, those who had worked for less than two years were 5.7%, 3 – 5 years were 40.9%, 6 – 10 years were 40.9%, and ten years and more were 12.5%. More than 80% of the respondents worked three years and above, which increased staff understanding, maturity, independence, and self-confidence. About the age group of the respondents, 1.1% were between 18 – 25 years, 23.9% were between 26 – 35 years, 61.4% were between 36 – 45, and

13.6% were above 46 years shown in Table 4.1. below. It implies that most of the workforce is between the ages of 36 – 45 years, and it indicates more experienced employees are available in the organization during project implementation.

Items		Frequency	Present
Gender	Male	50	56.8
	Female	38	43.2
	Total	88	100.0
Level of Education	BA/BSc Degree	23	26.1
	Postgraduate (MA/MSc)	51	58.0
	PHD	14	15.9
	Total	88	100.0
Designation at ILRI	Program Leader/Principal Investigator/scientist/Postdoc/	13	14.8
	Program Mgr/Project Mgr/Ass. to Program Mgr/Ass. to Project Mgr/Program Act's/Other Program Staff	36	40.9
	Research officers/Research associate/Technical officer/Technical assistance/Other research staff	16	18.2
	Admin support (Finance/Supply/Housing/Engineering/Security/ICT) /Other Admin staff	23	26.1
	Total	88	100.0
Years working at ILRI	Less than 2 Years	5	5.7
	3-5 Years	36	40.9
	6-10 Years	36	40.9
	6-10 Years	11	12.5
	Total	88	100.0
The age group of respondents	18 – 25	1	1.1
	26 – 35	21	23.9
	36 – 45	54	61.4
	Above 46	12	13.6
	Total	88	100.0

Table 4.1. Demographic characteristics of respondents (Source: Own Survey 2022)

4.3. Descriptive Analysis of Variables of the Study

In the literature review, several factors are available that affect project implementation. In this study factors such as project planning and scheduling, program/project manager's competencies,

stakeholder involvement, project monitoring and evaluation, project communication management, and successful project implantation have been analyzed as presented below.

4.3.1 Project Planning and Scheduling

The finding of this study in table 4.2. indicated that 98.9% of the respondents believe that a lack of effective project planning and scheduling affects successful project implementation. According to figure 4.1. the majority (more than 70%) of the respondents confirmed lack of project planning and scheduling to a great, and very great extent affects project implementation.

Items	Frequency	Present
Yes	87	98.9
No	1	1.1
Total	88	100.0

Table 4.2. Effect of project planning and scheduling on successful project implementation
(Source: Own Survey 2022)

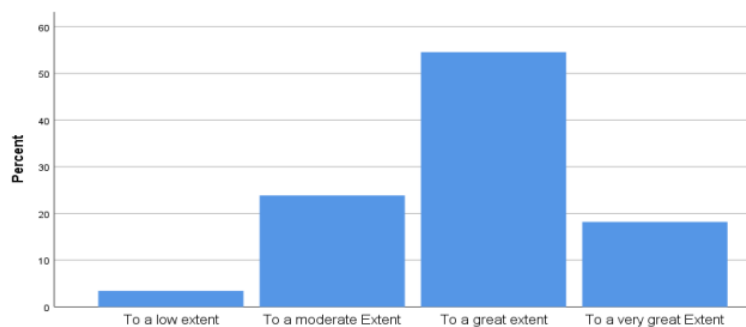


Figure 4.1 The extent of effective planning and scheduling for successful project implementation
(Source: Own Survey 2022)

This implies respondents believe that good project planning and scheduling is a tool for better use of resources, controlling costs, and deliver high-quality results, and avoiding schedule conflicts. This study seeks to determine the influence project planning and scheduling had on the successful implementation of projects within ILRI. The researcher provided 8 (as shown in table 4.3) questions and offered these questions to all sampled respondents. The result below shows that the

average mean of project planning and scheduling is 3.55. It reflects that ILRI uses well-designed project planning and scheduling to ensure effective project implementation. Other literature confirms that project planning and scheduling are considered the central element of modern project management. Nowadays with the advancement in computerized planning tools and the blooming in project management training, a certain level of planning is done in all projects (D Dvir, T Raz, AJ Shenhar, 2003). Commonly accepted professional standards, such as the PMI Guide to the Project Management Body of Knowledge, emphasize project planning reduces uncertainty and increases the likelihood of project success (PMBOK, 2017). It shows that well-designed project planning and scheduling are the most important factors for successful project implementation.

Item	N	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
ILRI projects have well-organized project work plans to ensure effective implementation.	88	1 (1.1%)	9 (10.2%)	19 (21.6%)	51 (58.0%)	8 (9.1%)	3.64	0.833
ILRI projects are implemented only when there is an approved project Work plan (Project planning).	88	-	17 (19.3%)	34 (38.6%)	26 (29.5%)	11 (12.5%)	3.35	0.935
ILRI Project Work plan discussed within the project team before implementation.	88	-	6 (6.8%)	15 (17%)	60 (68.2%)	7 (8%)	3.77	0.69
ILRI project team members clearly understand the project work plan before implementation.	88	-	12 (13.6%)	14 (15.9%)	57 (64.8%)	5 (5.7%)	3.63	0.792
ILRI projects have a detailed project cost breakdown to ensure effective implementation.	88	2 (2.3%)	6 (6.8%)	16 (18.2%)	55 (62.5%)	9 (10.2%)	3.72	0.83
ILRI project Work plan well defines the project timeframe for each activity to ensure effective implementation.	88	1 (1.1%)	7 (8%)	21 (23.9%)	52 (59.1%)	7 (8%)	3.65	0.788
ILRI project Work plan well defines the project scope to ensure effective implementation.	88	-	8 (9.1%)	23 (26.1%)	50 (56.8%)	7 (8%)	3.64	0.761
ILRI always completed projects within the approved work plan and time/period.	88	3 (3.4%)	25 (28.4%)	29 (33%)	28 (31.8%)	3 (3.4%)	3.03	0.94
Average							3.55	0.82

Table 4.3. Project Planning and Scheduling analysis
(Source: Own Survey 2022).

4.3.2 Program/Project Managers Competencies

The result of this study is in table 4.4. indicated that 97.7% of the respondents believe that program/project manager competencies affect successful project implementation. According to figure 4.2. a majority (which is 75%) of the respondents confirmed a lack of program/project manager competencies to a great, and a very great extent contribute to the success of project implementation. In general, this implies respondents believe that good program/project manager competencies directly contribute to the success of a project. Project managers are responsible for planning, organizing, and directing the completion of a specific project for an organization while ensuring these projects are on time, on budget, and within scope (Kerzner, 2017).

