ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

GRADUATE PROGRAM IN PROJECT MANAGEMENT

Factors Affecting the Success of project Implementation in NGO: The case of Habitat for Humanity Projects

By:

Abduba Halake

A Research Project Submitted in Partial Fulfillment of the Requirements for the Degree of Master of Art in Project Management

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STATEMENT OF DECLARATION

I affirm that the research presented in this thesis titled "Factors Affecting the Success of Project Implementation in NGO; the Case of Habitat for Humanity Projects" is entirely my original work. It has not been previously submitted for any academic qualification at this university or elsewhere, nor has it been utilized in any other projects in any capacity. All sources and materials utilized in this thesis have been duly acknowledged.

_____ _____

Abduba Halake **Date**

STATEMENT OF CERTIFICATION

I confirm that the research presented in this thesis titled " Factors Affecting the success of Project Implementation in NGO; the Case of Habitat for Humanity Projects" has been conducted by Abduba Halake as part of the requirements for the attainment of a master's degree in Project Management. To the best of my knowledge, this work is original and has not been previously submitted for any educational qualification at this university or elsewhere, nor has it been utilized in any other projects in any capacity.

_____ _____

Abdurazak M. (PhD) **Date**

ADDIS ABABA UNIVERSITY

GRADUATE STUDIES PROGRAM

MASTER OF ARTS DEGREE IN PROJECT MANAGEMENT

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Approved by Board of Examiners

Examiner _____ Signature _____ Date _____

Examiner _____ Signature _____ Date _____

Advisor _____ Signature _____ Date _____

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Abstract

This study investigates the factors influencing project implementation within Habitat for Humanity (HFH), focusing on funding constraints, organizational structure, project environment, team dynamics, and stakeholder involvement. A comprehensive survey involving a substantial number of respondents reveals significant insights into the challenges and opportunities within HFH's project management framework. This study used a quantitative research approach and a descriptive followed by explanatory research design. Funding limitations emerge as a critical concern, with a majority of respondents acknowledging their impact on project selection, execution pace, and scope. This constraint stifles innovation and hampers the organization's ability to achieve transformative outcomes. Moreover, communication gaps in disseminating project plans and meeting results underscore the need for improved internal coordination. Organizational structure plays a pivotal role in facilitating decision-making processes and fostering high-quality choices. However, areas for improvement remain, particularly in clarifying personnel roles and responsibilities within project plans. The project environment presents additional hurdles, including economic volatility, regulatory changes, and political instability, which disrupt project budgets, timelines, and implementation strategies. Despite these challenges, there is a recognition of the importance of stakeholder involvement and effective leadership in navigating complex project landscapes. Team dynamics emerge as a strength, with high levels of confidence in project leaders' technical competence and visibility within the team. However, opportunities for enhancing decision-making processes and interpersonal skills are identified, indicating areas for targeted improvement.

Key Words: project implementation, project related elements, organizational structure, environment, stakeholder involvement and managerial and staff factors.

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ACRONYMS

HFH	Habitat for Humanity
INGO	International non-governmental organization
ME	Monitoring and Evaluation
NGOs	Nongovernmental Organizations
PM	Project Management
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
UN	United Nation
UNDP	United Nations Development Program
SPSS	Statistical Package for the Social Science
CSF	Critical Success Factor
St. dv	Standard deviation

Chapter One

Introduction

This first chapter lays the groundwork for the research by providing key background information. It explains the central issue being investigated (problem statement). It then outlines what the research aims to achieve (objectives) and the specific questions it seeks to answer. You'll also find the importance of this research explained (significance). Additionally, the chapter clarifies the boundaries of the study (limitations and delimitations) and what it encompasses (scope). To provide context, the background section reviews relevant concepts and how they connect.

1.1 Background of the study

Non-governmental organizations are widely acknowledged to be active throughout the world and in various countries. Aid organizations exist primarily to address human needs, poverty, and injustice. While human needs and wants are growing to an uncontrollable degree resources are being depleted. As such, injustice and poverty have become more widespread and severe, particularly in the world’s poorest nations. To meet their needs, end poverty, and neutralize injustice, non-governmental organizations work on a variety of projects in those nations.

Numerous non-governmental organizations are also active in Ethiopia with a similar goal and objectives. In most of Ethiopia, these numerous non-governmental organizations carry out diverse project types. One of these NGOs that has been active in Ethiopia since 1993 is Habitat for Humanity. Following a rigorous relief and rehabilitation program, the organization created a new integrated development strategy to ensure transformational change and empowerment. Due to this strategy, assisting low-income and vulnerable families to move out of substandard housing were established and are currently being strengthened and implemented.

Implementation of these NGO projects faces issues of economic governance and poor use of development aid which range from poor to absence of consultation with the intended beneficiaries, inadequate coordination between different government bodies, and the problem of failing to harmonize policies. (Gichova, 2015). The success of a project is often measured by its ability to meet these established goals for time, budget, and deliverables(Flaman and Gallagher). This definition of project success is echoed by several experts. (Antill, 1974) emphasizes a four-point test for project success: meeting the deadline (on schedule), staying within budget, delivering the planned features (achieving deliverables), and ensuring the final product is accepted and used by an intended client.

Boyce and Haddad (2001) identify several key characteristics that set projects apart from regular organizational activities. First, projects are temporary**,** meaning they have a defined start and end date, regardless of how long they take. Second, projects deliver unique results. The final product or service should be something new, not just a continuation of ongoing operations. Finally, projects involve progressive elaboration**.** Due to their inherent uniqueness and uncertainty, projects can't be fully planned from the outset.

Therefore, planning and execution often occur in stages or phases. As the project progresses, the team gains a clearer understanding of the steps, deliverables, and execution methods. This knowledge allows them to refine initial plans and execute subsequent phases with greater detail. Flaman and Gallagher (2001) suggest that complex projects may benefit from creating a dedicated temporary organization. This structure typically includes a central project team and potentially additional work teams focused on specific aspects.

Pinto (1998) highlights the inherent challenges of successful project implementation. Project managers must navigate a complex web of human factors, financial considerations, and technical hurdles to bring their projects to fruition. These three variables – human resources, finances, and technical aspects – are all crucial for project success. In their study on implementation gaps or variation, (Grey and Larson, 2003) defined it as the inconsistency between the objectives set by upper management and those set by lower management on their own.

This study aims to determine how project related elements, organizational structure, team and managerial elements and other challenges interact and contribute to implementation gaps within Habitat for Humanity projects and also gaps in volunteer or staff training and expertise that hinder project execution and how do funding limitations or access to resources affect project scope and timelines. By understanding how these factors interact and contribute to implementation gaps, Habitat for Humanity can develop strategies to bridge the gap between planned objectives and on-the-ground realities. This will ultimately lead to a higher success rate in delivering essential housing solutions to communities in need.

1.2 Organizational background

Habitat for Humanity Ethiopia

Habitat for Humanity Ethiopia is part of Habitat for Humanity International. Habitat Ethiopia started work in 1993 intending to assist low-income and vulnerable families to move out of substandard housing. Habitat Ethiopia has been able to diversify its areas of interventions to help families across the country. As a result of the efforts made over 29 years, Habitat Ethiopia helped 165,000 families (826,000 individuals) in 19 communities to move to decent houses, have access to safe water, improved hygiene and sanitation services. About 74,800 families received hygiene awareness-raising, saving and financial literacy training. The target beneficiaries are people with low income, vulnerable and marginalized groups, women-headed families, and elderly people.

In addition to housing, Habitat Ethiopia expands its work focusing on Water Sanitation and Hygiene, and communal infrastructure such us walk ways and ditches. Habitat Ethiopia also joins the national efforts being made to help people affected by drought through its WASH Resilience Building Project. Currently, Habitat Ethiopia is working in partnership with communities in Addis Ababa, Negele Arsi, Shewa Robit and Debere Berhna towns.

To expand its work in terms of scale and depth and reach more families through housing, water, sanitation, and hygiene, Habitat Ethiopia is developing strategic plan. While the strategic plan development is in progress, we take into account the multidimensional poverty challenges in Ethiopia to diversify our interventions and bring about impact at community, sector and societal levels.

This multi-year Urban Slum Upgrading Project was started in the city of Addis Ababa in July 2017. With this project Habitat Ethiopia partners with vulnerable families who live in poverty to become homeowners and get access to improved sanitation and safe water. The project activities were renovation of houses, construction of communal toilets, communal water points, walkways and ditches. The project helped ensured sustainable use of the facilities and creating healthy living environment through hygiene and sanitation training and promotion of saving practices. At the end of the project, 800 families (3,700 individuals) in two Woredas (communities) who were suffering from lack of adequate housing and sanitation facilities started to live in healthy living environment.

1.3 Problem statement

The project's implementation capability is crucial. It has been recognized by investors that the project's implementation holds greater significance than its vision (Charan & Colvin, 1999). Charan (2001) concluded that not much research had been done on the process of implementing projects, despite how important they are. An organization can become competitive with a well-thought-out project and innovative technology, but only a strong implementation will make it that way. No project can be successful without efficient implementation (Hrebiniak, 2005). Hence, for projects to be implemented successfully, it becomes essential to understand the factors that determine effective project implementation.

According to Arrow Smith's (2008) analysis of project failure factors, the main causes of project failure include inadequate communication, inexperienced project managers, equipment that is purchased after the deadline, insufficient training for project managers, and sluggish project selection processes.

There are still many projects in the world that are not performing up to par. A large amount of money that was invested in these projects has been lost with no discernible return. Geneca (2011) found that only 47 percent of the teams reach 70–89% of their objectives. Geneca (2011) reported that approximately 20% of the teams claimed to only have accomplished 50–69% of their objectives. Per the Project Management Institute (2015), only 64% of projects achieve their

objectives. Project Management Institute (2014) states that 70% of businesses claim to have had at least one unsuccessful project in 2009 (KPMG, 2010).

Many studies conducted in the past only addressed a portion of the variables that led to project failure in general. The main focus of a large portion of the research was on the factors that lead to cost overruns and project implementation delays. Focusing on the time and cost overruns in Kenyan power projects, Alajoutsijarvi (1996) identified several reasons why projects fail, including unpaid contractors, unpaid clients, delayed fund disbursements by financiers, and technical staff approval.

When researching project failure concerning cost, (Sumner, 1999) looked at several factors, including inadequate funding, a lack of motivation, tendering procedures, a poorly defined and organized project, unfavorable environmental conditions, poor project management, and a lack of infrastructure and proper project definition.

The majority of Habitat for Humanity projects are not finished on time, on budget, or to the desired standard (HFH yearly Report, 2021-2023). According to data gathered from project managers and documents examined, several projects faced schedule variances due to different project-related challenges and other factors, the involvement of multiple stakeholders, including the government, the local leaders, and also the donors, the lengthy bureaucracy involved in the fund release process, a shortage of skilled personnel, and inadequate scope management.

