



College of Business and Economics

School of Commerce- Department of Project
Management

Factors Affecting Project Completion Rate in the case of
Center for African Leadership Studies (CALs)

BY

KIA TEMESGEN

Advisor - Dr Seifu Mamo

JULY 2022

Addis Ababa, Ethiopia

Factors Affecting Project Completion Rate in the case of Center for
African Leadership Studies (CALs)

A SENIOR RESEARCH SUBMITTED

TO THE COLLEGE OF

BUSINESS AND

ECONOMICS

ADDIS ABABA

UNIVERSITY

IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE
DEGREE OF MASTERS OF ARTS IN
MANAGEMENT

BY

Kia Temesgen

Advisor : Dr Seifu Mamo

JULY 2022

Addis Ababa, Ethiopia

Statement of Declaration

I, Kia Temesgen the undersigned, declare that this research is my original work and has not been presented for a degree in any other university and that all sources of materials used for this research have been duly acknowledged.

Declared by:

Confirmed by Advisor:

Name: _____

Name: _____

Signature: _____

Signature: _____

Date: _____

Date: _____

Addis Ababa University College of Business and Economics

Department of Project Management Approval

This is to certify that this project work prepared by Kia Temesgen Factors affecting project completion rate : A Case Study at CALS/ xHub. Which is submitted in partial fulfillment of the requirements for the Degree of Masters in project management (MAPM), complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Approved by Board of Examiners:

_____	_____	_____
Advisor	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date
_____	_____	_____
External Examiner	Signature	Date

Acknowledgment

It has been an interesting and enlightening academic period at Addis Ababa University's School of Commerce, and I consider myself fortunate to have had the opportunity to conduct this research as a display of information obtained throughout my master's degree studies. It would be hard to call every individual who, in some way or another, directly or indirectly, contributed to the realization of this research project. As a result, I'd like to express my gratitude to them all equally.

First and foremost, I am grateful to God for all the privileges he has bestowed upon me over my academic career. Next, my profound gratitude goes out to my advisor, Dr. Seifu, for the continuous assistance and support during this process; your recommendations and edits helped steer my proposal in the right direction, allowing it to take on a professional shape. I owe a huge debt of gratitude to CALS' entire team. Finally, my mentor, Behaylu Wondiferaw, your unwavering encouragement and support inspired me to pursue this research. Thank you for your support, encouragement, and prayers, which have been a source of strength for me throughout my studies.

Table of Contents

Statement of Declaration	1
Acknowledgment	3
List of Tables	6
List of Figures	6
List of Abbreviations/Acronyms	7
Abstract	8
CHAPTER ONE	1
INTRODUCTION	1
Background of the Study	1
1.2 Background of the company	2
1.3 Statement of the problem	4
1.4 Research questions	5
1.5 Research Objective	6
1.5.1 General Objective	6
1.5.2 Specific Objective	6
1.6 Significance of the Study	6
1.7 Scope of the Study	6
1.8 Limitation of the study	7
1.9 Organization of the study	7
1.10 Definition of key terms	7
CHAPTER TWO	8
Review of Related Literature	8
Introduction	8
The concept of Project completion rate	8
Project scoping and project completion rate	10
Willingness of target group (beneficiaries) and project completion rate	12
Political instability and Project completion rate	13
Economic instability and project completion rate	15
Theoretical Framework	16
Research Gap	18
2.9 Conceptual Framework of the Study	19
CHAPTER THREE	21
METHODOLOGY	21
Introduction	21
Research Design	21
Target Population	21

Sample Size and Sampling Procedures	22
Sample Size	22
3.4.2 Sampling Procedure	22
Data Collection Instrument	23
Validity of instruments used	23
Reliability of Research Instruments	23
Data collection procedure	25
Method of Data Analysis and Interpretation	25
CHAPTER FOUR	27
DATA ANALYSIS AND DISCUSSION	27
Introduction	27
Demographic information of the respondents	27
Descriptive Statistics	28
4.3.1 The effect of Project Scope on Project Completion Rate	28
4.3.2 The effect of Willingness of Target Group on Project Completion Rate	29
4.3.3 The effect of Political Instability on Project Completion Rate	30
4.3.4 The effect of Economic Status on Project Completion Rate	30
4.3.5 Project Completion Factors	31
Correlation Analysis	32
Regression Analysis	33
Diagnosis Test	33
Linear Regression Analysis	34
Interview Analysis	35
CHAPTER FIVE	39
SUMMARY, CONCLUSION AND RECOMMENDATION	39
Summary of findings	39
Conclusion	40
Recommendation	41
Reference	42
Appendix I	48
Questionnaire	48
Appendix II	51
Interview Questions	51

List of Tables

Table 1-1: Project Deliverables	2
Table 3-1 Project Scope Reliability Test	22
Table 3-2 Willingness of target group (beneficiaries) Reliability Test	22
Table 3-3 Political instability Reliability Test	22
Table 3-4 Economic instability Reliability Test	23
Table 3-5 Project Completion Rate	23
Table 4-1 Demographic information: Sex	25
Table 4-2 Demographic information : Marital Status	25
Table 4-3 Demographic information: age	26
Table 4-4 Demographic information: Education level	26
Table 4-5 Project Scope descriptive statistics	26
Table 4-6 Willingness of target group descriptive statistics	27
Table 4-7 Political Instability descriptive statistics	27

List of Figures

Figure 2.1 Conceptual Framework	18
Figure 4.2 Normality Test	30

List of Abbreviations/Acronyms

CALS	Completion Rate in the case of Center for African Leadership Studies
CFFs	Critical failure factors
IEG	The Independent Evaluation Group
MAPM	Masters in project management
NGOs	non-governmental organizations
SPSS	Statistical Packages for Social Sciences

Abstract

The study focuses on factors affecting project completion rate in the case of Center for African Leadership Studies in a specific project entitled Youth job placement in Ethiopia. Though projects have come a long way in the past years there are still some difficulties encountered in making them a success. Many projects still have difficulties in being completed in the specific time, budget and quality initially planned. There seems to be continuous extension and budget fluctuation and lack of being completed in the quality the client wants. Which is why the main aim of this project is to identify factors affecting project completion rate. For this study the researcher chose four factors through observation and desk review conducted namely project scope, willingness of target group, political instability and economic status. Both primary and secondary data was used as a data collection method. Primary data was collected through an interview and questionnaire for a sample size of 130. Secondary data was collected through the materials like proposal, reports, contracts and other project documents provided by the organization. The research design used was explanatory research design with a mixed study methodology . The data collected from the questionnaire was analyzed using SPSS version 26. The findings show that project scope, willingness of target group, political instability and economic status have a significant effect on project completion rate though the level in which they affect project completion rate varies. The researcher recommended for project manager and other project implementers to consider the four variables stated in this research before the planning phase and take necessary precautions to minimize the negative effects of the variables.

Key words: project, project scope, project completion rate, willingness of target group, political instability , economical status.

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

A project is a short-term undertaking with a start and end date that must be used to produce a unique product, service, or outcome. The activities that are carried out to complete a project are also distinctive. One-time project with precisely defined start and finish dates, a well stated aim or scope of work to be executed, a predetermined budget, and typically a temporary organization that dissolves after the project is completed. In other terms, a project is an investment activity in which resources are employed to develop a capital asset that provides long-term advantages and has a beginning and an end with specific goals. (Project Management Institute, PMI.org, 2020).

The problem of poor project performance, as well as the frustration of project proponents who include stakeholders and beneficiaries, is not new. (Ika,2012). This issue of dissatisfaction with project results and performance dates back to the 1950s (see John F. Kennedy's 1961 speech to Congress). According to a research conducted by McKinsey-Devex in 2013, 64 percent of donor-funded projects fail (Hekala, 2012). Using the World Bank as an example of an organization with a good project monitoring and assessment system, the United States Meltzer Commission (2000) found that more than half of the World Bank's varied programs failed. This is in addition to the fact that the investment in projects totaled more than \$5 billion and was divided among 700 projects throughout Africa over a 20-year period (Dugger, 2007). In a separate research, The Independent Evaluation Group (IEG), which rates programs independently, found that 39% of World Bank projects failed in 2010. (Chauvet et al., 2010). Performance has been greeted with similar failure by other organizations and donor countries. (Associated Press, 2007)

Project management practices aim to complete the project as planned, minimizing costs and accomplishing external goals relating to client needs (Koskela & Howell, 2002). Goals appear to be simple and attainable, but projects continue to be late, over budget, or fail to satisfy project objectives (Hyväri, 2006). According to research, clients are not always

satisfied with the output because one or more objectives are frequently missed or under-achieved. (Alqahtani, F., Chinyio, E., Mushatat, S., & Oloke, D. 2015).

According to other academics, project failure can be costly and time-consuming, with the worst-case scenarios frequently culminating in legal action engaged (Khalid, L. S., & Rahman, I. A. 2019). A misunderstanding of the objectives, an insufficient project schedule, numerous changes, insufficient control, ineffective communication, a misunderstanding of the stakeholders' roles, or a lack of top management support could all contribute to a project's failure. (A. Stare, 2011). According to a study conducted by Eng. Faisal Alqahtani, Dr. Ezekiel Chinyio, Prof. Sabah Mushatat, and Dr. David Oloke (2015), three elements influence project outcomes: the project manager, organizational culture, and project management culture.

This study aims to find out further on factors that affect project completion rate in Ethiopia by conducting a case study on a project entitled Youth Job Placement in Ethiopia.