Items		Frequency	Present
Do program/project manager competencies influence effective project implementation at ILRI?	Yes	86	97.7
	No	2	2.3
	Total	88	100.0

Table 4.4. Effect of Program/Project manager competency on successful project implementation
(Source: Own Survey 2022)

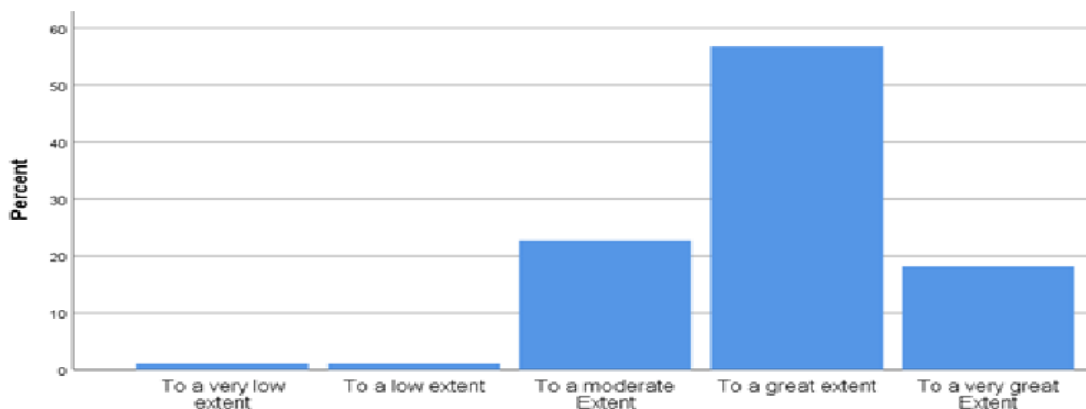


Figure 4.2 The extent of effective planning and scheduling for successful project implementation
(Source: Own Survey 2022)

This study seeks to determine the influence program/project manager competency had on the successful implementation of projects within ILRI. The researcher provided 6 (as shown in table

4.5) questions and offered them to all sampled respondents. The result below shows that the average mean and standard deviation of program/project manager competency is measured at 3.79 and 0.73 respectively. It reflects that ILRI program/project managers are competent to ensure effective project implementation.

Items	N	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
ILRI program/project managers are capable of effective project implementation.	88	-	3 (3.4%)	22 (25%)	48 (54.5%)	15 (17%)	3.85	0.736
ILRI program/project managers are experts in developing detailed project cost breakdowns.	88	-	4 (4.5%)	22 (25%)	52 (59.1%)	10 (11.4)	3.77	0.707
ILRI program/project managers effectively follow up on project time and scope management.	88	1 (1.1%)	4 (4.5%)	29 (33%)	45 (51.1%)	9 (10.2%)	3.65	0.774
ILRI Program/project managers have an active role in coordinating, leading, and controlling project implementation.	88	2 (2.3%)	6 (6.8%)	41 (46.6%)	33 (37.5%)	6 (6.8%)	3.4	0.81
Educational qualifications and experience of ILRI program/project managers are directly related to their capacity for effective project implementation.	88	2 (2.3%)	2 (2.3%)	13 (14.8%)	56 (63.6%)	15 (17%)	3.91	0.783
The skills set of the ILRI program/project managers in communication, negotiation, decision-making, problem-solving, leadership, motivation, flexibility and alertness, human resource management, conflict management, and team working influence effective project implementation.	88	-	-	9 (10.2%)	57 (64,8%)	22 (25%)	4.15	0.578
Average							3.79	0.73

Table 4.5. Program/Project Managers Competencies analysis
(Source: Own Survey 2022)

4.3.3 Stakeholders Involvement

The study is in table 4.6. below the stakeholder involvement and its effect on project implementation, 100% of the respondents believe that stakeholder involvement directly affects project implantation. However, the response on the extent of stakeholder involvement that affects project implementation varies. The majority (63.6%) of the respondents agreed and strongly agreed that stakeholder involvement affects project implementation. It implies effective stakeholder involvement is the factor that affects project implementation. The literature argues that even if stakeholder involvement contributes to the success of a project, the level of involvement must be classified based on its effect (positive or negative) and level of influence (low to high) on project success. Depending on the classification, the model recommends employing a relevant managerial strategy (Rajablu, Marthandan, and Yusoff, 2015).

Items		Frequency	Percent
Does stakeholder involvement affect project implementation at the organization?	Yes	88	100.0
	No	0	0.0

Table 4.6. Effect of stakeholder involvement on successful project implementation
(Source: Own Survey 2022)

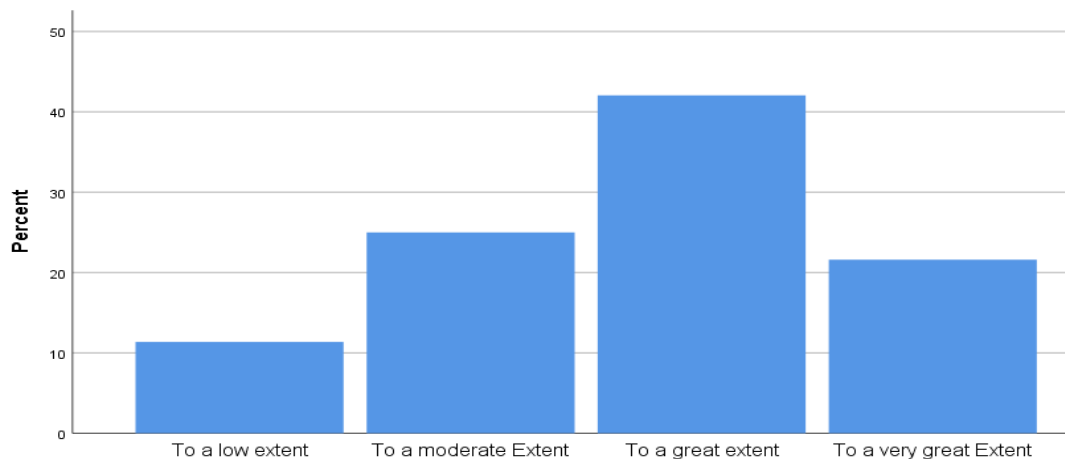


Figure 4.3 Extent of stakeholder involvement in successful project implementation
(Source: Own Survey 2022)

The study sought to determine the effect of stakeholder involvement on the success of project implementation. Concerning stakeholder involvement, six questions were provided to respondents (as shown in table 4.7) and measured the response. The average mean of stakeholder involvement in the project is 3.48, and its standard deviation is 0.72. That indicates that ILRI stakeholders are involved in project implementation and contribute to its success.

Items	N	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
ILRI monitors stakeholders engaging in terms of cost, time, and scope for effective project implantation.	88	-	7 (8.0%)	38 (43.2%)	39 (44.3%)	4 (4.5%)	3.45	0.71
ILRI is able to identify key stakeholders.	88	-	2 (2.3%)	7 (8.0%)	66 (75%)	13 (14.8%)	4.02	0.567
ILRI appropriately manage the stakeholder's expectations.	88	-	6 (6.8%)	17 (19.2%)	62 (70.5%)	3 (3.4%)	3.7	0.646
Key stakeholders participated in the development of the project work plan.	88	-	11 (12.5%)	38 (43.2%)	35 (39.8%)	4 (4.5%)	3.36	0.761
Stakeholders participate in the definition of ILRI project priorities.	88	-	18 (20.5%)	40 (45.5%)	27 (30.7%)	3 (3.4%)	3.17	0.791
ILRI project priorities are based on actual stakeholder need assessment.	88	2 (2.3%)	15 (17%)	43 (48.9%)	23 (26.1%)	5 (5.7%)	3.16	0.856
Average							3.48	0.72

Table 4.7. Project stakeholder involvement analysis
(Source: Own Survey 2022)

4.3.4 Project Monitoring and Evaluation

The study in table 4.8. shows 98.9% of the respondents agreed that lack of monitoring and evaluation affects the implementation of donor-funded projects. More than 70% of the respondents agreed to a great extent that the lack of monitoring and evaluation affects project implementation. Monitoring helps to track planned activities and take corrective action if necessary. Evaluation

measures what the project has achieved so far and identifies the expected future planned activity. Monitoring and evaluation help a project manager in keeping track of the implementation. It provides a detailed blueprint of everything that went right and wrong during a project.