Habitat for Humanity projects face challenges related to delayed decision-making, capacity, and skill gaps in project development and management, cultural and vendor-related barriers, and handling integration issues raised in various projects (Boche, 2012). The project period, in particular, was much longer than anticipated due to the need for extra time for modifications to the project's scope.

To effectively address internal and external variables and factors influencing project implementation, it was imperative to conduct an investigation, identify, and comprehend these variables and factors, as well as determine the degree to which they each or all contributed to the project's success or failure. To determine the elements that collectively and significantly aided in the project implementation at Habitat for Humanity, a survey will be conducted.

1.4 Research objectives

1.4.1 General objective

The primary aim of this research is to determine the elements that contribute to the effective execution of initiatives within the non-governmental organization Habitat for Humanity, located in Addis Ababa.

1.4.2 Specific objective

- ✓ To determine the project-related elements influencing the project's execution
- ✓ To determine organizational structure elements that impede projects from being implemented effectively
- ✓ To determine the obstacles associated with the project environment
- ✓ To determine team and management-related factors impacting the project's performance.
- ✓ To determine the effects of stakeholder involvement on the implementation of projects of Habitat for Humanity Ethiopia.

1.5 Research Questions

I. How do project-related elements affect the execution of projects?
II. How do organizational structure elements affect project implementation?
III. How does the project environment affect the implementation of projects in HFH?
IV. How do team-related and management factors influence the project's performance?
V. How do stakeholders involved in project cycle management affect the success of project implementation?

1.6 Significance of the study

The management of Habitat for Humanity, the Ethiopian government through the NGO Coordination Bureau, the entire NGO sector, as well as upcoming researchers and academicians, will all find this study to be significant. The results of this study will be crucial in helping Habitat for Humanity's management comprehend the factors influencing the project's implementation and, consequently, advise them on the necessary mitigation strategies to lessen their effects. In terms of the NGO's operations, it will guide their future planning and strategy development.

In addition to clarifying the difficulties NGOs encounter in carrying out their projects, this study will be crucial in shaping national policies governing the NGO sector. The study will be significant to academics and researchers in the future because it will highlight areas that need more investigation to expand on the theme of the factors influencing project implementation within the NGO sector. Furthermore, the results of this study will serve as a valuable resource for researchers and scholars in the future.

1.7 Scope of the study

Thematic

Narrowing the thematic scope to variables related to Habitat for Humanity projects in Ethiopia, the study aims to provide a comprehensive understanding of the factors that contribute to project success in this context. This focused approach allows for a more nuanced analysis and the generation of actionable recommendations that can enhance the effectiveness and sustainability of development interventions in the organization.

Geographical

By focusing solely on Habitat for Humanity Ethiopia, the study aims to provide a comprehensive analysis of the contextual factors influencing project implementation in this organization. This tailored approach allows for a deeper understanding of the challenges and opportunities inherent in urban development initiatives and facilitates the development of context-specific recommendations for improving project outcomes and fostering sustainable urban growth.

Methodologically

In this study, the methodological scope involves explanatory and descriptive research design, which aims to explore and understand the relationships between variables rather than establish causality and also aims to provide a detailed and accurate portrayal of the characteristics or features. The study utilizes quantitative methods, such as survey questions to collect data on the identified variables influencing project success. It acknowledges the limitations of extrapolating findings to the broader population due to the small sample size and emphasizes the importance of cautious interpretation of results.

1.8 Limitations of the study

The study will be most relevant to projects within Habitat for Humanity. Factors affecting success in this organization might not be directly applicable to projects in other organizations, even for similar project types.

There could be significant differences in regulations, technologies, resources, and stakeholder expectations across organizations. Depending on the chosen focus, accessing relevant data to analyze factors affecting success is challenging.

1.9 Definition of terms

- **Project:** Projects are temporary, goal-oriented endeavors that bring together human and non-human resources. They are often complex and require flexible planning to accommodate unforeseen changes (Davies, 2017).
- **Project implementation**: project implementation is a multifaceted process that requires attention to both technical and human elements (Pinto, 1990). In the context of information system projects, there is a need for a specific approach, with a focus on the unique aspects of these projects (Wiers, 2018). The implementation of project management in functional organizations is a complex process that requires strategic management intervention, including a shift to a project management culture (Brown, 1999).

- **Stakeholders:** Stakeholders in a project are individuals or groups with a vested interest in its success (Gaur, 2013; Olander, 2006). They can influence or be influenced by the project (Tables, 2007), and their involvement is crucial in understanding the system and validating and prioritizing processes (Oliveros, 2014).

1.10 Organization of the Study

There are five chapters in the study. The introduction and study background are covered in the first chapter. A review of relevant literature on the study will be covered in the second chapter. The research methodology will be presented in the third chapter of the study. The collected primary and secondary data are presented, analyzed, and discussed in the fourth chapter. Conclusions, recommendations, and a summary of the findings will be covered in the last chapter.

Chapter Two

REVIEW OF RELATED LITRATURES

2.1. Introduction

This chapter covers the research study's literature review. The literature review gives the study an explanation of the problem's theoretical justification as well as what previous research has been done and how its conclusions apply to the current issue. Under the highlighted factors on the study objectives, the literature was reviewed in this chapter. This was based on prior research that was gleaned from published reference materials like magazines, newspapers, and journals, and it gave a summary of the main previous initiatives that had been carried out on the subject of the study in the past. The theoretical and empirical literature reviews, as well as the identified research gaps, were all critically analyzed in this chapter.

2.2. Theoretical review of literature

2.2.1 Project Success

Since projects are temporary in nature, the PMBOK Guide states that the best way to assess a project's success is to look at how well it was completed within the agreed-upon parameters of scope, time, money, quality, resources, and risk by senior management and project managers.

According to Harvey A. Lev (2002), meeting all of the schedule, financial, and technical goals on time is the conventional definition of project success. According to Harvey A. Lev (2002), a project is deemed completely successful if it is finished on schedule, on budget, and meets all of the designer's requirements.

After surveying more than 650 project managers, Pinto & Slevin (1988) concluded that "project success" entails much more than just adhering to budget, schedule, and performance requirements. In actuality, the perception of a project's success or failure is heavily influenced by the client's level of satisfaction with the outcome. Moreover, Baker, Murphy, and Fisher (1983, 1988) draw the following conclusion: "Whether or not a project's affected parties are satisfied is

ultimately what matters. When the final product performs poorly, good schedule and cost performance mean very little.

The definition given by Baker et al. (1988) that "project success is a matter of perspective" of is further supported by a review of the literature, which states that a project will most likely to somehow be viewed as a "overall success" if it satisfies the technological performance specifications and/or mission carried out, as well as if key members of the project team and key users or clients of the project effort express high levels of satisfaction with the project's outcome.

Jack F. Rokart of the Sloan School of Management popularized the idea of "Critical Success Factors (CSF)," which was first created by Ronald Daniel of McKinsey and Company in the 1960s (Robert, 2007). According to (Jugdev and Muller, 2005), success factors are what enable people to accomplish set goals and objectives. According to (Jugdev and Muller's, 2005) retrospective analysis of the concept of success factors, the literature on success factors from the 1960s and 1980s was primarily restricted to time, cost, specification, and to some extent, client satisfaction. In the 1980s and 1990s, a project's success or failure was a major focus. There were some publications about stakeholder satisfaction in the mid-1990s. Integrated frameworks are among the contributions made between the 1990s and 2000s.

According to a study by Sumner (2009), there are several reasons why projects fail, including inadequate funding, underwhelming beneficiaries and project team members, poor project definition and organization, unfavorable environmental conditions, poor planning, subpar project management, and inadequate infrastructure. Poor planning, vague contracts, unstable problem definitions, inexperienced management, political pressure, ineffective change control, and unrealistic deadlines were among the most common issues mentioned by Metzger (1983).

Alqahtani et al. (2015) studied the factors that contribute to building project success. The success factor was split up by the author into broad and project size-specific categories. The most important factors when analyzing project success in general are the motivation and dedication of the project team.

The project manager's leadership and experience is the second most important factor, and it is followed by effective schedule, cost, and quality management, good communication between all project participants, and dedication to the project's objectives. However, when sizes were considered, the most important factors were the support of senior management, the project manager's skill and leadership, and the project manager's commitment to the project's goals.

2.2.2. Project Implementation

Implementation of the project, also known as project execution, is the stage in which the project's financial resources are distributed and the project's vision and plans come to pass. Many projects fall short of expectations and don't satisfy the needs of the beneficiaries or the local population during their implementation. (Agnes and John, 2016).

The collaborators' collective knowledge, wisdom, and even subconscious thoughts are all incorporated into the implementation process. To successfully compete in the modern global marketplace, this potent phenomenon is increasingly becoming necessary (Alavi, 1994; Hills, 1997). Successful strategy implementation is essential for any organization, whether it be public or private. The best strategy in the world is useless without execution. At first glance, the idea of strategy implementation might seem very simple: a plan is developed, and then it is put into action. According to Beer and Eisenstat (2000), implementing would therefore be seen as involving resource allocation and organizational structure changes. According to Schultz and Slevin (2009), management support has long been thought to be crucial in determining whether a project will ultimately succeed or fail. This is true for any implementation.

The literature on the variables influencing a project's successful implementation is presented below for this study.

2.2.3 project-related elements influencing the project's execution

2.2.3.1 Communication during Project Implementation

Communication is a critical component of project management, with its importance emphasized by (Čulo, 2010), (Galli, 2019), (Rodriguez, 2017), and (Lehmann, 2009). It is essential for achieving project success, as it allows for the expression of project goals and the transmission of technical information (Galli, 2019). Effective communication, both face-to-face and computer-mediated, is crucial for keeping team members informed about project progress (Rodriguez, 2017). Furthermore, communication is the heart of the project, consisting of social exchanges that are vital for project success (Lehmann, 2009).

Rodriguez, P. A. (2017), projects are vital structures for putting change into practice. To identify the elements that influence success and change, their management needs a thorough conceptual underpinning. Any project's ability for timely and efficient communication between the team leader and project participants determines its success. Careful planning and setting realistic expectations with all project stakeholders are necessary for effective communication in project management.

Project managers collaborate with team members to establish project objectives and delegate tasks. It is also expected of the project manager to maintain regular contact with the project participants via computer-mediated and in-person communication. Because of this, the most crucial aspect of project management is communication. To make sure that everyone on the team is aware of the project's status, project managers must be able to communicate clearly and promptly. The information transmission method is also determined by the communication channel. It is expected of the project manager to reach the right audience through the appropriate channel Rodriguez, P. A. (2017).