1.2 Background of the company

This project aims to do a case study on a specific project implemented at an organization named Center for African Leadership Studies/ xHub Addis. The Center for African Leadership Studies was established in 2012 with the goal of inspiring, equipping, and shaping a generation of competent leaders through a variety of strategic and transformational trainings and consultations with a contextual and culturally sensitive approach.

xHub Addis is an initiative for CALS created and established in 2014 to be a system or environment in which young individuals have the necessary resources to grow and learn from one another and from other coaches and mentors. Currently xHub stands as one of the leading incubation hubs in Ethiopia promoting and inspiring upcoming entrepreneurs and helping them to make their business thrive.

The project entitled Youth job placement in Ethiopia's main aim is to prepare 1,000 young job candidates/seekers for job placement, and provide training and support for 1,000 current employees at risk of losing their jobs, as well as ensure that both categories of employees have retained their respective job for a total of 6 months. The deliverables of the project are listed in the table below.

Table 1-1: Project Deliverables

No	Deliverable	Description
1	Workplan	Detailed work plan in Gantt chart format with narrative
2	Approved Job Placement Demand Analysis	This document summarizes the priority sectors for job placement, based on market demand; the number of jobs and job title for demand for employees; a list of employers seeking qualified job candidates; and a summary indication of job candidate interest in the jobs identified (e.g. statistics on recent job applications, or focus group with job candidates indicating interest in the types of jobs identified)
3	Approved list of Job Candidates/ Current Workers at risk of losing jobs entering Training	List to include name, gender, educational attainment, and other information
4	Approved list of Job Candidates/ Current Workers at risk of losing jobs completing Training	List to include name, gender, educational attainment, and other information

5	Approved list of Job Candidates placed in Jobs	List to include name, gender, employer, and other information
6	Approved list of Job Candidates/Current Workers retained in jobs for 6 months (or full-time equivalent)	List to include name, gender, employer, and other information

1.3 Statement of the problem

Despite the growth Project management practices has shown in the past years many projects still have challenges in successfully completing a project. To state some of these challenges are: project time overruns, project cost overruns, poor quality of project deliverables, and a failure to cope with project requirements and the inability to adopt best practices (Zewdu & Aregaw 2015), (Abraham, 2008). For the specific project entitled Youth employment in Ethiopia that was implemented by CALS/ xHub addis the project was extended three times since the implementing organization failed to carry out all the activities needed to achieve the objective of the project. The deliverables were not being implemented as stated in the contract and according to the needs of the client.

One of the reasons for the constant extension was lack of understanding of the scope of the project. Zewdu and Aregaw (2015) argued that a failure or uncertainty in the project scope management process is directly reflected in the cost, time and quality of the project. The magnitude of the impact can vary from one project to another, however, it could be very significant in mega projects. It is believed by many that all these problems are the results of poor planning and management of projects and will be resolved by performing the planning and execution phase of the projects, particularly the scope planning and management stage of the projects rigorously.

The political situation of the country at the time the activity was one of the other reasons that caused delay as the project required traveling outside of Addis Ababa. The existence of political instability is measured by the degree of social unrest. A nation is politically unstable if its residents reveal some degree of unhappiness towards the government or the regime. This unhappiness could be expressed via numerous types of activities such as political violence, strikes, and other forms of political protests. For example, Siermann (1998) argues that the best measure of political instability is "... the frequency with which certain socio-political events occur" (Siermann 1998 p.30), though he admits that this approach is difficult to implement. A similar definition of political instability has been developed by Huntington (2016). This definition associates the degree of political stability in a nation with the strength of its political institutions. Huntington argues that high levels of social frustration motivate the population to act against the government, and if its political institutions are weak, such a conflict would be magnified.

The inflation rate of the country has been constantly increasing in recent times, being an attributing factor for the delay in the project as it has resulted in fluctuations in the planned budget. There were also challenges faced from the target group (beneficiaries): they did not fully understand the benefits of the project, were mostly absent during the sessions and they lacked cooperation.

Apart from the aforementioned issues, information obtained from desk review and from existing research on factors affecting project completion rate, shows that there is the lack of an explanatory methodological approach. The existing literature in this subject matter also fails to include some factors that could possibly affect project completion rate. Additionally, the absence of research on factors affecting project completion rate specifically on youth developments projects in Ethiopia is the gap noticed in this area. Having said this, this research will aim to address the conceptual gap in literature by addressing factors not stated in other researches till now.

1.4 Research questions

- Does project scoping affect project completion rate?
- Does the Willingness of the target group (beneficiaries) affect project completion

rate?

- Does Political instability of a country affect the project completion rate?
- Does the Economic instability of a country affect project completion rate?

1.5 Research Objective

1.5.1 General Objective

This research's general objective is to determine factors affecting project completion rate.

1.5.2 Specific Objective

- The research will show the problems encountered during project implementation.
- Determine what factor caused the problem encountered
- Determine the effect of project scoping, willingness of target group (beneficiaries), political and economical status on project completion rate

1.6 Significance of the Study

The paper aims to contribute to the general project management body of knowledge by addressing factors that affect project completion rate that take place in developing countries. The study has significance in helping the company (CALS/ xHub) and other similar organizations understand the existing problem and take the required measurements and could be used by other researchers / scholars as a reference for future studies.

1.7 Scope of the Study

For this study the time scope is from January 2022 to June 2022 due to the limited amount of time. The factors to be used are going to be limited to four variables namely project scope, willingness of target group, Political instability and Economic status since these 4 variables are what the researcher observed missing while going through the literature found. The methodology to be used in this study is going to be explanatory. The study is going to be a case study on a specific project named Youth Job Placement in Ethiopia that is implemented by CALS / xHub. The population of the study is limited to those who live in Addis Ababa.

1.8 Limitation of the study

One of the limitations of this study is that it doesn't explore further factors that could possibly affect project completion rate. The other limitation is that in its sample size the researcher was unable to include populations that are located outside of Addis Ababa.

1.9 Organization of the study

There were five chapters in this research. The study's background, goal, research aims, and research questions are all covered in the first chapter. The significance of the study, scope of the investigation, and delimitation of the study, constraints, assumptions, and definitions of significant terminology in the study are all outlined in Chapter One, which serves as a basic introduction to the research study. The literature relevant to the research inquiry was reviewed in chapter two. The study approach was explained in Chapter 3. The research design, target demographic, sample size, and sampling process are all discussed in detail in this chapter. Data gathering tools, data collection, and analysis techniques are also discussed in Chapter 3.

1.10 Definition of key terms

- Project: A project is a collection of distinct, interrelated operations with a single aim or purpose that must be completed on time, on budget, and according to specifications. (Wysocki ,2014).
- Project completion rate : the project manager's estimation of how the project is evolving and achieving its goals towards completion (Knowledge base, 2019).
- Project Scope : outlines all of the tools, templates, and processes required inorder to understand what is done in the project and how to assess if the activity is properly done or not. (Wysocki, 2011)
- Willingness : the state of being prepared/ ready to receive the benefits of the project.
- Target group (beneficiaries) : refers to the direct population that will benefit from the project.
- Political instability : An activity involving government policy, administrative

methods that can affect anything, and political turmoil. Any political element, such as new legislation or regulatory revisions, that could have a significant impact on how their company runs and its bottom line will be closely monitored by most business owners. (Ogeno, D. O. 2016)

- **Economical Status** : The collection of fundamental data that influences the value of a company or an investment. When estimating the current and predicted future worth of a company or investment portfolio, a variety of economic considerations must be considered. Labor expenses, borrowing rates, government policies, taxes, and management are all critical economic aspects for a corporation. (Ogeno, D. O. 2016)

CHAPTER TWO

2. Review of Related Literature

2.1 Introduction

This chapter includes a review of relevant literature on the study's four variables: Project scoping, target group (beneficiary) readiness, political and economic status, and project completion rate. The literature review was obtained from, among others, article reviews, secondary sources, relevant magazines and journals, institutional reports, text books, government publications and projects.

2.2 The concept of Project completion rate

Despite the fact that every project's purpose is to succeed, Allen, M., Alleyne, D., Farmer, C., McRae, A., and Turner, C. (2014) claim that project failure has gotten more attention. When the consequences of project failure are considered, they are deemed to be detrimental. When talking about failure, it's not just about desertion; other factors including the project's aims are taken into account. When a project fails to meet its objectives, according to several research, it is considered a failure (Hoang and Rothaermel, 2005; Mirza, Pourzolfaghar and Shahnazari, 2013). Only a small percentage of projects are finished according to the original plans and budgets. In project management, unanticipated changes are unavoidable. However, putting in place adequate change management techniques can significantly reduce their impact. Changes that are poorly managed or uncontrolled can have a significant negative impact on your project, resulting in missed deadlines, budget overruns, and even project collapse. Adding more work and requiring additional budget and resources may jeopardize an organizations capacity to meet deadlines. In fact, according to PwC's Global PPM survey, inadequate estimates in the planning phase (39 percent) and scope modifications mid-project (41 percent) are the top two reasons for project failure. (Rberg, 2020).

The ability of a project to continue its operations, services, and benefits over the course of its expected lifetime is referred to as sustainability. However, the topic of sustainability must be considered over time and in the context of changing socio-cultural, economic, and

political circumstances. A project that is considered worthwhile today may not be in the future. (Muthoni, 2012; Muthoni, 2012; Muthoni, 2012).