Items		Frequency	Present
Does lack of monitoring and evaluation affect the implementation of donor-funded projects?	Yes	87	98.9
	No	1	1.1
	Total	88	100.0

Table 4.8. Effect of Monitoring and evaluation on successful project implementation
(Source: Own Survey 2022)

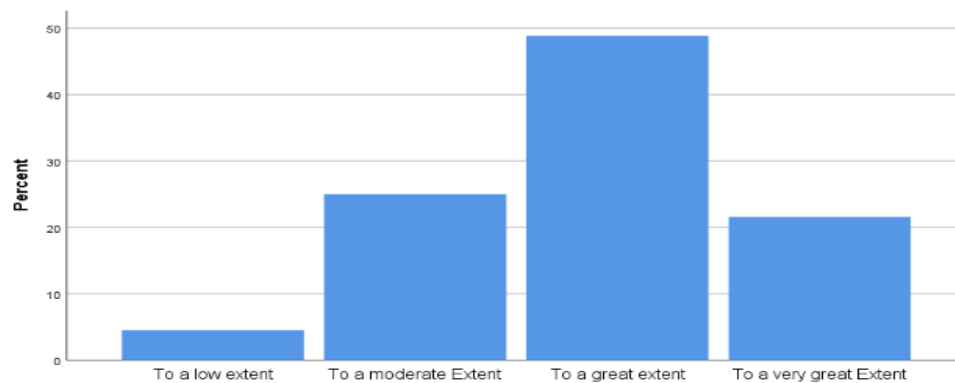


Figure 4.4 Extent of monitoring and evaluation of successful project implementation
(Source: Own Survey 2022)

Kusek and Rist (2004) define monitoring and evaluation as follows. Monitoring is a continuous activity that uses the systematic collection of data on specified indicators to deliver management and the main stakeholders of a current development intervention with indications of the extent of progress and accomplishment of objectives and progress in the use of allocated funds. Evaluation is the systematic assessment of an ongoing or completed project, or program, including its design, execution, and outcomes. The study wanted to determine the effect of project monitoring and evaluation on the success of project implementation. For project monitoring and evaluation, seven questions were provided to respondents (as shown in table 4.9) and measured the response. The result is shown in below table, the average mean of project monitoring and evaluation project is

3.35, and its standard deviation is 0.79. This indicates that ILRI is effectively conducting project monitoring and evaluation, and it contributes to the success of a project.

Items	N	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
ILRI has a manual or guideline for project monitoring and evaluation that guides project implementation.	88	-	28 (31.8%)	40 (45.5%)	16 (18.2%)	4 (4.5%)	2.95	0.829
ILRI has a standard template for project monitoring and evaluation.	88	1 (1.1%)	18 (20.5%)	47 (53.4%)	17 (19.3%)	5 (5.7%)	3.08	0.82
ILRI project monitoring and evaluation reports have been used to review and reallocate resources in a better way.	88	1 (1.1%)	9 (10.2%)	22 (25.0%)	51 (58.0%)	5 (5.7%)	3.57	0.799
ILRI project monitoring and evaluation can assess the progress of project time, scope, and deliverables.	88	-	9 (10.2%)	17 (19.3%)	59 (67.0%)	3 (3.4%)	3.64	0.714
ILRI project monitoring and evaluation reports have been submitted on time for decision-makers.	88	-	15 (17.0%)	35 (39.8%)	34 (38.6%)	4 (4.5%)	3.31	0.807
ILRI Project monitoring and evaluation report used to take corrective measures for project implementation.	88	-	11 (12.5%)	17 (19.3%)	57 (64.8%)	3 (3.4%)	3.59	0.753
ILRI defined staff roles and responsibilities for project monitoring and evaluation.	88	1 (1.1%)	12 (13.6%)	39 (44.3%)	30 (34.1%)	6 (6.8%)	3.32	0.838
Average							3.35	0.79

Table 4.9. Project Monitoring and Evaluation analysis

(Source: Own Survey 2022)

4.3.5 Project Communication Management

In table 4.10. below 100% of the respondents agreed that project communication management influences effective project implementation. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) defines project communication management as the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information. Most of the respondents (more than 90%) agreed to a

great extent that communication influences successful project implementation. Project communication management is a collection of processes that help the right messages be distributed, received, and understood by the right people.

Item		Frequency	Present
Does communication influence effective project implementation at ILRI?	Yes	88	100.0
	No	0	0.0

Table 4.10. Effect of communication on successful project implementation
(Source: Own Survey 2022)

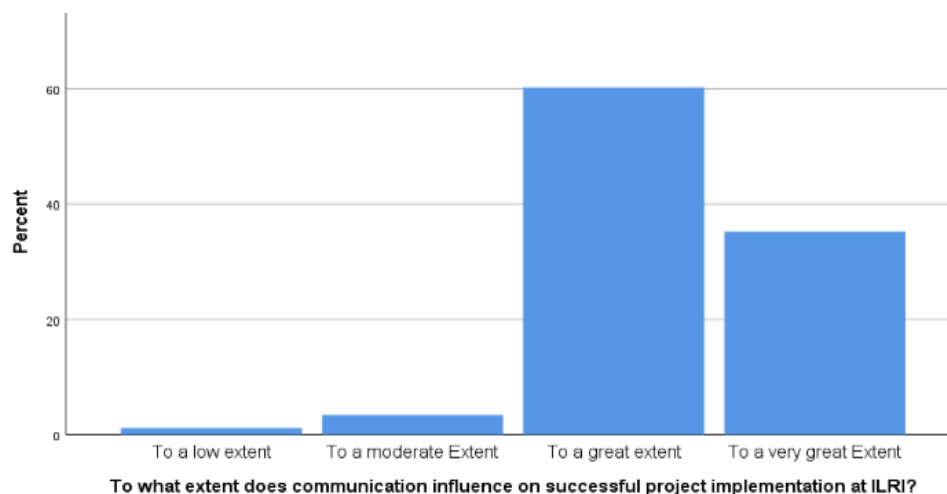


Figure 4.5 Extent of communication management on successful project implementation
(Source: Own Survey 2022)

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) defines project communication management as the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information. A communication plan is an agreement between collaborators and stakeholders that outlines what, when, and how information is shared. This study seeks to determine the influence project communication management had on the successful implementation of projects within ILRI. The researcher provided seven (as shown in table 4.11) questions and offered them to all sampled respondents. The result below shows that the average mean of project communication management

is 3.8, and the standard deviation is 0.74. It implies that ILRI effectively uses project communication management and contributes to the success of project implementation.

Items	N	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
ILRI has a well-defined project communication management plan.	88	3 (3.4%)	2 (2.3%)	33 (37.5%)	36 (40.9%)	14 (15.9%)	3.64	0.899
Outlook emails, Microsoft teams, intranet, and other communication channels used during project implementation.	88	-	-	1 (1.1%)	46 (52.3%)	41 (46.6%)	4.45	0.523
ILRI project communication plan can show project time and scope progress at all levels.	88	1 (1.1%)	5 (5.7%)	31 (35.2%)	43 (48.9%)	8 (9.1%)	3.59	0.783
Project progress reports and updates can communicate on time.	88	1 (1.1%)	9 (10.2%)	14 (15.9%)	55 (62.5%)	9 (10.2%)	3.7	0.833
Staff roles and responsibilities communicate to each project team before starting the implementation.	88	1 (1.1%)	6 (6.8%)	12 (13.6%)	62 (70.5%)	7 (8.0%)	3.77	0.739
Project staff participated in follow-up and status update meetings.	88	-	3 (3.4%)	7 (8.0%)	66 (75.0%)	12 (13.6%)	3.99	0.597
The project managers can get the necessary real-time project information when needed.	88	1 (1.1%)	9 (10.2%)	31 (35.2%)	40 (45.5%)	7 (8.0%)	3.49	0.83
Average							3.80	0.74

Table 4.11. Project Communication Management analysis
(Source: Own Survey 2022)

4.3.6 Successful Project Implementation at ILRI

As presented in table 4.12 below regarding project cost, time and scope are the criteria for measuring project success, 78% of the respondents agreed that those three project constraints are a success criterion. Many other writers like Morris and Hough (1987) and Wateridge (1998) agree cost, time, and quality should be used as success criteria, but not exclusively. In the below figure 4.5. to study what extent to which project cost, time, and scope influence successful project implementation, most of the respondents (more than 80%) confirm that cost, time, and scope of a project influence a great extent successful project implementation.