Employee engagement appears to be essential for any organization's decision-making process to compete in the marketplace and adjust to changes. Employee dedication can be a very useful instrument for raising productivity in businesses. Employees must be made aware of the need for change and be prepared for it for them to be committed to it. This requires communication. (Leonis Marchalina, H. Ahmad, 2017).

Additionally, there may be a significant strategic influence from internal communication on external communication. When we talk about external communication, we're talking about speaking with parties that are not affiliated with the business, like suppliers, consumers, or the general public. Employees' opinions of their own company indeed have an impact on how these stakeholders see them. Thus, the "corporate reputation" is also at risk through internal communication. It places internal communication at the forefront of efforts to gain a competitive edge and resolve strategic issues. (Dorotok, 2006)

Dolphin (2005) and Dortok (2006) identified two main information flows in internal communication: a top-down flow from top management to employees, and a bottom-up flow from field employees to top management. They also emphasized the role of internal communication in linking project creation and implementation. This is supported by Gómez (2014), who highlighted the importance of perceived credibility and upward communication in organizational communication. Klauss (1981) and Adriana (2018) further underscore the significance of these information flows in organizational contexts, with Klauss focusing on interpersonal communication processes and Adriana emphasizing the role of information technology in managerial communication. Iosif (2013) adds that internal communication is essential for sending ideas and information, making decisions, and strengthening relationships within the organization.

The authors place a lot of emphasis on how to involve employees or ensure that they fully understand the strategy. The relationship between employees and their employer receives special attention because it is becoming more and more strategic and important in terms of advantages and competitive advantage. For this reason, staff members now desire early access to company information so they can participate in decision-making (Dortok, 2006). This indicates that they are prepared to dedicate themselves fully to the business. It's also interesting to note that involving people is frequently the primary objective of the top-down communication flow.

This is the reason why top-down communication is crucial but also quite challenging to implement. Because the project's goals are fundamental to the operation of the company, it presents a significant challenge for top management to explain them in a way that seems relevant (Dolphin, 2005).

It is common for upper management to start the bottom-up flow. Top-down communication must be implemented in a way that inspires staff members to take an active role in the business and develop a value-adding mindset. It is the responsibility of upper management to guarantee that information flows both ways. (Dorotok, 2006).

Internal communication's primary goals are to inform, implement change, and inspire. When it comes to pure information, however, the best way to elicit a response and obtain information is to share the information. Here is also where a company spirit can be established. Creating a bottom-up communication strategy can help lessen resistance to change. (Dolphin, 2005).

Early and informed feedback from the field can greatly benefit organization, as it allows for direct information flow (Dolphin, 2005). This is particularly important in product development, where customer participation can be motivated by intrinsic and extrinsic factors (Ye-zheng, 2011). However, the use of incentives in data gathering may not always be effective, especially in public goods research (Tanasiuk, 2012). Motivation, as a key factor in human behavior, can be influenced by leadership principles and choice theory, leading to increased performance and contentment (Bjelobrk, 2018). The implementation of a suggestion system can also have a positive impact on company performance, as it encourages employee involvement and continuous improvement (Moica, 2018).

2.2.3.2 Training

The workforce's knowledge and abilities are becoming more and more crucial to an organization's productivity, innovation, and competitiveness (Lawler et al., 1998, Martocchio and Baldwin, 1997). According to Salas and Cannon-Bowers (2001), organizational learning and constant improvement are becoming crucial for a business to stay competitive. It follows that the multibillion dollar global employee training industry is not surprising (Haccoun & Saks, 1998). US organizations invested $55.8 billion in training in total in 2006 (Industry Report, 2006).

Successful organizations are believed to invest more in training and development than other organizations, according to Kraiger (2003). Organizations expect that their training investments will improve organizational performance or results, which explains the significant annual expenditures they make on formal training and development programs (Dolezalek, 2005, Salas and Cannon-Bowers, 2001). Even though employee learning can happen in a variety of ways, the investment in training necessitates an examination of the data to determine whether or not it increases organizational effectiveness.

No matter how thoroughly job applicants are vetted, according to Krietner (2005), there is usually still a knowledge gap between what an employee knows and what they should know. A company that wants to become more competitive in its field must, among other things, provide its employees with thorough and efficient training.

As a result, training is essential for raising organizational and individual competency levels and improving organizational performance. It aids in bridging the gap between expected performance levels at work and standards or desired targets and what occurs.

2.2.3.3 Funding

non-governmental organizations must look for funding in order to survive and grow (Vincent, 2006). According to Fowler (1997), there are reasons to think that an increase in international funding availability is associated with the "NGO-ization of the grassroots," and that a decrease in funding would result in the demise of many of these NGOs. In order to respond, NGOs need outside funding sources. While some13 NGOs are able to launch emergency operations for brief periods of time without particular outside assistance, many NGOs eventually rely on funding from the UN, the US, the UK, or other governments, as well as private donations from foundations, local communities, or individuals, or umbrella groups that manage funds on behalf of other agencies or organizations.

More (2005) suggests that there are three main categories into which NGO revenue falls. These consist of tax dollars from the government, gifts from individuals, and revenue from one's own efforts. Nearly half of all funding in Uganda in 2001 came from grants given to the NGO sector by foreign NGOs, according to Barr's (2005) study of local NGOs in the country.

The third most significant source is grants from the local government, followed by grants from bilateral donors. The likelihood of an average NGO receiving funding from these three sources is lower, and their reliance on non-grant income is higher. Furthermore, the authors found that only 2.5 percent of all funding went to the local NGOs from members and non-members, generating very little revenue for them.

2.2.3.4 Insufficient Planning

Project planning, as defined by Kerzner (2013), involves establishing a predetermined course of action within a forecasted environment. This process is further elaborated by Drob (2012) who emphasizes the need to refine objectives and define necessary actions. Briston (1979) adds that planning is a continuous process, while Gendell (1983) highlights the importance of demand analysis and the need for quick-response techniques. Yevtushenko (2023) underscores the role of planning in enterprise management, particularly in conditions of uncertainty and risk, and recommends a modern planning model that includes strategic, tactical, and operational planning.

Effective project planning is crucial for the success of any project, particularly large-scale engineering programs (Lucae, 2014). This planning should be aligned with the organization's business issues and involve clear communication and agreement on project objectives, timelines, costs, roles, and benefits (Gupta, 2019). Pre-project planning tools, such as the project definition rating index (PDRI) and project alignment thermometer, can help in this process (Sherif, 1999). The use of these tools, combined with systematic planning techniques, can help organizations avoid potential pitfalls and ensure the successful execution of their projects (Burton, 1994).

Project planning is a critical aspect of project management, with a well-defined and organized system being key to efficiency (Butković, 2015). It is not solely the responsibility of the project manager, but requires input from all project participants (Archibald, 1990). The process involves analyzing facility and service alternatives in detail to make implementation decisions (Gendell, 1983), and includes establishing the project scope, refining objectives, and defining necessary actions (Drob, 2012). The importance of good planning in project management is emphasized by Collyer (2010), who highlights the need for a flexible approach in rapidly changing environments.

This is echoed by Laufer (2018), who advocates for an evolving planning process that incorporates feedback and learning. Li (2008) further underscores the need for effective management and collaboration in the planning process, particularly in complex tasks such as preconstruction planning. Lastly, May (1984) emphasizes the need for forward-looking planning that takes into account potential changes in technology and society. These studies collectively underscore the iterative and adaptive nature of project planning, and the need for continuous reevaluation and adjustment.

Chen (2005) emphasizes the need for an integrated methodological framework to assign the right team members to the right tasks, particularly in concurrent engineering environments. This is further supported by Hirten (1984), who underscores the importance of better management control in project planning, scheduling, and organization. However, Gustavsson (2016) warns against the use of narrowing strategies, which can lead to project overload and the exclusion of vital historical and organizational context. Ko (2019) adds to this by highlighting the differential performance effects of outcome and behavior controls on coordination in complex information systems outsourcing projects. These studies collectively underscore the need for a balanced and well-organized approach to project management.

2.2.3.4.1 In what ways does inadequate project planning lead to possible issues with a project's successful execution?

a. Problems with scope creep, cost, quality, and time constraints

Determining the scope of a project is a complex and time-consuming process, as highlighted by (Healy, 1998). This is particularly challenging in projects with a large number of stakeholders, where conventional methods may not be suitable (Sikdar, 2009). The dynamic nature of project demands and customer expectations further complicates scope control (Ding, 2016). To address these challenges, Costin (2008) emphasizes the importance of comprehensive planning, including gathering requirements, developing project management plans, and scheduling activities.

The importance of defining and gaining agreement on project scope is emphasized in several studies. Mirza (2013) and Khan (2006) both highlight the role of scope in project success, with Mirza specifically noting that a well-defined scope can lead to the delivery of a quality product within specified schedules and costs. Davis (2014) provides a model for managing scope throughout the project life cycle, emphasizing the need to prevent scope creep and reduce runaway projects. Rehman (2010) compares the management of scope in agile and traditional software development methods, underscoring the critical role of scope in project completion.

b. Ineffective resource usage.

Effective project planning is crucial for successful project execution, particularly in terms of resource management, cost estimation, and procurement (Sanghera, 2018). The timing of resource availability can significantly impact project duration, making it essential to consider lead-time and resource planning in cost estimates (Ackere, 1989). In software development, search-based techniques can be used to optimize resource allocation, particularly in the context of large-scale projects with multiple teams and work packages (Antoniol, 2004). These studies collectively highlight the importance of integrating resource management, cost estimation, and scheduling in project planning to ensure clear roles and responsibilities and reduce the risk of suboptimal planning.

c. Internal Communication in Organizations

The success of an NGO's project implementation is heavily reliant on the effectiveness of its internal information and communication systems (Maiers, 2005). This is particularly true for humanitarian relief organizations, where issues such as organizational structure, coordination, security, politics, and funding can significantly impact communication (Maiers, 2005). Effective internal communication, leadership, and team performance are also crucial for successful service quality implementation (Fletcher, 1999). In the context of project undertaking, poor coordination and documentation, as well as the selection of appropriate communication mediums, can hinder effective communication (Yusuf, 2001). In international projects, a lack of standards and well-defined communication approaches can further exacerbate these issues (Ready, 2007). Therefore, addressing these challenges and establishing effective communication systems is essential for the successful implementation of NGO projects.

d. Increased risk

Successful project outcomes are contingent on effective risk management, which involves a series of steps including risk identification, qualitative and quantitative analysis, and the development of risk management strategies (Mochal, 2011). This process is particularly crucial in large infrastructure projects, where early planning and continuous execution are key (Carlsson, 2005). Common risks in projects include budget and resource constraints, inadequate timelines, lead time for equipment, and communication issues (Nagendra, 2018). Managing risks in complex projects requires a multifaceted approach, involving early risk detection, cross-functional communication, and collaboration (Thamhain, 2013).