Rural youth are active in economic activities when focusing on youth development projects in many parts of the world. They make up a considerable portion of the population in several countries. This is especially true in rural areas, where formal schooling is scarce and adolescents are immersed in production activities at a young age. Many rural youth projects actively support the use of technology to increase agricultural production on a long-term basis, as well as the establishment of agricultural and non-agricultural income-generating industries in rural areas. Any effort to improve young people's knowledge, skills, and experiences, as well as their access to resources, through financed rural youth projects, will have an immediate positive influence on rural economies (UN Report 2004). Projects aimed at rural youth have the ability to assist them become aware of, appreciate, and value people of other ethnic and cultural backgrounds, in addition to helping them acquire information and skills linked to sustainable agricultural development and income-generating activities. There are far too many instances in today's globe where a lack of understanding of cultural variety is ripping rural society and entire nations apart (Muthoni, 2012). More than a quarter of the population is between the ages of 15 and 29. Unemployment among young people is projected to be around 27%. Low literacy is one factor contributing to the high young unemployment rate (68 percent). The secondary school gross enrolment rate in Ethiopia is 39.8%, which is far too low for a with Ethiopia's natural resources, economic potential, and worldwide ambitions. In 2015, 352,000 students enrolled in technical and vocational education and training, with female enrollment continuing to outnumber male enrollment. (US Agency for International Development, 2017).

Youth-led projects have the ability to enable young people to become changemakers in their communities. Youth must be considered as development resources rather than development objects (Magure, 2008). They have the capacity to make families stronger. Despite their concentration on kids, community-based rural youth projects easily lend themselves to the active participation of all family members with a little planning and effort. Rural youth-led projects can create a safe learning atmosphere in which young boys and girls can properly debate and cope with delicate themes like gender roles and population education. The youth can learn 14 together and practice suitable duties, which will eventually lead to community-wide attitude changes in support of Women in Development (W1D) aims (Magure, 2008).

Capacity-building projects were traditionally considered as primarily a technical procedure involving the open transfer of knowledge or models from North to South inside the organization. The broader political and social framework in which capacity building operations take place was not given adequate consideration. This resulted in an overemphasis on "correct answers," as opposed to techniques that best fit the conditions and demands of the specific situation. For similar reasons, the relevance of country ownership in capacity development projects was underappreciated (OECD, 2006).

2.3 Project scoping and project completion rate

Defining project scope with all stakeholders' participation is a crucial task that must be performed correctly early on. The purpose of project definition is to provide enough information to define the work that needs to be done so that substantial changes that could affect the project's performance can be avoided (Gibson et al., 2006). These details are essential before selecting whether or not to proceed with the project execution (Kähkönen, 1999). While adequate front-end project planning and clear project scope definition can help you prevent costly changes, delays, rework, cost overruns, schedule overruns, and project failure, insufficient project planning and scope definition can lead to costly changes, delays, rework, cost overruns, schedule overruns, and project failure. During the early stages of a project, there are often uncertainties that cause changes (Assaf & Al-Hejji, 2006). There are often uncertainties that induce adjustments throughout the early stages of a project (Assaf & Al-Hejji, 2006). As a result of each stakeholder's distinct perspective on the project, changes are required. As a result, having a well-defined project during the pre-project planning stage is crucial for successful project execution and completion. In the public sector, project definition is critical because projects are designed to benefit communities first and foremost, with community pleasure and comfort being the primary objectives, whereas in the private sector, projects are typically designed to benefit investors or owners. Failure to address and clarify stakeholders' expectations and concerns early in the project can lead to extreme risks being overlooked, as well as challenges in conducting the project and, as a result, poor performance (Atkinson et al., 2006). As a result, project scope determination is crucial for increasing stakeholder satisfaction as well as ensuring the successful completion of a construction project (Heywood & Smith, 2006).

Project Scope Management is a critical function that can determine the success of a project and is regarded as one of the most significant tasks that a project manager must complete

(Khan, A. 2006). As a result, every failure or ambiguity in the project scope management process has a direct impact on the project's cost, schedule, and quality (Dumont, P. R., Gibson Jr, G. E., & Fish, J. R. 1997). The extent of the impact varies from project to project, but in megaprojects, it could be enormous. For many years, many academics in the field of project management have concentrated on researching project success criteria (Williams, T. 2016). However, additional research in the topic of scope management is clearly needed. However, there is still more research and study to be done in the domain of scope management. As a result, practically all project approaches see scope management as a key component or tool (Al-Rubaiei, Q. H. S., Nifa, F. A. A., and Musa, S. 2018). The methods in the project scope management process ensure that the project will be finished as planned and intended if it only includes the required work (Project Management Institute, PMI.org, 2013). Furthermore, a crucial sector of the scope management process is establishing and regulating the primary components of project scope by indicating what is and is not going to be included in scope (Project Management Institute, PMI.org, 2013). As a result, it is a comprehensive articulation of a continuous and systematic strategy to be employed during the project execution phase to complete the project objectives and meet the driving business need (Dumont, P. R., Gibson Jr, G. E., & Fish, J. R. 1997). Conceptual development, scope statement, work authorization, scope reporting, control system process, and project closeout are the six primary steps in these procedures (Bredillet, C. N. 2007). On the other hand, the PMI method, as shown in Figure 1, emphasizes scope management in six steps: plan scope, develop work breakdown structure, collect requirements, validate scope, define scope, and control scope (Project Management Institute, PMI.org, 2013).

Changes in project scope, according to previous literature, are one of the leading causes of project failure (Taherdoost and Keshavarzsalehc 2016; Sudhakar, 2016). Before or during the execution of many projects, requirements alter. These adjustments, on the other hand, are not always completed by the deadline. Despite the fact that changing the scope of a project is a common occurrence, it usually has a significant impact on the project (Eja, K. M., & Ramegowda, M. 2019). According to Ayal M. (2005), changes in project scope have a considerable impact on project cost. The competencies and commitment of the parties involved in carrying out the scope of work for each life-cycle phase, as well as other external enabling environmental circumstances for the conduct of these activities, are essential to achieve project management success in each life-cycle phase (Khang, D. B., & Moe, T. L. 2008).

2.4 Willingness of target group (beneficiaries) and project completion rate

Because each project's target group (beneficiaries) are a value that is fundamental to the project's existence and definition; generate a value that is incorporated in the project; and allow the exchange of value via the delivery of project results, the relationship with the target group is critical. M. Pirozzi, M. Pirozzi, M. Pirozzi, M (2017).

Communities should be involved in all stages of development projects, including assessing the local situation, defining local problems, setting priorities, making decisions, planning problem-solving action programs, sharing project implementation responsibility, and evaluating and modifying the projects (Paul S, 1987). According to Wikipedia, "an active process in which beneficiary/client groups influence the direction and implementation of a development project with the purpose of enhancing their well-being in terms of income, personal growth, self-reliance, or other traits they cherish" (Paul S, 1987). Participation, according to Brett, E. A. (2003), is an empowering process in which "people, in cooperation with one another and others who may help them, identify issues and needs, mobilize resources, and assume responsibility for planning, managing, regulating, and assessing the individual and collective activities that they choose." According to studies, the beneficiary's financial contribution at the implementation stage can be considered a sort of engagement that benefits the project's overall success and sustainability (Finsterbusch, & Van Wicklin, 1987). De Beer (1996) distinguishes between two types of engagement in development projects: participation as involvement and popular participation. External actors (such as the government, non-governmental organizations (NGOs), and donor agencies) that identify community needs, decide on a plan of action, administer projects, and motivate communities or groups to become involved are referred to as participation as involvement. This is a top-down model of engagement that entails communities being co-opted in the implementation of projects (Lyons, Smuts, & Stephens, 2001). Popular involvement, on the other hand, stresses a people-centered approach in which beneficiaries are the primary players and decision-makers (De Beer, F. 1996).

Project teams must understand how to influence and engage the people who must change the most. As a result, they should begin by identifying the change recipients rather than the

senior sponsors. To put it another way, they should begin at the bottom and work their way up. This enables project teams to put themselves in the recipients' shoes. Miller and Oliver (Miller & Oliver, 2015).

2.5 Political instability and Project completion rate

Under political uncertainty, no country has ever had a successful endeavor. Nigeria is an example of a country that has seen multiple military governments come to power through use of arms. Even a democratic government, such as Nigeria's, has seen a number of projects collapse due to insecurity in government administration. (Eja, K. M., & Ramegowda, M. 2019).

Political intervention, according to Markus and Tanis (2010), plays a vital but underappreciated role in determining the success or failure of project management processes that dominate efforts to build international regimes or, more broadly, institutional arrangements in international society. An examination of project management's nature serves as a springboard for identifying the role of leadership in regime formation as well as distinguishing three types of leadership that are frequently used in efforts to establish international institutions: structural leadership, entrepreneurial leadership, and intellectual leadership (Holland, P., Light, B., & Gibson, N. 2009). Since the main work of regime building takes place in the interactions of various types of leadership, the study of interactions among individual leaders is a top concern for those attempting to understand the processes that contribute to the formation of political movements. Not only will such a study aid in explaining the conditions under which regimes arise or fail, but it will also allow the individual to be brought back into an important area of international affairs (Migai A, 2008). Politics is manifested in all organizations as the thoughts and attitudes of the various stakeholders within them. Additionally, the project's stakeholders may have their own agendas and preferences for participation in the project. The stakeholders' ties to the project can range from very supportive to adversarial, and they must be considered and managed depending on their sphere of influence. External politics, such as political turbulence, are beyond the control of neither the sponsor nor the project manager. (Ogeno, 2016).

According to Finnerty (2007), there is a political risk that governmental officials in the host legislative jurisdiction would interfere with the project's timely development and long-term

economic viability. This form of risk occurs when the host regime's activities have a negative impact on the projects, either by delaying capital inflows or by directly hurting the project's profitability. Howell and Chaddick (1994) describe political risk as the probability that political actions, events, or situations in a country, including social conditions, will have a negative impact on the business environment, causing investors to lose money or have a smaller profit margin.