Item		Frequency	Percent
Project cost, time, and scope are the major criteria for measuring project success.	Yes	78	88.6
	No	10	11.4
	Total	88	100.0

Table 4.12. Effect of cost, time, and scope on successful project implementation
(Source: Own Survey 2022)

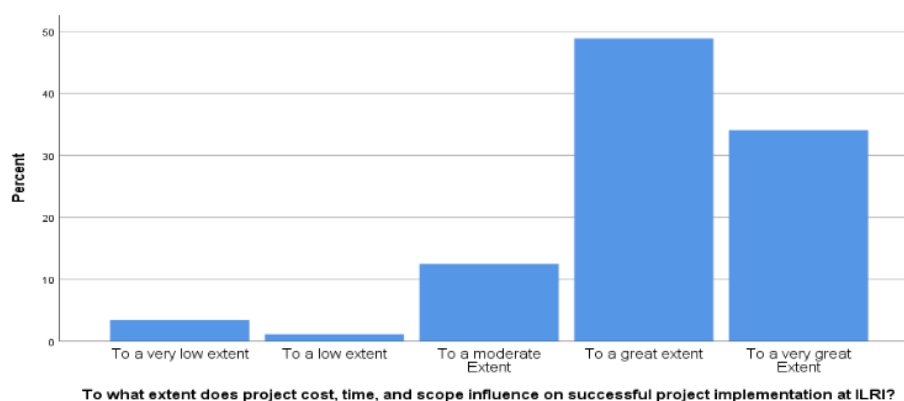


Figure 4.6. The extent of influence cost, time, and scope on successful project implementation
(Source: Own Survey 2022)

In the analysis in table 4.13 about projects completed within the limit of a donor-approved budget and the cost allocated to each activity line, 62.5% of the respondents agreed, and 11.4% strongly agreed. It implies many of the respondents believe that ILRI has a good practice of project completion within an approved budget. Many projects were completed with expected deliverables, but rarely on time and within budget. ILRI may develop project completion experience within an approved budget. To study ILRI's reputation concerning project completion within the specified time, the respondents replied that 58% of the respondents agreed and 20.5% strongly agreed. The finding from respondents confirms that 65.9% agreed, and 22.7% strongly agreed that the success of project implantation depends on the planning and clarity of the responsibilities of each team member. Project planning plays an important role in guiding stakeholders, sponsors, teams, and the project manager to achieve project success. The result in table 4.13 below also validates that ILRI program/project managers use monitoring and evaluation reports to keep track of project resources and activities for successful implementation, 67% of the respondents agreed, and 9.1% strongly agreed. Concerning the study on program/project managers' competencies that affect project implementation and its success, 58% of the respondents agreed, and 17% strongly agreed.

In the same way, the investigation of prioritization of a stakeholder and their proper management positively contribute to the success of project implementation 68.2% of the respondents agreed, and 19.3% strongly agreed. Finally, the response on project communication is needed to ensure the successful implementation of a project within cost, scope, and time 64.8% of the respondents agreed, and 29.5% strongly agreed.

This research sought to determine the success of a project implementation depending on project cost, time, scope, planning, monitoring and evaluation, manager competency, stakeholder involvement, and communication. The researcher provided seven (as shown in table 4.13) questions and offered them to all sampled respondents. The result below shows that the average means measured at 3.94, and the standard deviation is 0.74. It replies that ILRI successfully manages project cost, time, scope, planning, monitoring and evaluation, manager's competency, stakeholders' involvement, and communication, and these factors contribute to the successful project implementation.

Items	N	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
ILRI projects have been completed within the limit of a donor-approved budget and the cost allocated to each activity line.	88	1 (1.1%)	3 (3.4%)	19 (21.6%)	55 (62.5%)	10 (11.4%)	3.8	0.73
ILRI has a good reputation for successful project completion within a given time (period).	88	1 (1.1%)	2 (2.3%)	16 (18.2%)	51 (58.0%)	18 (20.5%)	3.94	0.764
The successful project implantation depends on the planning and clarity of the responsibilities of each team member.	88	-	1 (1.1%)	9 (10.2%)	58 (65.9%)	20 (22.7%)	4.1	0.607
ILRI program/project managers use monitoring and evaluation reports to keep track of project resources and activities for successful implementation.	88	-	11 (12.5%)	10 (11.4%)	59 (67.0%)	8 (9.1%)	3.73	0.798
Prioritization of a stakeholder and their proper management positively contribute to the successful project implementation.	88	1 (1.1%)	1 (1.1%)	9 (10.2%)	60 (68.2%)	17 (19.3%)	4.03	0.669
Project Communication is needed to ensure the successful implementation of a project within cost, scope, and time.	88	-	1 (1.1%)	4 (4.5%)	57 (64.8%)	26 (29.5%)	4.23	0.582
Average							3.97	0.69

Table 4.13. Successful Project Implementation

(Source: Own Survey 2022)

4.4. Multiple Regression Assumption Analysis

Multiple regression techniques give researchers the flexibility to address a wide variety of research questions (Hoyt et al., 2006). Most statistical tests depend on several assumptions about the variables used in the analysis. When these assumptions do not meet, the results may not be trustworthy (Osborne & Waters, 2002). The assumptions of Multiple Regression identified as a primary concern in the research include linearity, normality, and multi-collinearity. independence of errors, and homoscedasticity.

4.4.1 Linearity

Multiple regressions can accurately estimate the relationship between dependent and independent variables when there is a linear relationship. More in-depth examination of the residual and scatter plots available in most statistical software packages will also indicate linear vs. curvilinear relationships (Osborne & Waters, 2002). Residual plots showing the standardized residuals vs. the predicted values are very useful in detecting violations in linearity (Stevens, 2012). In this case, the relationship between the Independent Variables and the Dependent Variables is linear. Scatter plots in below figure 4.9. shows there is a linear relationship between the independent and dependent variables that had been met.

4.4.2 Normality

This assumption shows that errors are normally distributed and that a plot of the values of the residuals will approximate a normal curve. The assumption is based on the shape of normal distribution bar charts and gives the researcher knowledge about what values to expect. Normality is also tested using Q-plots and P-plots, which are more exacting methods to spot deviations from normality and are relatively easy to interpret as departures from a straight line (Keith, 2019). Normality can be further checked through histograms of the standardized residuals (Stevens, 2012). The P-P plot is in figure 4.7. and Histogram in figure 4.8. for the model suggested that the assumption of normality of the residuals has been met.