2.2.4 Project Environment-Related Factors

2.2.4.1 Socio-economic factors

A range of social and economic factors can significantly impact the completion of projects. These include market failures due to information asymmetry and private cost-benefit calculations (Cooke, 1996), time overruns in public sector projects (Shehu, 2015), and contractor performance issues such as financial difficulties and manpower shortages (Sweis, 2014). Inflation and variations in building works can also lead to cost overruns (Mbathi, 1986). Furthermore, factors such as inadequate worker qualifications, material procurement, and natural disasters can affect the cost of implementing building construction projects (Bulba, 2022). These findings underscore the need for a comprehensive understanding of the complex interplay between social and economic factors in project completion.

A series of studies have explored the impact of various factors on project implementation in educational settings. Mageto (2010) found that resource allocation, utilization, management skills, and stakeholder support significantly influence project implementation in Kenyan secondary schools. Bosco (2023) further emphasized the importance of project feasibility studies in ensuring the sustainability of government-supported projects in Uganda. Ojiambo (2019) highlighted the role of social-economic factors, such as interpersonal skills, inflation, corruption, and community involvement, in the completion of construction projects in Kenyan public secondary schools. Kigen (2011) also underscored the significance of factors like fund availability, managerial skills, time frames, and stakeholder contributions in the successful implementation of projects in Kenyan public secondary schools. These studies collectively suggest that a range of social-economic factors, management skills, and stakeholder support play a crucial role in project implementation in educational settings.

2.2.4.2 Political Environment

Political decisions often shape the regulatory environment. Changes in regulations, permits, or laws can directly affect project timelines, costs, and even feasibility. For example, shifts in environmental policies might require additional permits or alter project designs to comply with new standards.

Politics plays a vital role in the success of projects around the world. Daniel, Germà and Albert (2019) acknowledge that the politics surrounding projects can negatively impact on projects because of cost over runs and sometimes politics may turn them into white elephant projects. This observation creates the need to manage politics by ensuring operational risks are mitigated early enough through sound governance structures. The most effective way of managing politics is by building consensus through public education, consultative engagement and ensuring transparency and oversight in the management of projects.

For example, Mzikayise (2009) developed a Participatory Development Systems Model (PDSM) which emphasizes on involvement of local communities in PPP projects as a means of effective governance. Political champions within the organization or government can expedite approvals and navigate bureaucratic hurdles. This saves time and prevents the project from getting bogged down in red tape.

Leadership popularity

A popular leader is often well-liked and respected by their team. This can lead to higher morale and motivation among team members, who are more likely to be enthusiastic about the project and put in their best effort. (Sarver and Miller, 2014) posit that effective leadership entails accountability and the prudent administration of both human and material resources in order to effect change and foster advancement. Any leader with the ability to inspire change must practice transformational leadership.

It is the duty of leaders in all spheres of society—business, politics, law enforcement, and management roles, among others—to promote change by encouraging teamwork. Better job performance, team cohesiveness, and morale for drive to carry out responsibilities are signs of change. Both the degree of participation in team activities and the leadership styles used differ. Nevertheless, a leader's actions must be directed by the characteristics of neurotics, extraversion, openness, conscientiousness, and agreeableness, regardless of the style of leadership they articulate.

2.2.4.3 Legal Environment

Organizations operate under guidance rather than on a whim in a setting that has a big impact on how they function and accomplish their objectives. The legal environment is one of the most important external factors that affects an organization's ability to succeed globally. After that, corporate managers decide how the institutional framework established by the rule of law will impact an organization.

Since the legal environment is a constant and cannot be changed by corporations, it is imperative for organizations to comprehend its importance and to operate in accordance with laws and regulations that have an impact on their objectives. Specifically, one of the most significant results that is highly anticipated and necessitates the investment of multiple strategic components over time is organization success. The pursuit of social and environmental sustainability, along with the vital organizations of survival, rivalry, and evolution, become one of the primary strategic challenges in the current context (Crosbie and Knight, 1995).

The legal environment, as an institutional model used by organizations, becomes one functioning of the organization, the key factors influencing the overall which in turn leads to various organization success. outcomes, particularly The legal environment not only affects how businesses operate, but it has also been shown to support the expansion of corporate social responsibility.

2.2.4.4 Social and cultural

A group of people's lifestyle is defined by their geography, religion, ethnicity, education, education, religion, beliefs, social structure, and political life. It is important to remember that cultural differences can affect a project's likelihood of success or failure. Negotiations over international projects may arise from this.

People are aware of their differences, but they all share a common understanding of what a project entails and the need for a shared goal. Communication is the main problem with cultural diversity. Communication will emphasize the project's objectives, schedule, risks, and necessary quality that must be met when it is finished.

Project managers should learn from and comprehend individuals from diverse cultural backgrounds. Culture can be understood in terms of an individual's attitude toward life, an organization's attitude toward life, the individual's or the group's efforts toward a project, and, lastly, the length of time that a particular project will have a particular culture.(rikhotso, k.w ,2006).

A social compact, according to ACT government (2004), is an agreement that is drafted and signed outlining an understanding regarding the relationship between the government or organization and the community sector. The social compact agreement lays forth a commitment from all sectors to collaborate for the common good. Additionally, it aims to foster understanding between the community sector and government representatives by directing them toward procedures and actions that recognize the roles, viewpoints, and expertise of each party.

2.2.5 Management and team related Factors

Managerial skills

Effective project implementation requires a range of managerial skills, as highlighted by Ahmed (2008), Balogh (2015), Pinto (2008), and Rewaskar (2014). These skills include leadership, communication, adaptability, negotiation, conflict resolution, team building, and commitment (Ahmed, 2008).

The project manager's role in coordinating and integrating team activities is crucial, necessitating the ability to plan human resources, assign roles, improve competencies, and solve problems (Balogh, 2015). Pinto (2008) and Rewaskar (2014) emphasize the complexity of project implementation, with the latter underscoring the need for the project manager to focus on critical success factors. These factors, which can significantly impact project success, include effective resource allocation, risk management, and stakeholder engagement.

Managers in today's successful organizations must possess a range of skills to navigate the complex and ever-changing business environment. Moghrabi (2014) emphasizes the need for technical, human, and conceptual skills, as well as the ability to create an informal work environment. Mateo (1997) adds that managers should be adept at recruiting and retaining diverse staff, and have a broad understanding of healthcare and political issues. Starc (2019) highlights the importance of self-awareness, responsibility for personal and employee development, and strong soft skills. Valverde (2017) underscores the role of managers in creating a positive work environment and developing future leaders. These skills are crucial for achieving success in both professional and personal spheres.

The success of donor-funded projects is indeed influenced by the managerial capacity of implementing agencies, as highlighted by Arndt (2000). This is particularly evident in the case of World Bank projects in Kenya, where human resource factors play a crucial role (Ackel, 2012). However, the effectiveness of local management in aid-funded projects is constrained by the limited supply of good managers and the challenge of ensuring adherence to donor procedures (Maddock, 1992).

Capacity building of public sector institutions in developing countries is also crucial, with a focus on training and stakeholder analysis (Stephenson, 2005). The incentive structures within international donor agencies can further impact aid effectiveness, potentially leading to a focus on disbursement rather than project success (Monkam, 2012).

The effective execution of a project depends on the project manager's leadership and leadership abilities. A project manager's job is to use project resources wisely and on schedule to produce high-quality results. A project manager must address a variety of intricate implementation problems, requiring solid expertise and tried-and-true abilities. Relationship and communication skills, flexibility in taking initiative to change, negotiation and conflict resolution abilities, team spirit and morale building, corporate culture management and matrix management, credibility and careful responsibility, and, most importantly, complete dedication to project goals are some essential competencies. (S. Ahmed, Necessity of Leadership Skills for Project Manager, 2008).

The role of project managers in organizations, including NGOs, is crucial, leading to a growing interest in the competencies required for successful project management (Crawford, 2004). This has resulted in the development of generic project management standards and certification programs by various organizations, such as the Project Management Institute and the International Project Management Association (Zafarani, 2015). The success of project managers is influenced by a range of factors, including their competencies, skills, and personality traits (Saadé, 2015). However, the application of professional project management practice standards, such as those developed by the Project Management Institute, can be challenging due to the characteristics of project-based organizations (McCann, 2015). Despite these challenges, the use of these standards and methodologies is considered essential for project success (Drob, 2016).

A range of studies emphasize the importance of project manager competencies in achieving project success. Geoghegan (2008) and Alvarenga (2019) both identify leadership as a key competency, with the latter also highlighting communication and commitment. Ozorhon (2022) further underscores the influence of these competencies, particularly leadership, responsibility, and commitment, on project management success. Moon (2018) extends this discussion to the construction industry, emphasizing the need for a competencies assessment framework for project managers.

These findings collectively underscore the critical role of project manager competencies, particularly in leadership, communication, and commitment, in achieving project success.Project managers in the public sector require a unique set of competencies, including the ability to manage teams and stakeholders, navigate political interference, and work with political appointees (Jałocha, 2014).

In addition to technical skills, project managers need relationship management skills and the ability to tap into the power lines within large organizations (Bourne, 2004). The field of project management is increasingly emphasizing interpersonal competences, relationship management, resource management, and strategic alignment (Ingason, 2009). Effective project managers also need a mix of skills, including leadership, communication, negotiation, and problem-solving (Goodwin, 1993).

Ahmed (2008) and Ahmed (2013) both underscore the importance of relationship and communication, adaptability to change, negotiation and conflict resolution, team building, and commitment to project objectives. These skills are essential for managing the diverse and complex issues that arise during project implementation. Galvin (2014) further explores the specific leadership styles and competencies that are crucial for effective project management, including intellectual, managerial, and emotional dimensions. These findings highlight the need for project managers to possess a diverse set of leadership skills in order to successfully steer and integrate the activities of various departments and achieve project objectives.

Staff cohesion

A team is described as a collection of people who need to work together harmoniously to achieve goals based on shared values (Ryan & O'Connor, 2013). Tasks in projects are frequently unstructured and complex (Schwalbe, 2007). completion of the project requires a wide range of knowledge and experience from several fields. Only when team members collaborate with one another to use their knowledge and expertise can the latent knowledge of the team be fully realized. team members in order are used to create new products; information must be shared within for product lines to be effective (Hsu, Li, & Sun, 2017).

Proficiency in a team setting is essential for achieving high task complexity, as it fosters learning, knowledge sharing, business share, and new product success (Kim, Lee, Lee, Huang, & Makany, 2011). According to research, team competence cannot simply translate into goal accomplishment in the absence of participation (Heyman & Dweck, 1992; Moores & Chang, 2009). Rather, a number of logical studies have shown that team leaders must possess a great deal of motivation in order to transform competence into achieving project goals and guiding them to a successful conclusion (Baum, Locke, & Smith, 2001; Ferla, Valcke, & Schuyten, 2010).