According to Finnerty (2007), there is a political risk that the host political jurisdiction's political authority will interfere with the project's timely development and long-term economic feasibility and practicability. Political risk, according to this researcher, refers to any action taken by the host regime that has the potential to negatively and directly impact project activities, such as delaying and rearranging capital or cash inflows, or reducing project profitability. Sara (2008) stated that political risk is not only related to state action (such as expropriation of a foreign investment), but also to the underlying structures of political organizations, which describe the method and process by which decisions are made and whether the regime is likely to engage in interfering acts (democracy or autocracy). It also included the social structure of the country, which might influence the regime's actions. Finally, the researcher asserted that the concept of "government efficacy" will influence the level of political risk in a country, since ineffective bureaucracy may obstruct the timely development of an investment. Moreover, the researcher defined government stability as the likelihood of substantial regime transitions. As a result, growth and investment are influenced by potential changes or reversals of existing policies and decisions made by the previous regime. As a result of the lack of stability, investors will spend more on current assets, which are more liquid and easier to sell if the government must change and changes influence the investment. It will result in less physical capital accumulation and, as a result, less growth (Feng, 2001). The study went on to say that the issues faced by investors and contractors are not limited to democracy and political instability.

2.6 Economic instability and project completion rate

Youth unemployment, inflation, economic development, and worldwide fuel prices are all economic issues that influence the implementation of youth projects. The weak rate of economic development that afflicts most of Africa has been blamed on a variety of factors.

"The absence of sustained economic growth and development in Africa is partly attributable to political, social, and economic instability," according to Okpala and Jonsson (2002, p. 87). They state that corruption is a big influence, and that it's "very ubiquitous in most African countries." In his 1982 article "Some reflections on education for rural development," Abdul Muyeed describes nine indicators for rural development (Muyeed, 1982,). Muyeed's indicators emphasize the necessity of not only revenue generation, but also employment, improved educational access, and improved healthcare. Muyeed's rural development indicators are: the rate of increase in rural poor income; the rate of increase in small-scale farm productivity; the degree of increased participation in decentralized administration and planning; the rate of improvement in nutritional status among the rural poor; the rate of increase in employment availability; the rate of increase in functional literacy acquisition; and the proportion of increase in the budget allocation to education at all levels; the rate of improvement in the supply of social, health, recreational, and other services to the rural poor; and the degree of social demand for education services in rural areas.

There are two layers of economic influence: first, the internal economics principle relating to project viability states that there is no use in even considering commencing on a project unless there is a net gain. High interest rates and costs, trade barriers, embargoes, and shipping limitations are examples of external or macro-economic forces over which the project manager has no control. Although it is difficult to conceptualize and/or measure these capabilities, an in-depth examination of employees' competencies and development is unavoidable because they are a crucial source of competitive advantage in construction projects. Globally Superior construction project performance is linked to the resources and capabilities possessed by a certain project personnel from a resource-based perspective. This is especially true for construction project branches that are facing so-called hyper competition, which refers to a competitive situation in which the ability to constantly develop new products, complete them within specified timelines, and provide the customer with increased functionality and performance is a key success factor. Allocating existing resources among a collection of project options presents an exciting decision-making dilemma from the perspective of economic modeling. The question to be solved is how to best achieve the aims of generating (innovation) value and building innovation capability in order to complete construction projects on schedule. (Ogeno, D. O. 2016).

2.7 Theoretical Framework

The four basic elements of project management are elaborated as:

- **Resources:** People, equipment, hardware/software
- **Time:** Task durations, schedule management, critical path
- **Money:** Costs, contingencies, profit
- **Scope:** Project size, goals, requirements

To achieve project success, the project manager(s) must successfully manage all four of these factors during the project's duration. First and foremost, sufficient resources must be accessible for the project, and those resources must be successfully managed. A software company developing a new database for a client, for example, must have enough skilled programmers to complete the project; otherwise, the project is doomed from the start. The project manager must be aware of their team's skills and when they may require further assistance. The second component of the puzzle is time management; if you don't keep track of how much time you spend on each work, staying on budget will be difficult. Underestimating or overestimating the amount of time spent on each task can have a number of negative consequences. Too little time, for example, can lead to a rushed or badly conceived product. Spending more time, on the other hand, will almost certainly result in an over budget product that is overly detailed and takes too long to complete. The cost factor comes into play next. This is frequently the statistic that senior management looks at the most when determining whether or not a project is successful. Every task has a cost, whether it's programmers' labor hours or purchasing new technology for a certain task. All of these expenses are calculated, and a budget is formed based on them. Everything that goes into budget planning is done in order to maximize the earnings from a potentially successful project. Scope is the final and most crucial aspect of the project management process. The scope is simply defined as all of the effort that goes into a project to produce the final product, or the sum of all of the above aspects. The key to any project is to keep the scope in check. (Darren Wich ,2009).

Several tools have been developed to help in project scope definition, with the PDRI developed by CII being the most important (Cho & Gibson, 2001). Researchers, on the other hand, have identified many approaches to categorize stakeholders in order to effectively

manage them. Mitchell et al. (1997), for example, grouped stakeholders based on their authority, legitimacy, and the urgency of their demands, whereas Johnson and Scholes (1999) divided stakeholders into four groups depending on their power and amount of interest in a project. In addition, Bourne (2005) created the Stakeholder Circle visualization tool, which is a useful tool for assessing the relative influence of project stakeholders, understanding their expectations, and defining appropriate engagement methods for the project's benefit. Project scope definition and stakeholders' management literature are connected and should complement one another since an adequate project scope definition requires input from various stakeholders. Despite the fact that project scope defining practice might benefit from stakeholders' management theories, these two research topics are separated in the literature. Social psychology theories that describe people's behavior in response to decisions made with their input can connect the two domains. People, according to such beliefs, will accept the conclusions of a process in which they have been sufficiently involved, regardless of the nature of the outcome (favorable, less favorable or unfavorable). From this perspective, it is suggested that all project stakeholders engage in the definition of initiatives that may have an impact on them. This participation, however, should take into consideration disparities in importance and interests. This step should result in a clearly defined project scope and pleased stakeholders, both of which are prerequisites for a successful project outcome. (Fageha and Aibinu, 2013).

When people are given the opportunity to participate in making decisions about their problems, they feel more properly treated. People cherish the opportunity to express their opinions, even if it has little or no impact on the final choice (Lind et al., 1990). People do not only judge decision-making by the outcome it produces, but also by other criteria such as the fairness of the process used to reach the decision, according to procedural justice theorists (Thibaut & Walker, 1975). Procedural fairness (justice) is the perception of fairness of a procedure used to make judgments and could have dramatic effect on peoples' attitudinal and behavioral reactions towards the process and the conclusion arising from it (Lind & Tyler 1988). (Lind & Tyler 1988). As a result, Tyler (2000) identified four procedural characteristics that people believe contribute to procedural justice: chances for involvement (voice), neutrality of the forum, authority, trustworthiness, and the degree to which people are treated with dignity and respect. As a result, people's primary interest is the fairness of the outcome that arises from fair methods, rather than how beneficial the outcome is to individuals. Giving project stakeholders the chance to express their thoughts and concerns

about scope defining decisions boosts their sense of control over the process (Aibinu, 2006).

As a result, it indicates their perception that the decision-making procedure is fair, which boosts their happiness with the results. This research contributes to project management theory by combining project scope definition practice with stakeholders' management theory using procedural justice and participation ideas.

Jagnayak (1997) compares and contrasts Rogers and Shoemaker's and Okun and Richardson's definitions of economic development. "A sort of social change in which new ideas are brought into a social system in order to achieve higher per capita incomes and levels of living through more modern production methods and enhanced social organization," according to Rogers and Shoemaker (Jagnayak, 1997). "Economic development" is defined by Okun and Richardson as "a persistent secular improvement in material well-being that may be expressed in an expanding flow of goods and services" (Jagnayak, 1997).

2.8 Research Gap

The reviewed literature found a variety of research from around the world that mostly focused on aspects related to project delivery quality. To name a few, the most important factors determining project performance in (Sudan 2012), the impact of project delivery systems, cost minimization, and project control on construction project success (Ghana 2013), a project cost prediction model (Nigeria 2010), managing the project environment (Canada 1995), critical factors affecting quality products in construction projects (India 2006), and the duration of construction contracts (India 2006). (USA 1988). Furthermore, factors that influence construction delivery time and determinants of successful completion of rural electrification projects in Kenya (Kenya 2013). (South Africa 2010). These researches have been completed and published.

Nevertheless, there is no literature on the factors that influence project completion rates in Ethiopian youth development projects. As a result, the goal of this study was to determine the factors that influence the completion rate of youth development programs in Ethiopia.