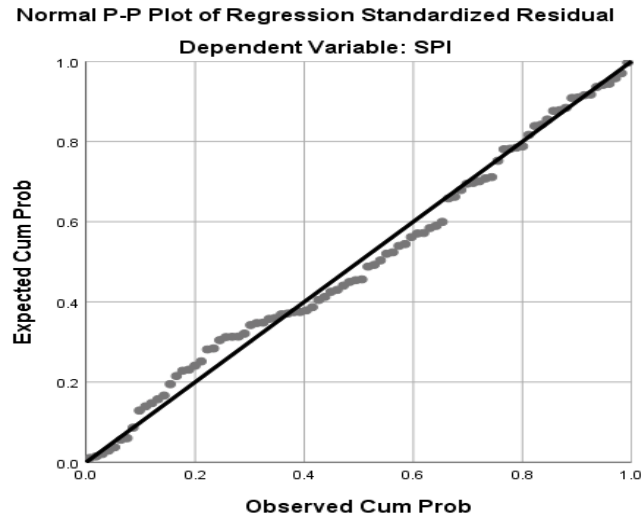


Figure 4.7. Normal P-Plot

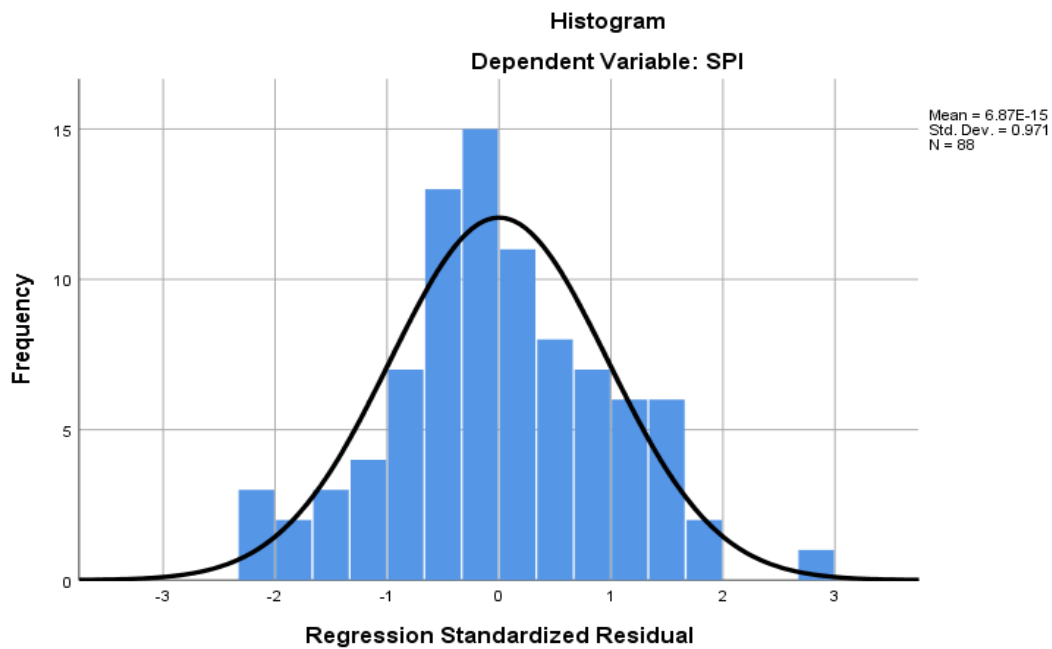


Figure 4.8. Histogram

4.4.3 Multicollinearity

Multicollinearity measured through Person correlation measures values between -1 and 1. The Pearson correlation measures the strength of the linear relationship between dependent and independent variables. Referring to table 4.14 Pearson Correlation Analysis (PCA) evaluated

project planning and scheduling, program/project management competency, project stakeholder involvement, project monitoring, and evaluation, and project communication management have moderate (between ± 0.41 - ± 0.6) correlation with successful project implantation.

Correlations

		SPI	PPS	PMC	PSI	PME	PCM
SPI	Pearson Correlation	1	0.594**	0.678**	0.617**	0.686**	0.736**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000
	N	88	88	88	88	88	88
PPS	Pearson Correlation	0.594**	1	0.543**	0.652**	0.687**	0.490**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000
	N	88	88	88	88	88	88
PMC	Pearson Correlation	0.678**	0.543**	1	0.647**	0.505**	0.706**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000
	N	88	88	88	88	88	88
PSI	Pearson Correlation	0.617**	0.652**	0.647**	1	0.694**	0.690**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000
	N	88	88	88	88	88	88
PME	Pearson Correlation	0.686**	0.687**	0.505**	0.694**	1	0.673**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000
	N	88	88	88	88	88	88
PCM	Pearson Correlation	0.736**	0.490**	0.706**	0.690**	0.673**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	
	N	88	88	88	88	88	88

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.14. Person Correlation

A scatterplot displays the strength, direction, and form of the relationship between two quantitative variables, for this study the simple scatterplot graph illustrates a linear relationship. This means that the scatterplot points closely look like a straight line. Widely used procedure to examine the correlation matrix of the predictor variables, computing the coefficients of determination, R^2 , and measures of the eigenvalues of the data matrix including variance inflation factors (VIF) (Mason & Perreault Jr., 1991). Tolerance measures the influence of independent variables on dependent

variables. Tolerance levels for correlations range from zero (no independence) to one (completely independent) (Keith, 2019). Usually, variance inflation factors (VIF) and Tolerance statistics are used to assess this assumption. To meet this assumption, we want VIF scores to be well below 10 and tolerance scores above 0.1 (Tabachnick and Fidell, 2001). We can demonstrate this assumption by looking at table 4.18. below. Analysis of collinearity statistics shows this assumption met, as VIF scores were well below 10 and tolerance scores above 0.1.

4.4.4 Independence of Errors

The independence of errors refers to the assumption that errors are independent of one another, implying that subjects are responding independently (Stevens, 2009). The goal of the research is often to accurately model the ‘real’ relationships in the population (Osborne & Waters, 2002). We need to look at the Model Summary box to check this assumption. Here, we can use the Durbin-Watson statistic to test that our residuals are independent (or uncorrelated). The Durbin-Watson statistic ranges in value from 0 to 4, with an acceptable range from 1.50 – 2.50 (Kajananthan, 2012). The value needs close to 2 to meet the criteria for this assumption. Values below one and above three are cause for concern and may render our analysis invalid. In table 4.15. below, the Durbin-Watson is 2.296, which the value close to 2 met the assumption.

4.4.5 Homoscedasticity

The assumption of homoscedasticity refers to the equal variance of errors across all levels of the independent variables. This is evident when the variance around the regression line is the same for all values of the predictor variable. Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value (table 4.10). Residuals are randomly scattered around zero (the straight line) giving even distribution (Osborne & Waters, 2002). Statistical software scatterplots of residuals with independent variables are the method for examining this assumption (Keith, 2019). Our scatter plot is in figure 4.10. below, the standardized residuals vs standardized predicted values showed no obvious signs of funneling; implying the assumption of homoscedasticity has been met.