2.2.6 Organization Structure

The effective implementation of organizational functions requires a well-designed structure and a practical management system (McCloskey, 1996; Tiller, 2012). This structure should integrate the roles of all members, ensuring efficient information flow and commitment to common goals (Vélez, 2014). Furthermore, the organization should align its internal systems and structures to support stakeholder collaboration, with senior management visibly supporting this effort and leading to success (Susnienė, 2006). This approach, which emphasizes the importance of stakeholder relationships and collaboration, can enhance the organization's competitive position and improve its operations.

Organizational elements and structures compel people to adopt a system that reflects their behavior and attitude toward the association and smooth themselves. This system recognizes how these structures affect behaviors, attitudes, and states, and has thus tended to improve the norm (Popa, 2021). According to Dahlan, Abdullah, and Suhaimi (2021), the flatness of the organic organization structure in structure facilitates communication between lower-level employees and upper management. Employees can impart process and product-related knowledge to their superiors. Rap (2004) asserts that an organization's structure and decision-making procedures are two important factors to take into account. Accountabilities are deployed by structure to help the organization accomplish its mission and ultimately its goals and objectives.

Managing the project team to achieve high performance, gain value, and efficiency depends in large part on the appropriate organizational structure. Every project has a goal that is set and then accomplished after the endeavor. Every project has unique objectives, and these objectives change from one project to the next. (Suhaeni, Setiawati, Setiawardani, Suhartanto, & Arts, 2019) assert that the evaluation of quality, time, and budget is the most crucial component of any project's success.

The functional organizational structure

The functional form separates work into categories such as finance, marketing, production, and administration. The skills required to carry out groups of tasks are the organizing concepts of the structure, even though the functions may differ from industry to industry. For example, plants are assigned to the manufacturing function, sales may be in its own "arm," and marketing may be a separate division. A functional structure is based on the fundamental tenet that the many functional skills are the strategic organizational capabilities that are most important and should be prioritized. Because the activities of the various functions are only combined at the senior level, functional organizations are typically centralized—thus the term "general management." (Dalton, Gene W. and Paul R. Lawrence.1970.). Such an organization structure is ideal for routine operations where there is little variation of the end product. (Albert Lester, 2007).

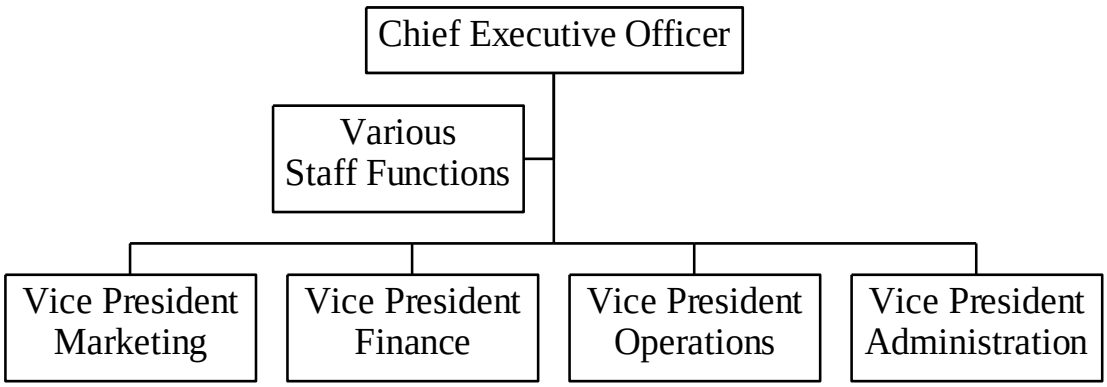

Figure 1 functional organizational form

Project organizational structure

An unique organizational structure created specifically for the project's duration is known as the project organization. The current line organization is not intended to manage and execute new, one-time initiatives involving multiple departments and areas; rather, it is meant to fulfill its regular specialized work. This necessitates the creation of a special team. Additionally, the line organization is not adaptable enough to respond promptly to issues or to necessary changes. (Jürg Kuster, Eugen Huber, Robert Lippmann, Alphons S. 2015).

The matrix organizational structure

Because it integrates multiple organizational arrangements and moves organizational requirements, the matrix organization structure is challenging to define (Daemen, Mennink, & Dobraunig, 2020; Dobraunig et al., 2020). According to Prasad (2020), an employee in a matrix organization structure has two reporting lines since the worker's line manager assigned them to a project team. The worker then works closely with other team members, delegating tasks based on their expertise, and they are accountable to both the project manager and the line manager. Once the project is successfully finished, the line manager moves on to a new project with a new team. Therefore, the arrangement of various structures in this organizational structure makes it extremely difficult for employees to manage the double reporting requirement.

The functional structure and the project structure are combined to create the matrix organizational structure. This is a combination of the horizontal lines of authority and responsibility that are the functional attribute (departmentalization) and the vertical lines of responsibility and authority (bottom-up and top-down) managed by the project. The economy of today is marked by quick changes, and the environment in which those changes occur must find a home for organizational structure and structure's functionality within the organization. (Khansa Hayat, Maryam Hafeez, Kanwal Bilal, M. Shabbir2022).

The matrix form is useful for complex tasks such as designing major weapon systems, moving to a new plant site or corporate acquisitions. Matrices, or hybrids of them, are common where there are limited resources, high and temporary resource demands, and high levels of complexity and uncertainty in a project. This "loose" structure (compared with the functional form) is helpful in facilitating problem solving for situations like these.

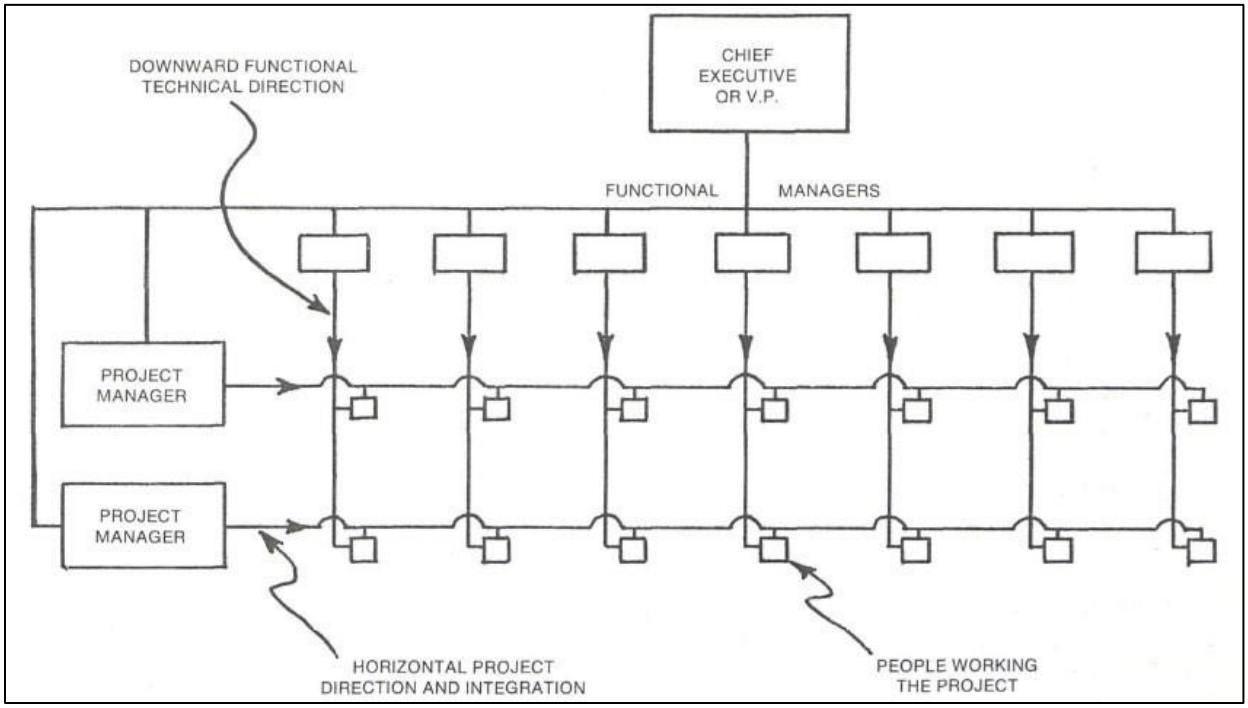

Figure 2 simple matrix organization

2.2.7 Stakeholders Involvement in Project Management

The notion of stakeholders was initially derived from academic studies conducted in the United States during the 1960s. Rose (1995) defined stakeholders as those parties possessing sufficient influence to ensure the survival of the organization. Eventually, Freeman (1984) expanded on this definition, defining a stakeholder as an organization, a group, or an individual who has the potential to influence or be impacted by the accomplishment of the organization's goals.

Whatever the nature of the project, choices about the level of involvement from different stakeholders are an important matter that project managers need to take into account. All team members involved in the project as well as interested parties from within and outside the company are considered as project stakeholders. The project team's responsibility is to ascertain the needs of the project and the expectations of all parties involved by identifying internal and external, positive and negative, performing and advising stakeholders (Williams, 2008).

The importance of stakeholder concept is growing in management literature. Stakeholder management is the process of managing the expectation of anyone that has an interest in a project or was effected by its deliverables or outputs. The application of stakeholder in the public sector seems to be in accordance with the wave new public management (Osborne and Gaebler, 1993). Stakeholder theory and empirical research (Clarkson 1995) indicate that companies do explicitly manage their relationships with different stakeholder groups. Donaldson & Preston (1995) point out that although this is descriptively true, companies appear to manage stakeholders for both instrumental (i.e., performance-based) reasons and, at the core, normative reasons. Building on the work of others, Clarkson (1995) defines primary stakeholders as those "without whose continuing participation, the corporation cannot survive as a going concern,"

The dynamics of stakeholders are an intriguing aspect of the stakeholder concept, according to a study by Mitchell (1997) on stakeholder identification and salience. The composition of stakeholders may alter over time. Some stakeholders may choose to withdraw from the process, while others may join and want to be taken into consideration. Freeman acknowledged the idea of stakeholder dynamics and stated that, in practice, stakeholders change over time and their stakes vary depending on the strategic issue at hand.

Alkhafaji made additional contributions to the comprehension of this idea. He described stakeholders as the "groups to whom the corporation is responsible" to clarify the dynamics. Every project's success in every organization depends on the involvement of stakeholders. Complete stakeholder involvement in the project meant to meet their needs is necessary to instill a sense of ownership. Stakeholders can positively or negatively impact the project's outcome (Kobusingye, Kyalo, & Mulyungi, 2017).

As a result, training is essential for raising organizational and individual competency levels and improving organizational performance. It aids in bridging the gap between expected performance levels at work and standards or desired targets and what actually occurs.