2.9 Conceptual Framework of the Study

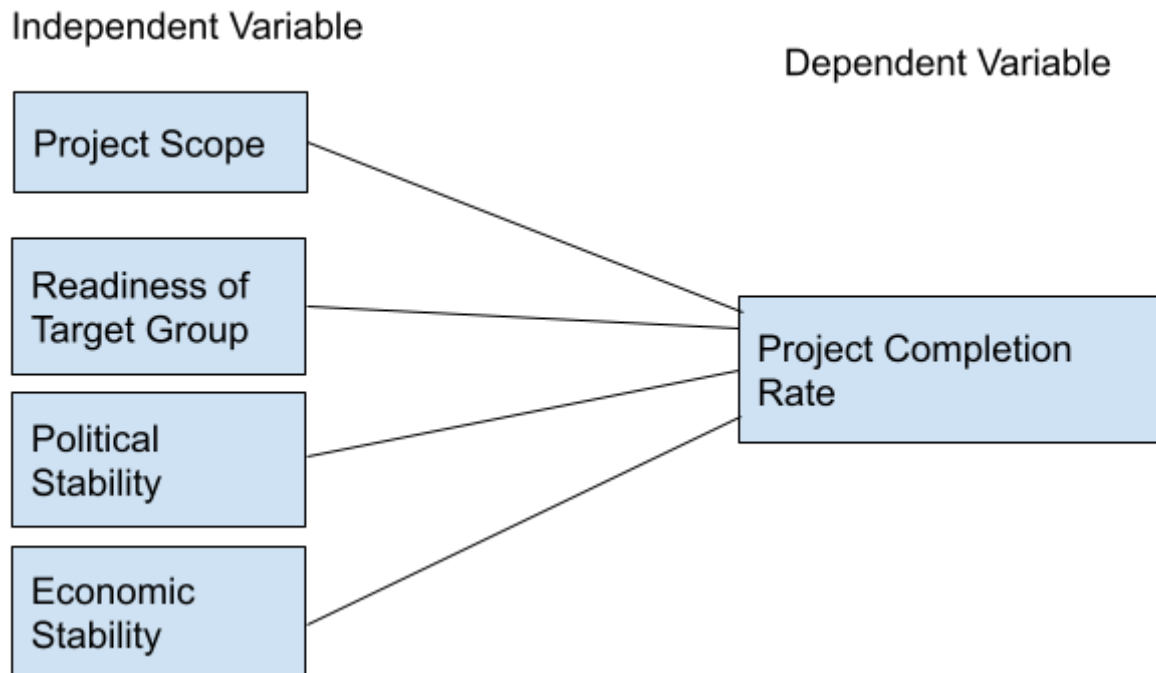


Figure 2.1 Conceptual Framework

In this research four independent variables namely project scope, willingness of target group, political stability and economic stability are considered. Project completion rate is the dependent variable. As it is illustrated in the conceptual framework it is assumed that the dependent variable Project completion rate is dependent on the independent variables.

CHAPTER THREE

3. METHODOLOGY

3.1 Introduction

This chapter gives the details of the research approach. The research design is explained and illustrated. The target population is described as well as data collection instruments. Also included in the chapter is data collection procedures, methods of data analysis, operationalisation of variables and ethical issues observed in the research.

3.2 Research Design

According to Chandran (2004), research design is an awareness of the conditions for data collection and analysis in a way that integrates their linkages with the research with procedural economy. Explanatory research was used in this work. Explanatory study seeks to understand why things are the way they are (Adler & Clark, 2014; Babbie, 2013a:92). It is explanatory for it aims as its result of data analysis the explanation of the relationship between the dependent and independent variables. The entire process including organization of data, presentation, analysis and interpretation is further described. An explanatory design sought to give a causal relationship between project completion rate which was the dependent variable and the independent variables being project scope management, willingness of target group, political factors and economic factors.

3.3 Target Population

All members of a real or imaginary group of people, events, or objects to whom a researcher seeks to generalize the findings of a research study are referred to as the target population (Borg & Gall, 1989). The target population in this study were the project team and the beneficiaries of the project which are the youth that took the training. The total population is 5 people from the project team and 2000 beneficiaries. The main aim of choosing this population was to get current and past information about the project from people who have participated in the implementation to help in determining the factors that are affecting the completion of the project.

3.4 Sample Size and Sampling Procedures

A sample, according to Kothari (2006), is a collection of some portions of the population on the basis of which a decision is taken. This section discusses the scientific method used to determine the sample size. It also incorporates the researchers' interpretation of the theory and its applicability in the collection of data for the study.

3.4.1 Sample Size

The sample size was chosen within delimitation of the study which is within a specific project entitled Youth Job Placement in Ethiopia. For the project team all 5 personnels were taken but for the beneficiaries the following formula is used :

$$n = \left(\frac{Z\sigma}{E} \right)^2$$

Where:

- Z is the value from the table of probabilities of the standard normal distribution for the desired confidence level ;
- E is the margin of error that the investigator specifies as important from a clinical or practical standpoint;
- σ is the standard deviation of the outcome of interest and
- n is the sample size

For this specific study $Z= 1.645$ for confidence level of 90%, $E = +/- 7\%$ and $\sigma = 0.5$

$n= 130$.

So using the above calculation the sample size used for this study was 130.

3.4.2 Sampling Procedure

Sampling is the process of selecting a set number of subjects from a defined population to serve as a representative sample of that community. Any claims made about the sample should hold true for the entire population (Orodho, 2002). The sampling process utilized was non-probability due to the predetermined sample population and the nature of the

investigation.

3.5 Data Collection Instrument

Both primary and secondary sources were used for data collection. For the primary data the instrument of data collection employed was a questionnaire and interview. The questionnaire has section 1 giving the background information of the respondent. This includes their gender, age, educational level and marital status. In section 2 detailed information on project scope management, willingness of target group, political factors and economic factors were asked. For the interview five questions were developed to help understand the project implementations thoroughly and to determine which factors and how the factors affected the project completion rate. The results obtained from the questionnaires were used to support the results obtained from the interview. For the secondary data different literature done till now were reviewed and various project documents obtained (proposals, concept note, monthly reports....) were reviewed.

3.5.1 Validity of instruments used

The ability of an instrument to measure what it was designed to measure is referred to as validity. Validity is defined by Ndegwa (2013) as the extent to which the researcher has measured what he set out to measure. It refers to the precision and significance of inferences drawn from study findings. As a result, validity refers to whether or not an instrument is measuring what it is supposed to measure. The instrument's content validity is assessed using the judgment of a research expert, who then independently judges the validity of the items in the questionnaire in connection to the study objectives. Through testing it with previous research, the instrument was exposed to face validity, content validity, and construct validity tests.

3.5.2 Reliability of Research Instruments

The degree to which a research instrument produces consistent results or data each time it is used under the same conditions with the same subjects is known as reliability. The higher the measuring procedure's reliability, the more consistent results are obtained by the same participants in the same repeated measurements (Munyoki, 2014). A research tool is described as reliable if it is consistent and stable, and thus predictable and accurate. The study instrument's reliability was tested using an inter-item reliability test.

The reliability of each variable was tested using SPSS reliability test and the Cronbach's coefficient for each variable was greater than 0.7 which makes the reliability of the result obtained from the data high. The result obtained from the reliability test is shown below.

Table 3-1 Project Scope Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.916	.917	9

Table 3-2 Willingness of target group (beneficiaries) Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.870	.871	5

Table 3-3 Political instability Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.847	.847	4

Table 3-4 Economic instability Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.836	.836	4

Table 3-5 Project Completion Rate

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.844	.850	3

3.6 Data collection procedure

The main instruments used were interviews and questionnaires. In person interview was made with the project team. The questionnaires were distributed to the beneficiaries of the project who in this case are the trainees. Due to budget constraints the questionnaire was distributed only to beneficiaries in Addis Ababa via email and in person. The respondents had the freedom of filling in the questionnaire and handing it back as a hard copy in a post office parcel or scanning the filled hard copy and sending it through the email.

3.7 Method of Data Analysis and Interpretation

Interviews and questionnaires were used as a method of primary data collection. The research yields both qualitative and quantitative results. The results obtained from the questionnaires were analyzed using Statistical Packages for Social Sciences (SPSS). The answers obtained from the interview were compiled and narrated.

A descriptive analysis was made for each of the statements on the questionnaire by using

SPSS and the frequency and percentile of the answers given by the respondents were analyzed separately for all the variables in the research.

By using SPSS the correlation of the independent variables and dependent variables was determined. The normality of the data was also analyzed and the linear regression that exists between the variables was also analyzed.

CHAPTER FOUR

4. DATA ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter covers The data analysis, presentation, and interpretation of findings. It is an analysis of data on factors affecting project completion rate: case study on center for african leadership studies.

The questionnaire was distributed to 130 people and 100 were filled in and returned. Which corresponds to 76.9 % of response rate.

4.2 Demographic information of the respondents

According to the findings, females account for 60 percent of total respondents, while males account for 40 percent, as shown in the table below. From the findings we can realize that the majority of project participants are female.

Table 4-1 Demographic information: Sex

		Sex			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	40	40.0	40.0	40.0
	Female	60	60.0	60.0	100.0
	Total	100	100.0	100.0	

As indicated in table 4.2 among the participants 77% were single, 19% were married and 4% were widowed. 77% were within the age range of 18 -25 and the remaining 33% were within the age range 26- 40. Among the participants 85% were diploma holders and 15% were BA degree holders.

Table 4-2 Demographic information : Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	77	77.0	77.0	77.0
	Married	19	19.0	19.0	96.0
	Widowed	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

Table 4-3 Demographic information: age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 25	77	77.0	77.0	77.0
	26 - 40	23	23.0	23.0	100.0
	Total	100	100.0	100.0	

Table 4-4 Demographic information: Education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	85	85.0	85.0	85.0
	BA Degree	15	15.0	15.0	100.0
	Total	100	100.0	100.0	

4.3 Descriptive Statistics

4.3.1 The effect of Project Scope on Project Completion Rate

As can be seen on Tabel 4.5, nine questions related to project scoping were asked. Most of the respondents disagreed with the statements that are used to evaluate project scoping. The statements evaluate the communication, satisfaction, schedule, knowledge, feedback and so on of the project. The mean values obtained are in between 1.9 and 2.2 showing us that the answer chosen for the statements is disagree showing us that there was low understanding of project scoping and all the steps to be undertaken under project scoping were not performed.