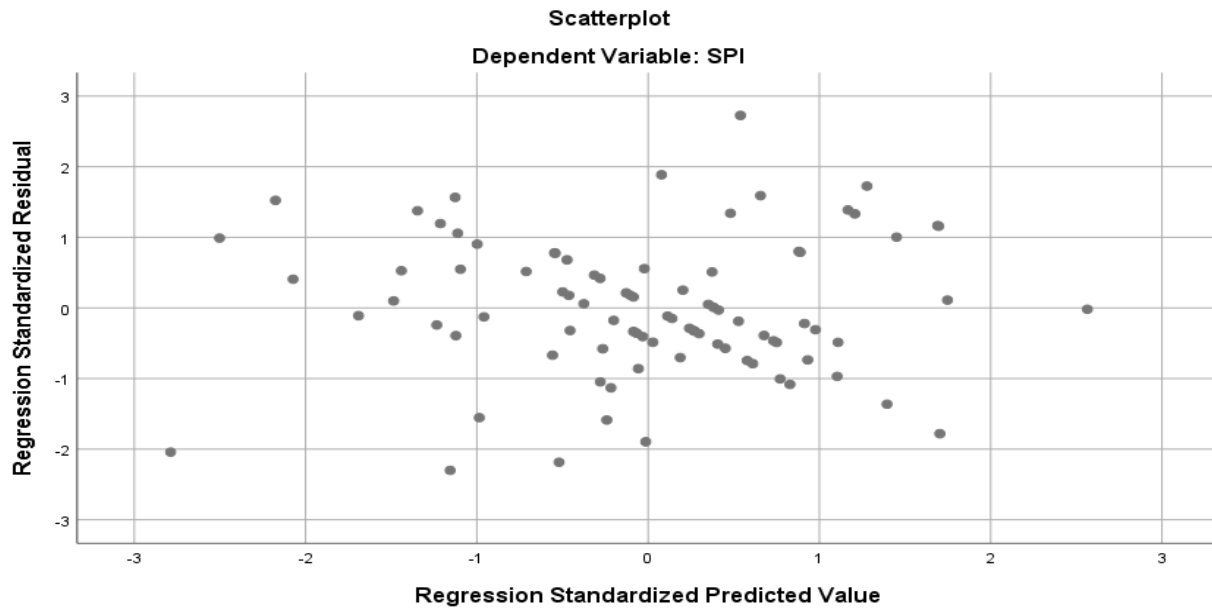


Figure 4.10. Scatterplot

4.4.6 No influential cases

Significant outliers and influential data points can place undue influence on the model, making it less representative of the data. This assumption can be tested by going back to our Data File and looking at the Cook's Distance values. Cook's distance is an estimate of the influence of a data point in both leverage and residual of each observation. Any values over 1 are likely to be significant outliers, which may place undue influence on the model, and should therefore be removed and your analysis rerun (Marzjarani, 2015).

4.5. Regression Analysis

Regression analysis is a simple method for investigating the functional relationship among variables. The study conducted multiple regression analyses for the independent variables and dependent variables. The coefficient of determination (R^2) is a number between 0 and 1 and explains the extent to which changes in the dependent variable can be explained, by the change in the independent variables. The percentage of variation in the dependent variable, successful project implementation (SPI) is explained by all the five independent variables like project planning and

scheduling (PPS), program/project managers competency (PMC), project stakeholder involvement (PSI), project monitoring and evaluation (PME) and project communication management (PCM). As indicated below in the model summary (Table 4.15.), the appropriate indicators of the variable used to identify the dependent variable SPI were explored. The value of the Adjusted R square is used to identify how much of the variance in the dependent variable (SPI) is identified by the model. The larger the value of the Adjusted R square, the better the model is. The overall contribution of independent variables PPS, PMC, PSI, PME, and PCM accounted for 64.0% (Adjusted R Square .640). Henseler (2009) proposed a rule of thumb for acceptable R² with 0.75, 0.50, and 0.25 described as substantial, moderate, and weak respectively, then the R² for the study is moderate.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.813 ^a	0.661	0.640	0.29261

a. Predictors: (Constant), PCM, PPS, PMC, PSI, PME

b. Dependent Variable: SPI

Table 4. 15. Model Summary

The F statistic is used in the analysis of variance (ANOVA), by dividing two mean squares. F statistic is the division of the regression mean square (MSR) by the residual mean square (MSE). If the significance value of the F statistic is small (smaller than 0.05) then the independent variables do a good job explaining the variation in the dependent variable. If the significance value of F is larger than 0.05 then the independent variables do not explain the variation in the dependent variable, and the null hypothesis is accepted that all the population values for the regression coefficients are zero (0). In this case, from (table 4.16) below it can be concluded that the model specification is correct since the F statistic value is 31.960 and the significance of the F statistic for the regression analysis is 0.000, which is less than the significance level of 0.05.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.682	5	2.736	31.960	0.000 ^b
	Residual	7.021	82	0.086		
	Total	20.703	87			

a. Dependent Variable: SPI

b. Predictors: (Constant), PCM, PPS, PMC, PSI, PME

Table 4.16. ANOVA

As shown in Table 4.17 below, the beta (β) sign of all the independent variables shows the effect of the predicting independent variables. That means any proportional increase in the independent variables leads to a proportional increase in the dependent variable. The multiple regression model with all five predictors produced $R^2 = 0.640$, $F = 31.960$, $p < 0.000$. As can be seen in table 4.17 below there are no significant positive or negative regression weights. PPS ($\beta=0.114$, $p=0.154$) has a positive relationship but not significant on SPI and PMC ($\beta=0.264$, $p=0.008$), PME ($\beta=0.235$, $p=0.014$), and PCM ($\beta=0.331$, $p=0.002$) have a positive and significant relationship on SPI. PSI ($\beta=-0.068$, $p=0.469$) has a negative effect but is not significant on SPI. PSI did not contribute to the multiple regression model. ILRI should give more focus on PPS, PMC, PME, and PCM factors.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.714	0.267		2.671	0.009
	PPS	0.114	0.079	0.141	1.438	0.154
	PMC	0.264	0.098	0.269	2.699	0.008
	PSI	-0.068	0.093	-0.078	-0.728	0.469
	PME	0.235	0.094	0.273	2.505	0.014
	PCM	0.331	0.106	0.347	3.126	0.002

a. Dependent Variable: SPI

Table 4.17. Coefficients

The coefficient of regression in table 4.17, above was used in coming up with the model below:

$$SPI = 0.714 + 0.114PPS + 0.264PMC - 0.068PSI + 0.235PME + 0.331PCM$$

Where: SPI = Successful Project Implementation

PPS = Project Planning and Scheduling,

PMC = Project Managers' Competencies,

PSI = Project Stakeholder Involvement,

PME = Project Monitoring, and Evaluation

PCM = Project Communication Management

β_0 = The constant term,

The regression results obtained above were utilized to test the hypotheses developed in chapter two. The researcher tests the relationship between successful project implementation with each independent variable (project planning and scheduling, project managers' competencies, project stakeholder involvement, project monitoring, and evaluation, and project communication management) variable to test either confirm or reject the hypothesis.

H1: Successful Project Implantation is positively related to project planning and scheduling.

The positive beta sign and the statistically insignificant result of the project planning and scheduling influence successful project implementation positively ($\beta=0.114$, $P= 0.154$), which is insignificant for $P > 0.05$. It has an insignificance relationship but supports the proposed hypothesis.

H2: Successful Project Implantation positively related to program/project manager competency.

The positive beta sign and statistically significant result of the program/project manager competency influence successful project implementation positively ($\beta=0.264$, $P= 0.008$), which is significant for $P < 0.05$. It has a stronger significant relationship and supports the proposed hypothesis.

H3: Successful Project Implantation positively related to project stakeholder involvement.

The negative beta sign and a statistically insignificant result of project stakeholder involvement influence successful project implementation with ($\beta = -0.068$, $P = 0.469$), which is $P > 0.05$ or 0.01 . Not supported the proposed hypothesis.

H4: Successful Project Implantation positively related to project monitoring and evaluation.

The positive beta sign and a statistically significant result of the project monitoring and evaluation influence successful project implementation positively ($\beta = 0.235$, $P = 0.014$), which is insignificant for $P < 0.05$. It has a significance relationship and supports the proposed hypothesis.

H5: Successful Project Implantation positively related to project communication management.

The positive beta sign and a statistically significant result of the project communication management influence successful project implementation positively ($\beta = 0.331$, $P = 0.002$), which is significant for $P < 0.05$. It has a stronger significant relationship and supports the proposed hypothesis.

Independent Variables	The expected result from a research hypothesis	Regression result	Hypothesis final decision
Project Planning and Scheduling	+	+	Supported
Program/Project manager's competency	+	+	Supported
Project Stakeholders involvement	+	-	Not supported
Project monitoring and evaluation	+	+	Supported
Project communication management	+	+	Supported

Table 4.18 Summary of hypothesis testing

4.6. Discussion on regression analysis

The descriptive statistics for project planning and scheduling influence the success of project implementation (3.55 grand mean). The regression result $\beta=0.114$ is positive, but it has insignificant relationship with project success, $P=0.154$ which is greater than 0.05. The insignificance of planning and scheduling depends on level and intensity of a project time, cost, and scope.