2.3 Elements indicating successful implementation of projects

COST

The most common and readily apparent performance metric for determining the success of a project is cost. Cost is the corporate resource that is most competitive. One views cost as a limited resource. Professionals in project management and project controls must therefore be prepared to invest the time and energy required to manage it effectively.

It is important to view cost management as a process that involves numerous individuals who are both internal and external to the project team, as well as the integration of distinct discipline methodologies. It takes outside-the-project thinking and action to achieve meaningful cost management. This indicates that organizational requirements be taken into account, that cost and benefits be evaluated holistically rather than just in relation to a project's capital budget, and that occasionally conflicting project goals be taken into account. (Robert L. Tichacek, 2006, Effective cost management: back to basics).

Project cost estimation, according to Ahuja (1994), is an essential component of any project, particularly in the construction sector. The success or failure of a construction project can be influenced by the precision of estimates made at every stage, from conceptual design to detailed or bid estimates. Additionally, he said that erroneous estimations frequently lead to failures (quoted in Kwanchai R. 2005).

Conceptual design and design development are two categories into which project cost estimates can be divided. To ensure that the design schemes are currently known, a check estimate is computed and examined in this step. Estimates are required at this point in order to validate the final design scheme's cost and compare the costs of the initial schemes. But the specifics of the materials and systems are not complete.

To guarantee the project's success, cost control is crucial. Even so, many organizations currently use different cost control systems. Overspending is a common issue in the construction sector. "Despite significant advancements over many decades, there are still significant budget overruns and delays in project management and cost engineering" (Lichtenberg, 2015). This indicates that in order for organization to be successful in their projects, they should adhere to the efficient implementation of the cost management process.

QUALITY

According to ISO 9000, the term "quality" has multiple definitions and connotations. "The entirety of a product's or service's characteristics and attributes impacting on its ability to fulfill declared or implied demands" is the definition of quality.

According to (Gitlow, 2005), quality has developed beyond simply satisfying customer needs to become a phenomenon that allows a good or service to be provided at a low cost while maintaining consistency and dependability. According to Shen (2000), quality is defined as meeting the requirements and expectations of the customer, meaning that the customer ultimately decides how good a product is.

According to (Turner, 2009), it is common to remark that a project is successful if it is completed on time, on budget, and with high quality. The project is regarded to be of high quality if its output: Meets the specification, Is fit for purpose, meets the customer’s requirements, Satisfies the customer. According to Harris and McCaffer (2002), quality assurance is a set of actions intended to demonstrate that an entity satisfies all acceptance criteria. In order to maintain client trust, quality assurance protocols are followed, and management needs to be satisfied that specific standard requirements have been fulfilled.

Achieving a certain level of quality is the main goal of quality assurance systems in organizational structures, according to Euro Roads (2006). Using the designated probabilistic model and cause and effect diagram, one can analyze current procedures and identify any quality gaps that may exist within these processes.

Quality will be achieved to produce high-quality deliverables because it guarantees its occurrence during the project's implementation phase and encompasses the assessment of the project's overall performance, as well as the occurrence and utility of workflow and operation tools, and measures are taken to achieve the expected results.

Building and organizing the technical and managerial know-how necessary to achieve the desired results is part of quality assurance. It comes down to attitudes, those of management, and those of the people they are responsible for.

SCHEDULE/TIME

Project schedule management, according to the Project Management Institute (PMI, 2017), comprises the procedures needed to oversee the project's timely completion. It involves planning and organizing how to split your time between various tasks. typically has a set duration, start and end dates, and resources allocated to each task.

It is an essential element of effective project management. Effective time managers are also adept planners. To achieve every major and minor goal, they create lists and sublists. Every time a new project comes across their desk, they take the time to carefully consider what they hope to achieve and then meticulously outline every step required to finish the project in order, starting with the most basic (Tracy, 2013). Planning, schedule management, activity definition, activity sequencing, activity duration estimation, and schedule development and control involve a number of inputs for effective time management. In the conversation that follows, a few of the inputs will be covered.

A project plan is a crucial tool for creating a schedule. While distinct, project scheduling and planning are essential components of managing successful projects. The project's planned scope, time, money, and cost are converted into an operating schedule through scheduling (Moylan & William, 2002).

The availability of resources, as well as the competitiveness and motivation of the project team members, are additional crucial inputs.The project team ought to assemble a comprehensive inventory of the resources required to accomplish the project, taking into account activity lists and attributes.Resources are crucial elements that must be planned for and allocated before the project begins; otherwise, the business won't be able to complete the project on schedule and produce results that are of high quality (actiTIME, 2021).

2.4 Empirical Review of the Literature

A range of factors have been identified as critical to the successful implementation of projects by NGOs. Stephen and Daniel (2016) highlight the importance of project funding, quality of project management, working environment, communication, adequate resource allocation, and organization of the project team.

They also emphasize the significance of project product delivery, budget delivery, and time delivery. Pinto (2008) further underscores the complexity of the project implementation process, which requires attention to human, budgetary, and technical variables. Batti (2017) adds that effective management of partnerships is crucial, with obstacles such as minimal involvement in decision-making, inadequate capacity, resources, and communication, and low commitment needing to be addressed. Gichoya (2005) and Bryson (1993) both stress the influence of contextual variables on project planning and implementation, with Gichoya specifically focusing on the implementation of ICT projects in government.

A study on the analysis of project implementation success was conducted by Ashley (2007), who came to the conclusion that in order to achieve cost-effectiveness and a competitive position, effective project implementation must be understood thoroughly and repeated. The planning effort, scope and work definition, control system, project manager technical capabilities, goal commitment, project team motivation, and planning effort are all cited as significant factors.

After surveying more than 650 project managers, Pinto & Slevin (1988) came to the conclusion that "project success" entails much more than just adhering to budget, schedule, and performance requirements. In actuality, the perception of a project's success or failure is heavily influenced by the client's level of satisfaction with the outcome.

According to various studies, 85% of projects fail because of scheduling delays or poor financial planning, which is attributed to poor financial decision-making and schedule fulfillment. According to the figures, there was a 70% overrun during the plan's duration, and the budget planning ratio was 60% (Sontowski & Studies, 2018). These figures serve as the primary rationale for the decisions that many businesses currently make, such as choosing to offer their staff members varying time management training programs and selecting candidates with certification in various project management programs.

In her analysis of the causes of project failure in Kenya, Isensi (2016) found that the majority of projects failed due to poor design, subpar execution, insufficient experience, underestimating the project's duration, and inaccurate cost estimation.

After conducting a case study on local projects that resulted in delays and cost overruns, Kagiri (2005) found that the main causes of these issues were vendor inabilities, inadequate project preparation, resource planning, requirement interpretation, works definition, timeliness, government bureaucracy, and poor risk allocation.

Belassi and Tukel (1996) introduced a new framework for classifying critical success factors in projects, emphasizing the interaction between these factors. They identified factors related to the project, project managers and team members, the organization, and the external environment.

This framework has been further developed and applied in various contexts, such as the construction industry in Qatar (Abal-Seqan 2023). Lamprou (2018) expanded on this work by identifying specific success criteria and critical success factors, including clear goals, realistic schedules, adequate resources, top management support, and stakeholder engagement. Schopp (2019) conducted a systematic review of project management success factors, highlighting the importance of empirical research in identifying and understanding these factors.

They also emerged with a few significant relationships. For instance, a project manager's abilities and the team's ability to communicate become crucial when time is used to gauge the success of the project. "Previous research presumed that a project was a failure if it took longer than expected to complete, if costs exceeded budget, or if the results did not meet the company's predefined performance standards.

Numerous factors related to project managers have been found to be critical in their second part of the research, which received 57 responses in total. A discernible shift in the ranking from organizational factors towards factors related to project managers and team members was observed, with factors related to project managers taking precedence over organizational factors, in contrast to a previous finding based on 91 responses. We now understand that evaluating a project's success or failure is much more difficult.It is impossible to identify every crucial element that could influence the result due to the variety of projects. However, for a more thorough assessment of projects, it would be sufficient to determine which groups the critical factors belong to.

A range of studies have highlighted the significant impact of project manager competencies on the success of donor-funded projects. Muringo (2012) found that soft skills, such as communication and conflict management, were particularly influential. This is supported by Geoghegan (2018), who identified a strong correlation between a project manager's leadership competencies and project success. Afzal (2018) further emphasized the importance of competencies, emotional intelligence, and transformational leadership in the information technology sector. Mujabi (2015) and Ehsan (2010) both underscored the positive relationship between project manager competencies and successful project implementation. These findings collectively highlight the critical role of project manager competencies in driving project success.

According to Stephen (2018), it has been discovered that a factor influencing the project's success is the degree of ambiguity in the project requirements. It has been discovered that incomplete project requirements make it harder to finish projects. The opinions of various stakeholders may contribute to the lack of clarity in the project requirements. To arrange their activities, NGOs and donors require bureaucratic frameworks. Every NGO finds it difficult to strike a compromise between the demands of decentralized decision-making and centralized control. An organization's foundation is made up of sound systems that promote best practices. However, inefficient systems can be very time-consuming and prevent NGO employees from doing their jobs well. Numerous NGOs and donors depend on "project-based" systems, which are predicated on the idea that actions and outcomes can be foreseen with precision. Regretfully, there is evidence that these systems have the potential to violate the two cardinal principles of NGO fieldwork.

2.5 Gap in the Literature

Though they can be contextualized to other related or similar projects, the majority of the factors raised in the existing literature reviews were specific to the organization, area, or subject of the research work. Concerning the extant literature, this study aims to evaluate the key elements that have shaped Habitat for Humanity Ethiopia's project, which is being carried out in a particular area of choice. This will enable the study to attempt to assess the factors that help the study organization in the locations under consideration for the research to successfully implement projects.

2.6. Conceptual Framework for the Study

The conceptual framework that follows illustrates how the main research variables interacted during the study's implementation. Project-related factors (such as mission/goal statements, schedules/plans, and communication); organizational structure factors (such as functional, dedicated teams, and matrix); project management and team-related factors (such as project teams, managerial skills, and staff cohesion); project environment-related factors (such as socioeconomic and financial, political, and legal environments, as well as social and cultural); and stakeholder involvement and attitude (such as client consultation and acceptance) were the independent variables. The project success as determined by schedule, budget, and quality was the dependent variable. The success of the project will be significantly impacted by these independent variables, it was predicted. Figure 2.1 shows the structural representation of this model.