Table 4-5 Project Scope descriptive statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
Description of the project was given at the beginning of the training	100	2.12	.624
The goal/ impact of the training was clearly communicated	100	2.04	.665
I was satisfied with the training	100	2.10	.785
The schedule of the training was clearly communicated	100	2.10	.644
There was constant and clear communication before the training day	100	2.08	.720
Pre and post assessment was made	100	1.94	.814
The trainers had the knowledge and experience needed	100	2.08	.774
The training room was comfortable	100	2.18	.687
Requirements to attend the training was communicated by the project team	100	1.98	.791
Valid N (listwise)	100		

4.3.2 The effect of Willingness of Target Group on Project Completion Rate

The questionnaire also consisted of statements that can evaluate and describe willingness of the target group (beneficiaries) and the mean and standard deviation of the results obtained from the questionnaire have been analyzed with SPSS and presented in Table 4.6 . The mean and standard deviation obtained show that for all of the statements written that are related to the willingness of the target group, the majority of the respondents answered with Disagree.

Table 4-6 Willingness of target group descriptive statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
I was involved in all the stages of the project	100	2.04	.724
I felt like the project team had intense knowledge about us	100	2.04	.777
I felt highly motivated and excited while coming to this training	100	1.98	.791
I solely understand that this training is beneficial	100	2.06	.679
All the trainees expected were present on the day of the training	100	2.04	.751
Valid N (listwise)	100		

4.3.3 The effect of Political Instability on Project Completion Rate

Regarding Political Instability four statements were developed that the researcher believed could evaluate the existence of political instability and determine its impact. The result of the analysis obtained through SPSS is presented in Table 4.7. The mean and standard deviation obtained shows that for the statements under this category most respondents answered Agree and this shows that there was political instability during the project period.

Table 4-7 Political Instability descriptive statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
The training session has been postponed due to political instability	100	2.00	.804
There was political unsettlement in the country when the training was conducted	100	2.16	.813
There was conflict of political interest with the trainers	100	2.02	.791
There was shortage of training personnel and a material	100	1.94	.763
Valid N (listwise)	100		

4.3.4 The effect of Economic Status on Project Completion Rate

Four statements that could evaluate economic status were developed as part of the

questionnaire and most of the respondents agreed with the statements as seen from the mean and standard deviation on table 4.8 below. The questionnaire tried to evaluate the existence of inflation rate, increase in exchange rate and the market condition. Since most answered that they agreed it shows that there was unstable economic status during the project period.

Table 4-8 Economic status Descriptive Statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
There was high inflation rate in the country when the training personnel and material	100	1.94	.763
There was an increase in the exchange rate at the time	100	2.04	.777
Market condition was unstable at the time	100	2.04	.751
Allowance was allocated	100	2.06	.763
Valid N (listwise)	100		

4.3.5 Project Completion Factors

Project Completion rate is the only dependent variable in this study and in order to determine its relation to the other four independent variables four statements were developed that tried to determine if the project cost was within budget, project had change of scope and project was completed within the planned period. Majority of the respondents responded ‘disagree’ for the first and third statement and ‘agreed’ for the second statement.

Table 4-9 Project Completion Rate Descriptive Statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
Project cost is within budget	100	1.96	.695
Project had change of scope	100	2.00	.853
Project was completed within the planned period	100	1.96	.695
Valid N (listwise)	100		

4.4 Correlation Analysis

If the Pearson correlation (r) is between 0.1 and 0.3 the correlation is low, if r is between 0.3 and 0.5 the correlation is moderate and if r is greater than 0.5 the correlation between the variables is high. So accordingly the correlation between all independent variables and dependent variables is greater than 0.5 which makes the correlation high. The highest correlations exist between Political instability and Project Completion since $r = 0.866$. The significance between Political instability and project completion is 0.000 which is less than 0.05 meaning that it is statistically significant. The significance between Economic instability and project completion is 0.000 which is less than 0.05 showing that it's statistically significant. The third independent variable which is Project scope understanding and the dependent variable project completion rate has a significance of 0.000 which is less than 0.005 meaning that it is statistically significant. The fourth variable Willingness of target group and Project Completion rate's significance is also 0.000 which is less than 0.005 showing that it is statistically significant. From the Correlation result it can be noted that all significance levels are less than 0.05 which shows that there is a significant relation between the variables.

		Completion
Projectscope	Pearson Correlation	.781**
	Sig. (2-tailed)	.000
	N	100
Targetgroup	Pearson Correlation	.803**
	Sig. (2-tailed)	.000
	N	100
PoliticalStatus	Pearson Correlation	.866**
	Sig. (2-tailed)	.000
	N	100
Economic	Pearson Correlation	.757**
	Sig. (2-tailed)	.000
	N	100
Completion	Pearson Correlation	1
	Sig. (2-tailed)	
	N	100

Table 4-10 Correlation analysis

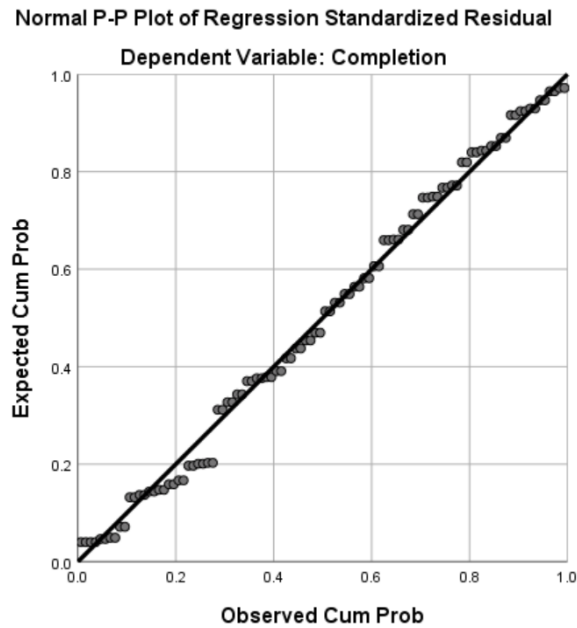
4.5 Regression Analysis

4.5.1 Diagnosis Test

Normality Test

P-P plot can be used to compare the distribution of a variable with a chosen distribution (typically a normal distribution as we are doing here). The data are plotted against a theoretical normal distribution (with the same mean and variance as the sample data) in such a way that the points should form an approximate straight line. Departures from this straight line indicate departures from normality. For this specific research from the P-P plot it can be observed that the points form an approximate straight line indicating that there is a normal distribution.

Figure 4.2 Normality Test



Multicollinearity Test

If we have a VIF greater than 3 then it means there probably is a multicollinearity issue, if it's above 5 there's very likely multicollinearity issue, if it's above 10 there's most definitely a multicollinearity issue. From the table below it can be seen that all the values of VIF are greater than five but less than ten meaning that the existence of multicollinearity issue is very likely.

Table 4-11 Multicollinearity Test

Coefficients^a			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Economic	.152	6.576
	Projectscope	.101	9.880
	Targetgroup	.133	7.517
	PoliticalStatus	.200	4.990

a. Dependent Variable: Completion

4.5.2 Linear Regression Analysis

The importance of linear regression is to analyze the effect of an independent variable on a dependent variable (Wimmer, 2014). As it can be seen from the model summary the R =

0.888 and $R^2 = 0.788$ which means that the change in the independent variables results in change in the dependent variable by 78.8%.

Table 4-12 Linear regression analysis

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.888 ^a	.788	.780	.30798	.788	88.516	4	95	.000

a. Predictors: (Constant), PoliticalStatus, Economic, Targetgroup, Projectslope
b. Dependent Variable: Completion

4.6 Interview Analysis

1. Short description of the project

The project was initiated in partnership with grant awarders to create 1000 jobs and sustain another 1000. CALS is targeting youth and at least 51%, females. The project aims to provide training and support for workers at risk of losing their job and new employees and follow-up after 6 months. Ethiopia is the second-most populous country in Africa with an estimated population of 110 million people of which approximately 75% of the population is under the age of 30. Among many other things, youth job placement in Ethiopia has recently been a major concern of government and non-government actors. To address job placement issues, the Center for African Leadership Studies was sub-commissioned by grand awardee organization to undertake a project entitled “Youth Job Placement in Ethiopia” under a Subcontractor Agreement Number FFP-CATALYZE-Ethiopia-2021-0062 signed by the signatory parties on March 16, 2021.

2. When was the planned ending date of the project, and what was the actual ending date?

The Project Initial planned Duration was from the 26th of February 2021 and it was supposed to End on 30 March 2022. Unfortunately, the project just finished training its 2000 trainees on June 5 and is now forced to be finalized with reports and financial requests without implementing all the required deliverables.

3. What do you think was the reason for the delay in the project?

There were different causes for the delay in the project. for instance, instability in regions, communication delays- with universities, factory administrative offices, and internal project management. There were many factors affecting the project which is why the project has to lag for months now. In Addition to the political instability, internal project management was weak regarding this project. The team was juggling different projects simultaneously, a very high miscommunication was the main reason among other reasons.

Additionally to what was mentioned, it was a challenge to reach 2000 trainees within the stated period. The team reached out to organizations to provide all of the employees that are fit for this training but we trained different organizations to reach the number that was required.

4. Was a meeting held at the beginning of the project consisting of the project team and the client?

A meeting to sign the contract and to introduce the team with the client was held but details about the project, the requirement, and the client's expectations were not discussed.

5. Do you say you had a clear understanding of the project (the deliverables, the requirement, the work breakdown, and your role)? If No, what kind of effect did it have on the project completion?

We thought so at first but as we started the implementation we realized there were parts of the project we did not understand clearly. We say this because there were activities that had to be done again because they lacked to satisfy the client. Repeating an activity will obviously have an impact on the project period.

The requirements of the project were also not clearly understood. We had no idea how to contact the youth we were going to train and we didn't know who the possible employers could be. And with the amount of people we have in the project identifying the target group took more time than anticipated.

6. During the implementation period, what kind of response/ reaction did you get from the target group (beneficiaries)?

The first training we had was in Addis Ababa at a college located around mexico. We went there to train graduating students, most of the trainees that were supposed to be there that day did not come and those who did were not giving attention needed to the training which was a

huge challenge both for the trainers and the project team. We faced this same challenge throughout the project period.