The result from regression analysis indicates program/project managers' competency influences the successful project implementation in the delivery of project objectives (3.79 grand mean). The regression result ($\beta=0.264$) is positive but has a significant relationship with project success, $P=0.008$. This result also confirms previous research by (Muller and Turner, 2007) that states project manager competency is influential in the successful project implementation. Another study supports the notion that the competence of project managers contributes significantly to project success. These findings are in coherence with the finding of previous studies, in which project managers' competencies directly influence project success (Irfan et al., 2021).

Project stakeholders include all individuals or groups who have an active stake and interest in the project and can influence it positively or negatively (Larsson & Larsson, 2020). Stakeholder involvement in projects was ranked highly in the research findings (3.48 grand mean). However, the regression result ($\beta = -0.068$) was negative and had an insignificant relationship ($P=0.469$) with project success. The result reveals that the effect of stakeholder engagement remains insignificant. The result reinforces earlier findings that stipulate that stakeholder involvement is related to project success. The active participation of project stakeholders has a critical challenge due to the subjectivity involved in the stakeholder involvement in the project. Several external factors could be responsible for limited involvement and inadequate stakeholder engagement (Alwaer et al. 2008). A study reported that stakeholder involvement is affected by a lack of public awareness, poor stakeholder interest, and inadequate legislative and regulatory frameworks. The communication gap is another factor for successful stakeholder involvement due to wider background differences between project staff and stakeholders (Shaukat et al, 2022).

The study points out that project monitoring and evaluation contributed to the success of project implementation at ILRI (3.35 grand mean). The regression result ($\beta=0.235$) is positive and has a significant relationship ($P=0.014$) with project success. From the analysis, it can conclude that there exists a clear significant correlation between the project's success and M&E practices. Results showed on the impact of M&E practices on project construction success had a positive statistically significant relationship with construction project success criteria (Kissi et al, 2019). A study by Prabhakar (2008) pointed out that Monitoring and Evaluation were one of the factors leading to project success.

The outcome from regression analysis shows project communication management influencing the successful project implantation in the delivery of project objectives (3.8 grand mean). The regression result ($\beta=0.331$) is positive but has a significant relationship ($P=0.002$) with project success. Every project team must have mechanisms for communicating project information and details to the people who need to know. These mechanisms should not appear to be random. Establishing communication patterns from the project outset will help the team better ensure good communication among all groups throughout the project. These findings are consistent with the result of previous studies (Doloi, 2009).

CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1. Introduction

This chapter presents a summary of the main findings on factors influencing successful project implementation by ILRI. It also gives conclusions, recommendations, and areas for further research study.

5.2. Summary of the Major Findings

The objective of the research is to identify project factors that influence successful project implementation at ILRI. The researcher has adopted questionnaires to gather firsthand information from the respondents with heterogeneous age brackets, levels of education, designation, and service period. Then, reliability and validity tests were conducted to check data inconsistency. As the reliability test confirmed the consistency of the data for the analysis, the collected data from the respondents were analyzed using SPSS.

1. The result shows that the average mean of project planning and scheduling is 3.55. It reflects that ILRI adopts project planning and scheduling to ensure successful project implementation. Concerning the question on projects implemented only when there is an approved project Work plan, 29.5% and 12.5 respectively agreed and strongly agreed (a total of 42%). From this, we can understand the approval of the project plan confirms that the project information and management strategy developed to a level of detail sufficient to proceed to the implementation. Regarding the issues of projects always completed within the approved work plan and time/period, 35.2% strongly agreed and agreed. The other 64.8% of the respondents were disagree and neutral.
2. The average mean and standard deviation of program/project manager competency has measured at 3.79 and 0.73, respectively. It reflects that ILRI program/project managers are competent to ensure effective project implementation. Regarding the program/project manager's role in coordinating, leading, and controlling project implementation, 44.3% agreed

and strongly agreed that they have an active role. A significant number of the respondents (55.7%) are disagreed and neutral.

3. The average mean of project monitoring and evaluation is 3.35, and its standard deviation is 0.79. The result indicates that ILRI effectively uses project monitoring and evaluation and contributes to successful project implementation. As presented in table 4.9 regarding using manual or guidelines for project monitoring and evaluation majority of the respondents, 45.5% neutral and 31.8% disagreed with using manual or guidelines for monitoring and evaluation. In addition, the result on using standard templet for project monitoring and evaluation majority of the respondents 53.4% neutral, and 20.5% disagreed. Chandurkar and Singh (2017) said the manual on monitoring and evaluation of projects attempts to take professionals through the life cycle of the monitoring and evaluation process and explain the fundamentals and concepts. The Manual or standard template for monitoring and evaluation is a reference document that provides detailed information about monitoring and evaluation and is intended to help users to develop policies and procedures at the organizational level.
4. The average mean of project communication management is 3.8, and the standard deviation is 0.74. It implies that ILRI effectively uses project communication management and contributes to the success of project implementation.
5. The average means measured at 3.94, and the standard deviation is 0.74. It replies that ILRI successfully manages project cost, time, scope, planning, monitoring and evaluation, project manager's competency, stakeholders' involvement, and communication, and these factors contribute to the successful project implementation.

5.3. Conclusion

1. The study shows that ILRI projects uses planning and scheduling that support successful project implantation. Respondents also confirm that the project kicked off when there was only an approved work plan. It is a good practice that other donor-funded projects can adopt. However, respondents validate that project do not always complete as per the work plan and

schedule. Due to the nature, level, intensity, and uncertainty of the project, the delay may be plausible.

2. The finding shows that ILRI has a strong project management team. Program/Project managers are capable of implanting donor-funded projects. However, many respondents confirm that ILRI program/project managers don't have a direct role in coordinating, leading, and controlling project implementation. Further instigation is needed to understand the reason behind it.
3. ILRI projects are adopting project-level monitoring and evaluation that contribute to the success of donor-funded project implementation. A significant number of the respondents almost 77.3% disagree and are neutral regarding using manuals or guidelines for project monitoring and evaluation. In addition, 73.9 of the respondents disagree and are neutral concerning using standard templet for project monitoring and evaluation. Therefore, ILRI does not have a manual or template for project monitoring and evaluation.
4. The finding confirms that project communication management directly influences the effective implementation of donor-funded projects. ILRI adopts good communication management that contributes to successful project implementation. Good project communication ensures the circulation of information with the project team and stakeholders and the on-time completion of project activity.

5.4. Recommendation

Good practice project management and successful project implementation help the institution attain the intended objectives to improve food and nutrition and to reduce poverty in developing counties. Based on the outcomes identified, the study makes the following recommendations.

1. ILRI has good practice using project planning and scheduling and project kick-off after the work plan is approved. However, the study identified some projects that don't complete within the approved work plan and time. ILRI should give attention to and follow up on complete

projects per the work plan and time using project management software and periodic review and discussion with the project team.

2. ILRI has a strong project management team. Program/Project managers are capable of implanting donor-funded projects. But, regarding the program/project manager's role in coordinating, leading, and controlling project implementation competency, a significant number of respondents are neutral, neither agreeing nor disagreeing. Therefore, ILRI should further investigate the reason and strengthen the program/project manager's direct involvement in coordinating, leading, and controlling project implementation.
3. ILRI have good practice in using project monitoring and evaluation. However, there is no standard guideline, manual, or template for monitoring and evaluation. The researcher recommended that ILRI should prepare a guideline manual or template for monitoring and evaluation.

5.5. Further Research Recommendation

This study has focused on factors affecting the successful implantation of a donor-funded project at ILRI. However, based on the limitation encountered and the reported findings of this research are necessary to provide directions for further study. In project management, there are many factors affecting project implementation. An interesting potential future research initiative would be to use a mixed approach with many respondents and other project success factors to generalize the results obtained in this study.