Conceptual Framework

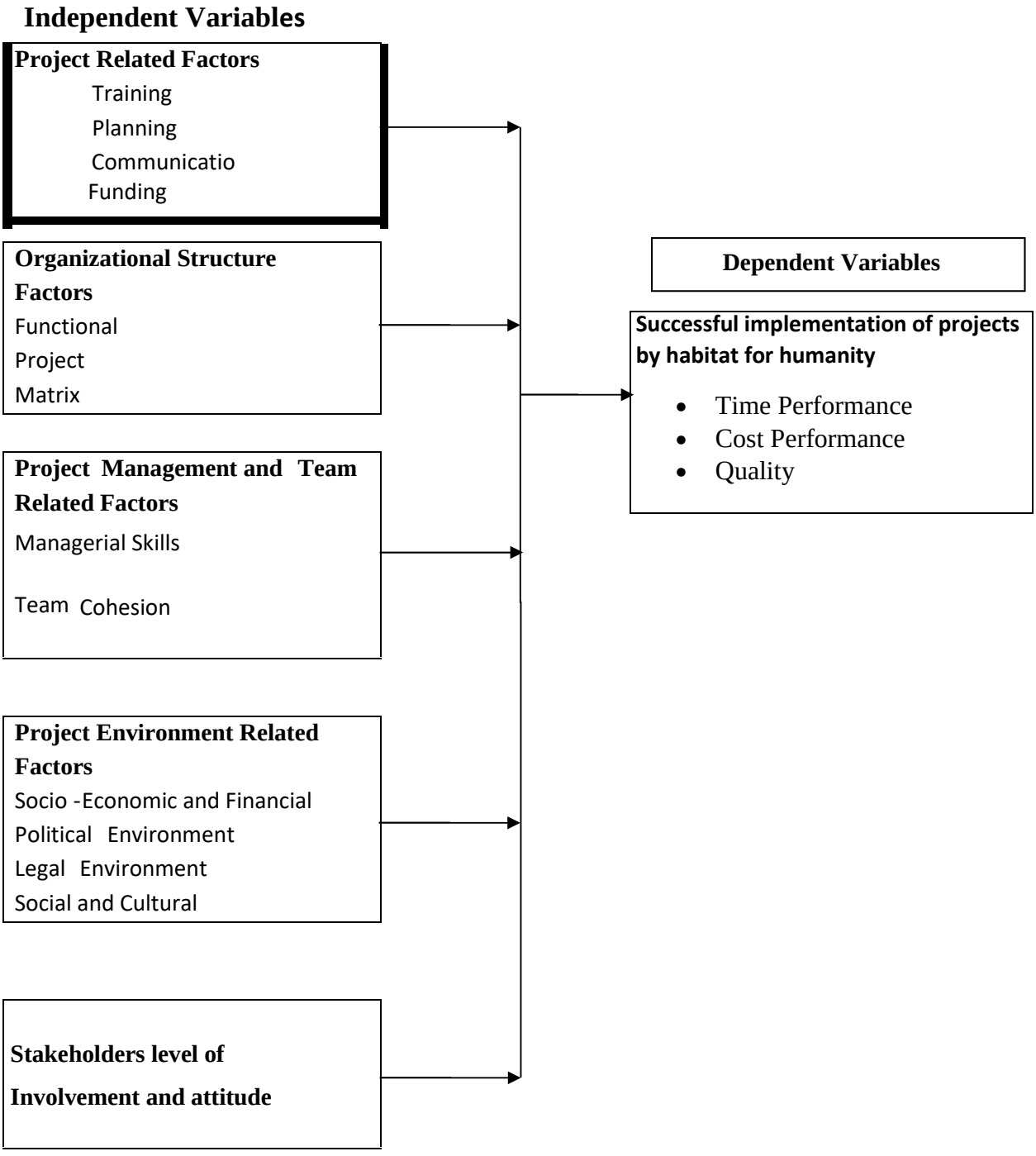

Figure 3 Conceptual Framework for the Study

CHAPTER THREE

RESEARCH METHODOLOGY AND DESIGN

3. 1 Introduction

This chapter discusses the methodology used to carry out the study in order to meet the goals, both broad and specific. In addition, it describes the type of instrument that is employed in data collection. Additionally, it comprises the tool and the process for gathering data. Lastly, it illustrates the process for interpreting and analyzing data.

3.2 Research Design and Approach

Kothari (1990) defines research design as a plan that encompasses the research problem, audience, and researcher's experience. (Asenahabi, 2019 and Chapin, 2001) both emphasize the importance of research design in translating a research problem into data and mapping out the study. (Bukve, 2019) further expands on this by discussing the different purposes and strategies of research design, including theory testing, theory development, and data construction. Mulyadi (2013) adds to this by highlighting the role of research paradigms, such as quantitative and qualitative approaches, in shaping research design.

To ensure that we will successfully address the research topic, the research design is the overarching strategy we employ to logically and convincingly bring together the numerous study components. It also serves as a guide for the measurement, analysis, and data collection procedures. This study used a quantitative research approach and an explanatory and descriptive research design. The study used the explanatory design to show the causal relationship between variables and seeks to explain why certain phenomena occur by examining the factors that influence or determine this occurrence. The descriptive design is used to provide a detailed and accurate portrayal of the feature or aspects of the result.

3.3. Data Source

In order to increase the research's viability, secondary data was used as a source of certain information that was used to the necessary standard. Primary data, on the other hand, was directly collected from the respondents or population under study, which are the projects at hand. Using a checklist, secondary data was collected from recorded information about the accomplishments and shortcomings of projects.

As a result, of the 60 projects that were started in the current year 2023–24, 40 were finished on schedule. These projects' results formed the study's component. Sources of secondary data included project documents, project appraisal reports, follow-up reports, internal audit reports, and other Habitat for Humanity Ethiopia Addis Ababa periodic reports. The official participants in the projects that were finished that year provided the primary data.

3.4 Population and Sample Size

The chosen projects were finished and on-going during the 2023–24 fiscal year. The evaluation of some of the reasons behind project success or failure during the year is crucial, so projects that were in operation for the 2023–24 fiscal year were taken into account. This year, forty projects were finished, with a project head actively participating in each one. Consequently, the study's population will consist of 8 senior-level staffs, 17 middle-level staff and 20 other involved woreda staffs and their corresponding project documentation. Since the study population is small, every one of them is included in the research. Thus, using a census-style methodology, the study gathered information from 45 projects that were started and finished.

Table 1population sample

Levels of Staff Positions	Population	Sample Percent	Sample Size	Percentage of Total
Senior Level Staffs	8	19%	8	100%
Middle Level Staffs	17	33%	17	100%
Other woreda level officers	20	48%	20	100%
TOTAL	**45**		**45**	

3.5. Data Collection Tools/Instruments

To ensure the trustworthiness of their findings, the researcher was used objective question used to gain detailed insights from a respondent. This involved distributing a survey with both closed-ended questions to employees directly involved in the chosen NGO projects. Additionally, the researcher examined relevant existing documents (secondary data) to strengthen the data gathered from the survey. The survey itself was a questionnaire, a multi-part set of questions designed to collect information from participants.

In this case, the participants was the employees with a connection to the specific projects under study. The survey aimed to gather insights into the factors that influence how these projects are carried out.

3.6. Data Analysis methods

The statistical package for social sciences (SPSS) was utilized in the study to analyze the quatentative data. This program measures the data's distribution and central tendency to analyze descriptive statistics. Therefore, all of the data that will be gathered via questionnaires will be interpreted by this program to obtain data that was meaningful.

3.7 Data Validity

The concept of validity, particularly in the context of measurement instruments, is a crucial aspect of research quality (Kimberlin, 2008). It is closely related to the accuracy of estimates and the consistency among these estimates (Kane, 1982). Reliability, on the other hand, is the degree to which a measuring tool controls for random error (Spann, 2017). Both validity and reliability are essential for good research measurements (Spann, 2017). In the context of survey questions, the validity and reliability of these questions can be influenced by various factors, including question-specific, response scale, context, and design characteristics (Scherpenzeel, 1997). A comparison will be made between the theoretical framework (statements made by others) and the conceptual framework (own variables) for validation.

3.8 Data Reliability

On the other hand, Reliability is the extent to which a measurement is consistent and repeatable. This suggests that the identical data was collected repeatedly while the same phenomenon was beingwitnessed.

A pilot study was used to evaluate the validity of the questionnaire. As a result, several carefully chosen HFH employees took the questionnaire for testing. To guarantee the study's dependability, each question was given to the respondents exactly as it was, and then each question was rearranged and filled out by the respondents with consistent answers.

Cronbach's Alpha Burns (2008) states that a scale should have an alpha coefficient of at least 0.70 in order to be considered dependable; any scale below this threshold should be disregarded.

Table 22 Reliability Test for the Study

Source: Survey SPSS result, 2024

Scale	Number of items	Cronbach's Alpha
Project Related Elements	13	0.831
Organizational Structure	2	0.746
Project Environment	9	0.710
Managerial skills and team	8	0.898
Stakeholder Involvement	3	0.710

3.9 Ethical Considerations

The purpose of the study was fully explained to the respondents before contacting them so they did feel at ease answering on time. Every participant is asked to voluntarily assist with the data collection process by filling out the questionnaire and sending in their answers. This did not cause any harm to the respondents, and more importantly, their opinions will stay anonymous and fully private. Moreover, the questionnaire has no connection to the respondents because the study is being done for academic purposes.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATIONS OF RESULTS

4.1 Introduction

This chapter presents a discussion of the results and the methodology used to arrive at them. The primary method of data collection was the use of questionnaires. 45 questionnaires were distributed to the selected sample of respondents. 42 of them were returned, thus resulting in 93% response rate. SPSS was used to analyze the data, and the percentages obtained during this process were used to produce meaningful conclusions. The goal of the data analysis was to identify the variables that influence Habitat for Humanity International's nongovernmental organization projects' ability to be implemented successfully.

4.2 Quantitative Data Analysis and Interpretation

4.2.1 Background Information of Respondents

This section presents, gender, age, level of education, position in their organization, and years worked at Habitat for Humanity

Table 2 Demographic Characteristics of the Sample

GENDER		Frequency	Percentage
	Male	28	67%
	Female	14	33 %
	Total	42	100%
Age	20-30 Year	19	45%
	31-40 Year	19	45%
	41-50 Year	4	10%
	Total	42	100%
Education qualification	First Degree	25	60%

	Masters	14	33%
	Diploma	3	7%
Work Experience	Below 5 Years	14	33%
	6-10 Years	18	43%
	11-15 Years	8	19%
	Above 15 Years	2	5%
	Total	42	100%

As we can see from the Gender composition of the respondents, 28(67%) of them were males and 14(33%) of them were females. The number of males is slightly greater than number of females. However, the difference in number does not affect the reliability of the data. Moreover, the majority of the respondents i.e. 90% were between 20 and 30, 31 and 40 years of age. 4(14%) were between the age group of 41 and 50 years of age. This might indicate the organization has a significant maturity level in terms of age amongst its employees and this could help in implementing outlined objectives. 25 (60%) of the respondents are first degree holders, 14 (33%) of them are master‘s degrees and 3 (7%) are diploma holders. Therefore, the finding verifies that the respondents are qualified to understand the questions concerning factors affecting the successful implementation of projects at Habitat For Humanity.