7. Were the beneficiaries easily accessible?

It was a hard thing to reach out, and communicate with the targeted beneficiaries in the project. Starting from getting the right contact, having proper initial communication, getting good information, and following up. It was not an easy way to address the right people of the targeted company/industry.

When we trained outside of Addis Ababa language was a huge barrier to an extent in which some training had to be canceled. Though this was partly our fault because we failed to prepare for this ahead of time and lacked continuous communication with our stakeholders which in the end affected the project immensely.

8. Was there political instability during the project implementation period? If so, how did it affect the project?

Yes, There were many political instabilities in the regions where we targeted to train and reach out. It affected the project over time; for instance, getting in contact with industry administrators and having formal communication, unable to deliver the training on primarily stated dates, and safety. This has been the biggest obstacle/challenge that caused the project delay.

9. Was the budget estimated at the beginning of the project the same as the budget actually used?

The budget assigned for this project was very large from the beginning so there was no additional budget we requested from our client but our company is a profit making organization so the profit that was planned to make in the beginning has diminished.

10. Was there inflation, an increase in the exchange rate, or market fluctuation during the project implementation period? If so, what kind of impact did it have on the project completion?

There was very high inflation that occurred in the mid-project implementation period. Because the budget is supposed to be released after a deliverable is finished, CALS has to use its own finance to deliver the training which was another challenge the company was facing as well.

Due to the increase in inflation rate the amount of people the industries hire decreased which led to the delay in the project since one of the aims of the project was to train 1000 job seeking youths and get them hired in an organization. And finding an organization to hire them has been a huge challenge.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of findings

The main instrument used for this study was an interview of the five individuals from the project team and the results obtained from the questionnaire were used to support the answers obtained from the interviews.

Through the interview conducted it was noted that project scope had a direct effect on project completion rate. Due to lack of proper understanding of what the project was and also what the requirements of the project were, the project was not completed on the specified time at the beginning of the project. There were tasks that were done repeatedly due to lack of implementing the task properly the first time. As the project team members stated there was shortage of personnel and also other resources like training manuals, materials and documents.

As observed from the results of the interview, the willingness of the target group also had an effect on the project completion rate since it caused delay in the project. The continuous absence of the trainees and lack of desire of hiring from the employer side was a challenge to the project implementing team.

The existence of political instability was also one of the factors that caused the project extension. Due to the occurrence of conflict, the implementing organization was unable to make travels to areas outside of Addis Ababa to resume work as planned and also contact the government office needed as their attention was diverted towards solving the social crisis that was occurring in their area. The existence of the political instability forced the implementing organization to pause what they were doing which caused delay in the project for a certain amount of time.

The economical status of the country also had a huge impact on the low completion rate of the project. The increase in the inflation rate in the country caused uncertainty and threat that forced several companies to close or become reluctant to hire new employees. This was evident in the implementing organization's endeavor to contact potential employers and job

candidates. Not only that but the existence of high inflation rate also increased the cost of the project, minimizing the profit the implementing organization was supposed to make.

The results obtained through the interview were supported by the questionnaire . As the result obtained from the questionnaire through SPSS shows that the independent and dependent variable is correlated. Through the regression analysis it was seen that changes in independent variables have an impact in the dependent variable.

5.2 Conclusion

To sum up, this paper aims at conducting a case study on a specific project implemented at an organization named Center for African Leadership Studies/ xHub Addis. The project dubbed “Youth job placement” in Ethiopia is crafted to prepare 1,000 young job candidates/seekers for job placement, and provide training and support for 1,000 current employees at risk of losing their jobs, as well as ensure that both categories of employees have retained their respective job for a total of 6 months. The project period for the project named Youth employment in Ethiopia was extended three times due to the failure of the implementing organization to carry out all the activities required to achieve the objective of the project.

The main aim of this study was to determine the relationship between the four independent variables namely project scope, willingness of target group, political instability and economic status. In order to test these interview and questionnaire were used as a method of data collection. The total population of the study was 2000 among which a sample size of 130 people for the questionnaire and 5 people for the interview were chosen.

By using SPSS version 26.0 the analysis of the questionnaire was performed. Descriptive statistics, correlation and regression were analyzed to determine the effect of the independent variables on the dependent variable (project completion rate). The result obtained was that all the four independent variable were correlated to the dependent variable meaning the change in one of the independent variable affected the dependent variable.

The result obtained from the interview also showed that for the project Youth Job Placement in Ethiopia the four factors (Project scope, willingness of target group, political instability and economic status) affected the project completion rate.

5.3 Recommendation

This study recommends:

- To make sure all the project team and the administration understands the project well and in order to do that the project manager should make sure the necessary project scoping procedures are undertaken before the project planning phase.
- To let the beneficiaries of the project participate in the different stages of the project in order to increase their willingness and also ensure that they understand the importance of the project, in what way the results of the project will affect them and their surroundings.
- To assess the political status of the country and take the necessary action. Before beginning the project assessing the political status of the country using different measuring criterias forwarded by researchers.
- To estimate the possible inflation rate that might occur and incorporate that while preparing the project budget in the planning stage.

From the experience gained and from what the researcher observed while developing this study. The following recommendations are suggested for future study.

- Other research with the same title should be done in other companies and in order to compare the findings with the findings of this study. Further study could also be made individually in the four factors mentioned in this study. A similar study could be carried out too considering other possible factors other than the factors mentioned in this study.
- Other research should be done expanding the scope geographically and focusing on projects related to youth development.

Reference

- Allen, M., Alleyne, D., Farmer, C., McRae, A., & Turner, C. (2014). A framework for project success. *Journal of Information Technology and Economic Development*, 5(2), 1.
- Ayal, M. (2005). Effect of Scope Changes on Project Duration Extensions. Tel Aviv University.
- Eja, K. M., & Ramegowda, M. (2019). Government project failure in developing countries: A review with particular reference to Nigeria. *Journal de la Recherche Scientifique de l'Université de Lomé*, 21(4-1), 56-64.
- Khan, A. (2006). Project scope management. *Cost engineering*, 48(6), 12-16.
- Dumont, P. R., Gibson Jr, G. E., & Fish, J. R. (1997). Scope management using project definition rating index. *Journal of Management in Engineering*, 13(5), 54-60.
- Williams, T. (2016). Identifying success factors in construction projects: A case study. *Project Management Journal*, 47(1), 97-112.
- Al-Rubaie, Q. H. S., Nifa, F. A. A., & Musa, S. (2018, September). Project scope management through multiple perspectives: A critical review of concepts. In *AIP Conference Proceedings* (Vol. 2016, No. 1, p. 020025). AIP Publishing LLC.
- Assaf, S. A., & Al-Hejji, S. (2006). Causes of delay in large construction projects. *International journal of project management*, 24(4), 349-357.
- Atkinson, R., Crawford, L., & Ward, S. (2006). Fundamental uncertainties in projects and the scope of project management. *International journal of project management*, 24(8), 687-698.
- Babbie, E. (2013). *The practice of social research* (International Edition). Andover: Cengage Learning.
- Brett, E. A. (2003). Participation and accountability in development management. *The journal of development studies*, 40(2), 1-29.
- Chauvet, L., Collier, P., & Duponchel, M. (2010). What explains aid project success in post-conflict situations?. *World Bank Policy Research Working Paper*, (5418).

Finsterbusch, K., & Van Wicklin III, W. A. (1987). The contribution of beneficiary participation to development project effectiveness. *Public administration and development*, 7(1), 1-23.

Frameworks, P. M. O. (2013). Project Management Institute. URL: http://www.pmi.org/~media/PDF/Publications/PMI_Pulse_PMO-Frameworks.Ashx.

Adler, E. S., & Clark, R. (2014). *An invitation to social research: How it's done*. Cengage Learning.

Aibinu, A. A. (2006). The relationship between distribution of control, fairness and potential for dispute in the claims handling process. *Construction Management and Economics*, 24(1), 45-54.

Associated Press. (2007, December 23). Examples of failed aid funded projects in Africa. Oil pipeline, fish processing plant are a few of the unsuccessfully ones. Retrieved August, 25, 2015 from http://www.msnbc.msn.com/id/22380448/ns/world_newsafrica/t/examples-failed-aid-funded-projects-africa/

Borg, W. R., & Gall, M. D. (1989). *Exploring relationships between variables: The causal-comparative method*. Educational research: an introduction (5th ed.). New York: Longman.

Bourne, L. (2005). *Project Relationship Management and the Stakeholder Circle*. Doctor of Project Management. Graduate School of Business.

Bredillet, C. N. (2007). *Project management: Achieving competitive advantage*.

Taherdoost, H., & Keshavarzsaleh, A. (2016). Critical factors that lead to projects' success/failure in global marketplace. *Procedia Technology*, 22, 1066-1075.

Chandran, E. (2004). *Research methods: A quantitative approach with illustrations from Christian ministries*. Daystar University.

Cho, C. S., & Gibson Jr, G. E. (2001). Building project scope definition using project definition rating index. *Journal of architectural engineering*, 7(4), 115-125.