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APPENDIX I
ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
Questionnaire:

Dear respondent:

This questionnaire is designed to collect data for a study “Factors Affecting the implementation of donor funded projects: The Case of International Livestock Research Institute (ILRI). The study is intended solely for academic fulfilment. I kindly ask you in all regard to fill the questionnaire carefully at your best knowledge. Your responses will be strictly confidential and will only be used for academic purposes. I highly appreciate your quick response. I thank you for your participation as a respondent in the survey which is priceless to me. Besides, it would be my pleasure to share you the research report on the completion of the study. For any clarifications, please use +251 911 15 6417, e.mekonnen@cgiar.org, or ermiyasmw@gmail.com.

Kindly answer the following questions by ticking on the appropriate box

I. SECTION: DEMOGRAPHIC INFORMATION

1. Gender

Male ☐

Female ☐

2. Level of Education

Certificate ☐

Diploma ☐

BA/BSc Degree ☐

Postgraduate (MA/MSc) ☐

PHD ☐

3. What is your current designation within ILRI?

Program Leader/Principal Investigator/scientist/Postdoc/ ☐

Program Mgr/Project Mgr/Ass. to Prog. M/Proj. M/Program Act's/Other program staff ☐

Research officers/Research associate/Technical officer/Technical assistance/other Res. ☐

Admin support (Finance/Supply/Hospitality/Eng./Security/ICT/Liaison/Other admin. ☐

4. How many years have you been working at ILRI?

Less than 2 Years ☐

3-5 Years ☐

6-10 Years ☐

Above 10 years ☐

5. In what age group do you fall?

18 – 25 ☐

26 – 35 ☐

36 – 45 ☐

Above 46 ☐

II. SECTION: PROJECT PLANNING AND SCHEDULING

6. Does lack of effective planning and scheduling have any impact on successful implementation of projects at ILRI?

Yes ☐

No ☐

7. To what extent does lack of effective planning and scheduling influence effective project implementation at ILRI?

To a very great extent ☐

To a great extent ☐

To a moderate Extent ☐

To a low extent ☐

To a very low Extent ☐

8. Please select the best box that best describe your response and put “✓” mark Strongly disagree=1 Disagree=2 Neutral=3 Agree=4 strongly Agree=5

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
ILRI projects have well-organized project work plans to ensure effective implementation.					
ILRI projects implemented only when there is an approved project Workplan (Project planning).					
ILRI Project Workplan discussed within the project team before implementation.					
ILRI project team members clearly understand the project work plan before implementation.					
ILRI projects have a detailed project cost breakdown to ensure effective implementation.					
ILRI project Workplan well defines the project timeframe for each activity to ensure effective implementation.					

ILRI project Workplan well defines the project scope to ensure effective implementation.					
ILRI always completed projects within the approved work plan and time/period.					

III. SECTION: PROGRAM/PROJECT MANAGERS COMPETANCY

9. Do program/project manager competencies influence effective project implementation at ILRI?

Yes ☐

No ☐

10. To what extent does a program/project manager's competency influence effective project implementation at ILRI?

To a very great extent ☐

To a great extent ☐

To a moderate Extent ☐

To a low extent ☐

To a very low Extent ☐

11. Please select the best box that best describe your response and put “✓” mark Strongly disagree=1 Disagree=2 Neutral=3 Agree=4 strongly Agree=5

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
ILRI program/project managers are capable of effective project implementation.					
ILRI program/project managers are experts in developing detailed project cost breakdowns.					
ILRI program/project managers effectively follow up on project time and scope management.					
ILRI program/project managers have an active role in coordinating, leading, and controlling project implementation.					
Educational qualifications and experience of ILRI program/project managers are directly related to their capacity for effective project implementation.					

The skills set of the ILRI program/project managers in communication, negotiation, decision-making, problem-solving, leadership, motivation, flexibility and alertness, human resource management, conflict management, and team working influence effective project implementation.					
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IV. SECTION E- STAKEHOLDERS INVOLVEMENT

12. Does stakeholder involvement affect project implementation at the organization?

Yes ☐

No ☐

13. To what extent does stakeholder involvement affect project implementation at ILRI?

To a very great extent ☐

To a great extent ☐

To a moderate Extent ☐

To a low extent ☐

To a very low Extent ☐

14. Please select the best box that best describe your response and put “✓” mark Strongly disagree=1 Disagree=2 Neutral=3 Agree=4 strongly Agree=5

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
ILRI monitors stakeholders engaging in terms of cost, time, and scope for effective project implantation.					
ILRI is able to identify key stakeholders.					
ILRI appropriately manage the stakeholder's expectations.					
Key stakeholders participated in the development of the project work plan.					
Stakeholders participate in the definition of ILRI project priorities.					
ILRI project priorities are based on actual stakeholder need assessment.					

V. SECTION F – PROJECT MONITORING AND EVALUATION

15. Does lack of monitoring and evaluation affects implementation of donor funded projects?

Yes ☐

No ☐

16. To what extent lack of project monitoring and evaluation affect project implementation?

To a very great extent ☐ To a great extent ☐
 To a moderate Extent ☐ To a low extent ☐
 To a very low Extent ☐

17. Please select the best box that best describe your response and put “✓” mark Strongly disagree=1 Disagree=2 Neutral=3 Agree=4 strongly Agree=5

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
ILRI has a manual or guideline for project monitoring and evaluation that guides project implementation.					
ILRI has a standard template for project monitoring and evaluation.					
ILRI project monitoring and evaluation reports have been used to review and reallocate resources in a better way.					
ILRI project monitoring and evaluation can assess the progress of project time, scope, and deliverables.					
ILRI project monitoring and evaluation reports have been submitted on time for decision-makers.					
ILRI Project monitoring and evaluation report used to take corrective measures for project implementation.					
ILRI defined staff roles and responsibilities for project monitoring and evaluation.					

VI. SECTION G – PROJECT COMMUNICATION

18. Does communication influence effective project implementation at ILRI?

Yes ☐

No ☐

19. To what extent does communication influence on successful project implementation at ILRI?

To a very great extent ☐

To a very low Extent ☐

To a great extent ☐

To a low extent ☐

To a moderate Extent ☐

20. Please select the best box that best describe your response and put “✓” mark Strongly disagree=1 Disagree=2 Neutral=3 Agree=4 strongly Agree=5

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
ILRI has a well-defined project communication management plan.					
Outlook emails, Microsoft teams, intranet, and other communication channels used during project implementation.					
ILRI project communication plan can show project time and scope progress at all levels.					
Project progress reports and updates can communicate on time.					
Staff roles and responsibilities communicate to each project team before starting the implementation.					
Project staff participated in follow-up and status update meetings.					
The program/project managers can get the necessary real-time project information when needed.					

VII. SECTION H – SUCCESSFUL PROJECT IMPLEMENTATION AT ILRI

21. Project cost, time and scope are the major criteria for measuring project success.

Yes ☐

No ☐

22. To what extent does project cost, time, and scope influence on successful project implementation at ILRI?

To a very great extent ☐

To a very low Extent ☐

To a great extent ☐

To a moderate Extent ☐

To a low extent ☐

23. Please select the best box that best describe your response and put “✓” mark Strongly disagree=1 Disagree=2 Neutral=3 Agree=4 strongly Agree=5

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
ILRI projects have been completed within the limit of a donor-approved budget and the cost allocated to each activity line.					
ILRI has a good reputation for successful project completion within a given time (period).					
The success of a project implantation depends on the planning and clarity of the responsibilities of each team member.					
ILRI program/project managers use monitoring and evaluation reports to keep track of project resources and activities for successful implementation.					
Prioritization of a stakeholder and their proper management positively contribute to the success of project implementation.					
Project Communication is needed to ensure the successful implementation of a project within cost, scope, and time.					

Thank you!!!