- Darren Wich. (2009, June 11). Project Scope Management. Project Scope Management. https://umsl.edu/%7Esauterv/analysis/6840_f09_papers/Wich/scopemanagement.html
- Dugger, C. W. (2007). World Bank finds its Africa projects are lagging. New York Times. Retrieved from <http://www.nytimes.com/2007/08/02/world/africa/02worldbank.html>.
- Fageha, M. K., & Aibinu, A. A. (2013). Managing project scope definition to improve stakeholders' participation and enhance project outcome. *Procedia-Social and Behavioral Sciences*, 74, 154-164.
- Feng, Y. (2001). Political freedom, political instability, and policy uncertainty: A study of political institutions and private investment in developing countries. *International Studies Quarterly*, 45(2), 271-294.
- Finnerty, J. D. (2007). *Project financing: asset-based financial engineering* (Vol. 386). John Wiley & Sons.
- Gibson Jr, G. E., Wang, Y. R., Cho, C. S., & Pappas, M. P. (2006). What is preproject planning, anyway?. *Journal of management in engineering*, 22(1), 35-42.
- Hekala, W. (2012). Why donors should care more about project management. Devex (Retrieved from <http://www.devex.com/en/news/why-donors-should-care-more-about-project/77595>).
- Heywood, C., & Smith, J. (2006). Integrating stakeholders during community FM's early project phases. *Facilities*.
- Hoang, H., & Rothaermel, F. T. (2005). The effect of general and partner-specific alliance experience on joint R&D project performance. *Academy of management journal*, 48(2), 332-345.
- Holland, P., Light, B., & Gibson, N. (2009). A critical success factors model for project resource planning implementation. In *Proceedings of the 7th European Conference on Information Systems* (pp. 273-97).
- Howell, L. D., & Chaddick, B. (1994). Models of political risk for foreign investment and trade: an assessment of three approaches. *The Columbia Journal of World Business*, 29(3), 70-91.

- Huntington, S. P. (2006). *Political order in changing societies*. Yale university press.
- Ika, L. A. (2012). Project management for development in Africa: Why projects are failing and what can be done about it. *Project management journal*, 43(4), 27-41.
- Jagnayak, S. S. (1997). *Role of Libraries in Socio-economic, Cultural, and Educational Development Among Rural People*. Classical Publishing Company.
- Johnson, G., & Scholes, K. (1999). *Exploring Corporate Strategy*. (5th ed.). Prentice Hall, Harlow, UK
- Khang, D. B., & Moe, T. L. (2008). Success criteria and factors for international development projects: A life-cycle-based framework. *Project management journal*, 39(1), 72-84.
- Kähkönen, K. (1999). Multi-character model of the construction project definition process. *Automation in construction*, 8(6), 625-632.
- Kothari, U. (2006). An agenda for thinking about 'race' in development. *Progress in development studies*, 6(1), 9-23.
- Lind, E. A., Kanfer, R., & Earley, P. C. (1990). Voice, control, and procedural justice: Instrumental and noninstrumental concerns in fairness judgments. *Journal of Personality and Social psychology*, 59(5), 952.
- Lind, E. A., & Tyler, T. R. (1988). *The social psychology of procedural justice*. Springer Science & Business Media.
- Magure, B. (2008). The state, labour and the politics of social dialogue in Zimbabwe 1996-2007: Issues resolved or matters arising?. *African and Asian Studies*, 7(1), 19-48.
- Markus, M.L. & Tanis, C. (2010), "The project system experience – from adoption of success", in Zmud, R.W. (Ed.), *Framing the Domains of IT Management: Projecting the Future Through the Past*, Pinnaflex Educational Resources, Inc., Cincinnati, OH, pp. 173-207
- Migai A, (2008). *Public Law and the Neoliberal Experiment in Kenya: What Should the Public Interest Become?* JSD

- Miller, D., & Oliver, M. (2015). Engaging Stakeholders for Project Success [White paper]. Project Management Institute. Retrieved from http://www.gbd.dk/files/984_engagingstakeholders.Pdf.
- Mirza, M. N., Pourzolfaghar, Z., & Shahnazari, M. (2013). Significance of scope in project success. *Procedia Technology*, 9, 722-729.
- Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of management review*, 22(4), 853-886.
- Munyoki, S. K. (2014). Factors influencing completion of construction projects; a case of construction projects in Nairobi Kenya (Doctoral dissertation, University of Nairobi).
- Muthoni, V. N. (2012). Factors influencing implementation of youth projects for sustainable income generation in Ol Kalou Constituency, Nyandarua County, Kenya (Doctoral dissertation, University of Nairobi, Kenya).
- Muyeed, I. (1982). Some reflections on education for rural development. *International Review of education*, 28, 227-238.
- Ndegwa, M. K. (2013). Factors that influence the adoption of metal silo business among the trained artisans: A case of Embu, Homa Bay And Migori Counties, Kenya (Doctoral dissertation, University of Nairobi).
- Nunnally, J. C. (1978). An overview of psychological measurement. *Clinical diagnosis of mental disorders*, 97-146.
- OECD, D. (2006). The challenge of capacity development: Working towards good practice. Network on Governance. DCD/DAC/GOVNET (2005) 5REV1. Paris: OECD. Available at www.oecd.org.
- Ogeno, D. O. (2016). Factors influencing completion of construction projects in Kenya: a case of government buildings construction projects in Nairobi County, Kenya (Doctoral dissertation, University of Nairobi).
- Okpala, A. and Jonsson, P. (2002), "Social attributes and economic instability in Africa", *The Journal of Applied Business Research*, Vol. 18 No. 2, pp. 87-93.

- Pirozzi, M. (2017). The stakeholder perspective. *PM World Journal*, 6, 6.
- Paul, S. (1987). *Community participation in development projects*. Washington, DC: World Bank.
- Røberg, Ø. (2020, May 25). The Impact of Scope Management on Project Success. The Impact of Scope Management on Project Success. Retrieved July 6, 2022, from <https://www.safran.com/blog/why-scope-management-is-essential-for-project-success>
- Siermann, Clements (1998). *L.J. Politic, Institutions and the Economic Performance of Nations* Northampton: Edward Elgar Publishing.
- Sudhakar, G. (2016). Critical failure factors (CFFs) of IT projects. *The International Journal of Management Research*, 4(2).
- Thibaut, J. W., & Walker, L. (1975). *Procedural justice: A psychological analysis*. L. Erlbaum Associates.
- Toft, S. (2008). *Project Finance and Political Risk—An Empirical Study of the Relationship Between Project Finance and Political Risk*. Master's Thesis, Aarhus School of Business.
- Tyler, T. R. (2000). Social justice: Outcome and procedure. *International journal of psychology*, 35(2), 117-125.
- USAID (2017) USAID FACT SHEET – DEVELOPING ETHIOPIA’S YOUTH , JULY 2017
- Wysocki, R. (2014). *Effective complex project management: An adaptive agile framework for delivering business value*. J. Ross Publishing.
- Wimmer, V. (2014). *Efficiency of statistical methods for genome-based prediction* (Doctoral dissertation, Technische Universität München).
- Zewdu, Z. T. and Aregaw, G. T. (2015) Causes of Contractor Cost Overrun in Construction Projects: The Case of Ethiopian Construction Sector, *International Journal of Business and Economics Research*, 4(4), pp. 180–191.

Appendix I

Questionnaire

This questionnaire contains a set of 22 questions, made to evaluate Factors Affecting Project Completion Rate. The research is done in partial fulfillment of the requirements for the Award of a Master's degree in Project Management of Addis Ababa University, school of commerce. For each statement, please indicate by ticking the appropriate rating that describes your opinion based on your observation and knowledge of the management project in question. Please note that this inquiry is for academic purposes only and the information provided shall be held in strict confidence and shall be without consequences.

*Thank you! For the time and effort, you have put in to your participation in this research.
Your input is greatly appreciated.*

General Instructions:

- Put 'X' mark in the space where alternative answers are given;
- No need have written your name;
- Please keep the paper clean;

Section 1: Personal Background Information

1. Sex: Male Female
2. Age: 18 - 25 26 – 40 41 – 55 Above 55
3. Educational Level: Diploma BA degree MA degree PhD
4. Marital status
Single Divorce
Married Widowed Unmarried

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Variable 1 - Project Scoping						
1	Description of the project was given at the beginning of the training					
2	The goal/ impact of the training was clearly communicated					
3	I was satisfied with the training					
4	The schedule of the training was clearly communicated					
5	There was constant and clear communication before the training day					
6	Pre and post assessment was made					
7	The trainers had the knowledge and experience needed					
8	The training room was comfortable					
9	Requirements to attend the training was communicated by the project team					
Variable 2 - Readiness of beneficiary group						
10	I was involved in all the stages of the project					
11	I felt like the project team had intense knowledge about us					
12	I felt highly motivated and excited while coming to this training					

13	I solely understand that this training is beneficial					
14	All the trainees expected were present on the day of the training					
Variable 3 - Political Status						
15	The training session has been postponed due to political instability					
16	There were political unsettlement in the country when the training was contacted					
17	There was conflict of political interest with the trainers					
18	There was shortage of training personnel and material					
Variable 4 - Economical Status of the Country						
19	There was high inflation rate in the country when the training was contacted					
20	There was an increase in the exchange rate at the time					
21	Market condition was unstable at the time					
22	Allowance was allocated					
Variable 5 - Project completion rate						
23	Project cost is within budget					
24	Project had change of scope					
25	Project was completed within the planned period					

Appendix II

Interview Questions

1. Short description of the project
2. When was the planned ending date of the project, what was the actual ending date ?
3. What do you think was the reason for the delay in the project?
4. Was a meeting held at the beginning of the project consisting of the project team and the client?
5. Do you say you had a clear understanding of the project (the deliverables, the requirement , the work breakdown and your role). If No , what kind of effect did it have on the project completion
6. During the implementation period what kind of response/ reaction did you get from the target group (beneficiaries)?
7. Were the beneficiaries easily accessible?
8. Was there political instability during the project implementation period. If so, how did it affect the project?
9. Was the budget estimated at the beginning of the project the same as the budget actually used?
10. Was there inflation, increase in exchange rate or market fluctuation during the project implementation period. If so, what kind of impact did it have on the project completion?