The majority of the respondents 28 (67%) have more than 6 years of experience. Generally, the finding regarding the characteristics of respondents confirms that the respondents are qualified. So, the researcher believes that the response obtained from them is reliable and trustworthy which enables the researcher to move toward the intended research finding.

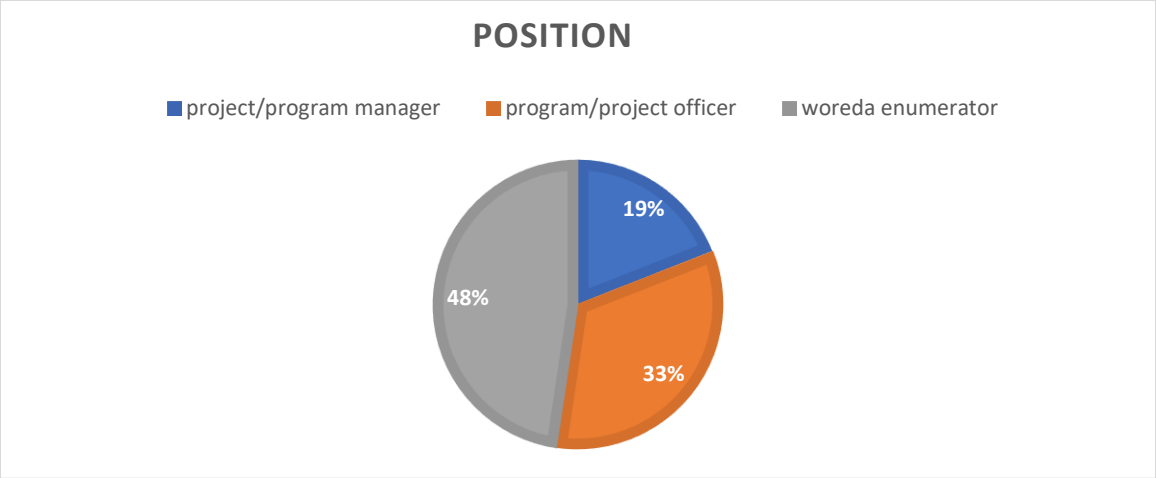

Figure 4 Employees position

As seen in the Figure above, the majority of respondents' positions fall under woreda enumerator (48%), and as such, these personnel serve as the focal points for day-to-day project implementation. This information is highly valuable for gaining a thorough understanding of the research topic under study. A different personals is also indirectly in charge of carrying out the direct project.

4.3 Factors affecting the successful implementation of projects in Habitat for Humanity

4.3.1 project-related elements influencing the project's execution

The first objective of the study was to determine the project-related element influencing the project execution.

Table 3 Agreement that projects environment-related factors on the success of project implementation

Statement	SD	D	N	A	SA		
	Freq %	Freq %	Freq %	Freq %	Freq %	mean	St. dv
Funding has dictated the kind of projects to be undertaken at the organization	2(5)	7(17)	9(21)	16(38)	8(19)	3.50	1.132
Funding has slowed down the speed with which projects are implemented at the organization	2(5)	9(21)	3(7)	15(38)	13(31)	3.67	1.262
Funding has limited the scope of the organization's projects	0(0)	3(7)	2 (5)	16 (38)	21(50)	4.31	.869
The funding availed by the donors has conditions on their applicability and no money can be spent outside the budget	0(0)	7(17)	12 (29)	14 (33)	9 (21)	3.60	1.014
The organization's employees are conversant with their core duties	0 (0)	2 (5)	10 (24)	22 (52)	8 (19)	3.86	.783
The organization's trains its staff of specialized skills to equip them with the required skills to deliver on their duties.	2(5)	5(12)	12(29)	15(36)	8(19)	3.52	1.087
Training has been equipping the employees at the organizationwith the necessary to deliver on their jobs	1(2)	3(7)	4(10)	29(69)	5(12)	3.81	.833
Plans were communicated to the project team members and to stakeholders	1(2)	11(26)	3(7)	18(43)	9(21)	3.55	1.173
The project adopted a formal communication channel to directwork orders and to receive feedbacks	0(0)	11(26)	6(14)	18(43)	7(17)	3.50	1.065
The results (decisions made, information received and needed, etc.)of planning meetings were published and distributed to applicable personnel.	9(21)	15(36)	0(0)	13(31)	5(12)	3.48	1.110
There was a detailed plan (including time, schedules, milestones,manpower requirements, etc.) for the completion of the project.	2(5)	11(26)	3(7)	18(43)	8(19)	3.45	1.214

Key personnel needs (who, when) were specified in the project plan.	1(2)	4(10)	13(31)	19(45)	5(12)	3.55	.916
Risks were sufficiently identified and mitigation strategies includedas part of the project plan	11(26)	14(33)	8(19)	5(12)	4(10	2.88	1.383
Project Related Element						3.7616	.45862

From the above Table, 24 (57%) of the respondents agreed that Funding has dictated the kind of projects to be undertaken at the organization, Another 28 (69%) agreed that Funding has slowed down the speed with which projects are implemented at the organization, 37(88%) agreed that Funding has limited the scope of the organization's projects. 23(53%) half of the respondents agreed that The funding availed by the donors has conditions on their applicability and no money can be spent outside the budget, 34(81%) quit several respondents agreed that training is crucial to the success of project implementation at HFH, 27(60%) of the respondents agreed that HFH communicates the project plans to team members and stakeholders. 24(57%) agreed that HFH does not always publish and distribute discussion and meeting results to applicable personnel, and 24(54%) of the respondents agreed that Key personnel needs (who, when) were specified in the project plan. A significant number of respondents highlighted the need for a more thorough identification of potential risks in the project plan and the inclusion of mitigation strategies. The descriptive statistics for project-related elements reveal an overall mean score of 3.76 (SD=0.46). Since 3.76 is closer to 4(agree) this shows a positive perception of project-related elements on project implementation. P3 (funding has limited the scope of the organization projects) had the highest mean value indicating the funding has highly limited HFH scope of project implementation.

Table 4 reliability test for project related elements

Reliability Statistics	
Cronbach's Alpha	N of Items
.831	13

The Cronbach's Alpha of 0.831 indicates good reliability of the measure, suggesting that the items consistently assess the construct of interest.

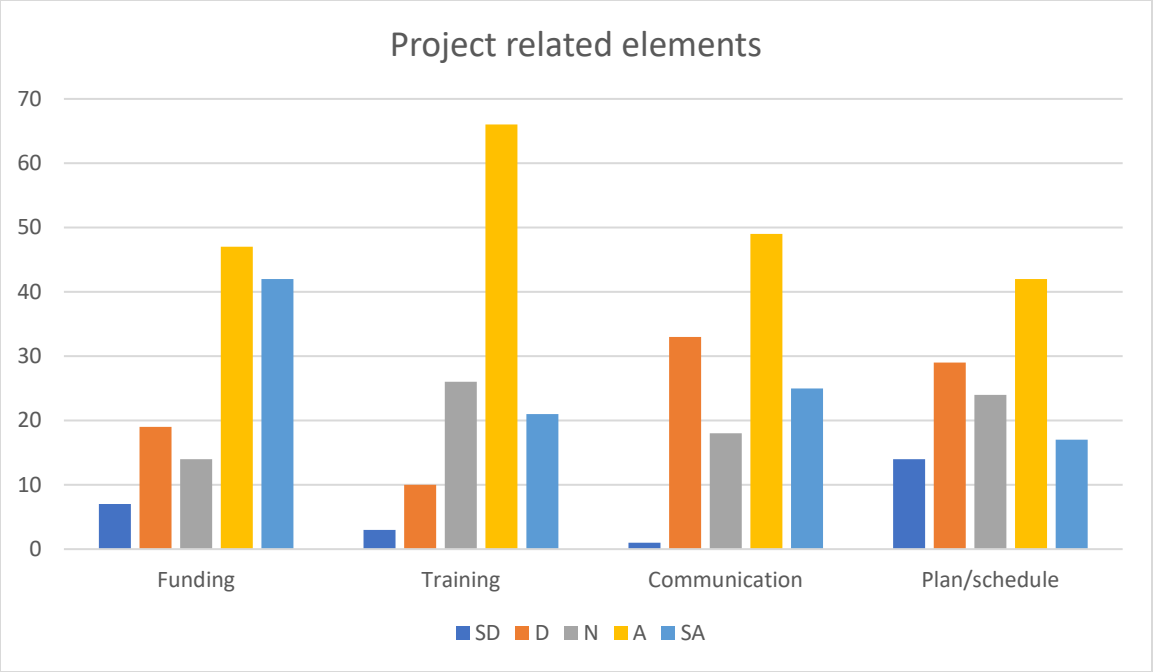

Figure 5 Effect of project-related elements on project implementation; respondent result

According to the Figure above which shows the percentile result of the respondents, Most of the respondents agreed that to a very great extent, funding by the donors affects project implementation in HFH, to a great extent staff Training enhances project implementation and to a moderate extent staff communication has also increased the success of project implementation.

4.3.2 Organization Structure Elements

The second objective of the study was to determine organizational structure elements that impede projects from being implemented effectively.

The study also aimed to determine whether Habitat for Humanity's organizational structure had an impact on the process of implementing the strategy. Initially, the participants were requested to indicate if the organizational structure allows timely decision-making. According to the results, 59% of respondents agreed that organizational structure allows timely decision making, and also significant number of respondents agreed the organizational structure allows quality decision-making as shown by 24(57%). According to the respondents, the organization's structure was lean to increase timely decision-making and also expedite quality decision-making. However, some respondents remain neutral on the concept.

The descriptive statistics for organizational structure-related elements reveal an overall mean score of 3.73 (SD=0.46). Since 3.73 is closer to 4(agree) this shows a positive perception of organizational structure elements on project implementation. OS2 (the organization structure allows quality decision making) had the highest mean value indicating organizational structure helps HFH in timely decision making which enhances of project implementation success.

Table 5 Organizational structure elements on project implementation

Source: Survey SPSS result, 2024

Statement	SD	D	N	A	SA		
	Freq %	Freq %	Freq %	Freq %	Freq %	Mean	St. dv
The organizational structure allows timely decision-making	1(2)	10(24)	6(14)	19(45)	6(14)	3.45	1.087
The organizational structure allows quality decision-making	1(2)	9(21)	8 (19)	14 (33)	10 (24)	3.65	1.152
Organizational structure-related factors						3.7348	.45533

Table 6 Reliability test for organizational structure-related elements

Source: Survey SPSS result, 2024

Reliability Statistics	
Cronbach's Alpha	N of Items
.746	2

The Cronbach's Alpha of 0.746 indicates acceptable reliability of the measure, suggesting that the items consistently assess the construct of interest.

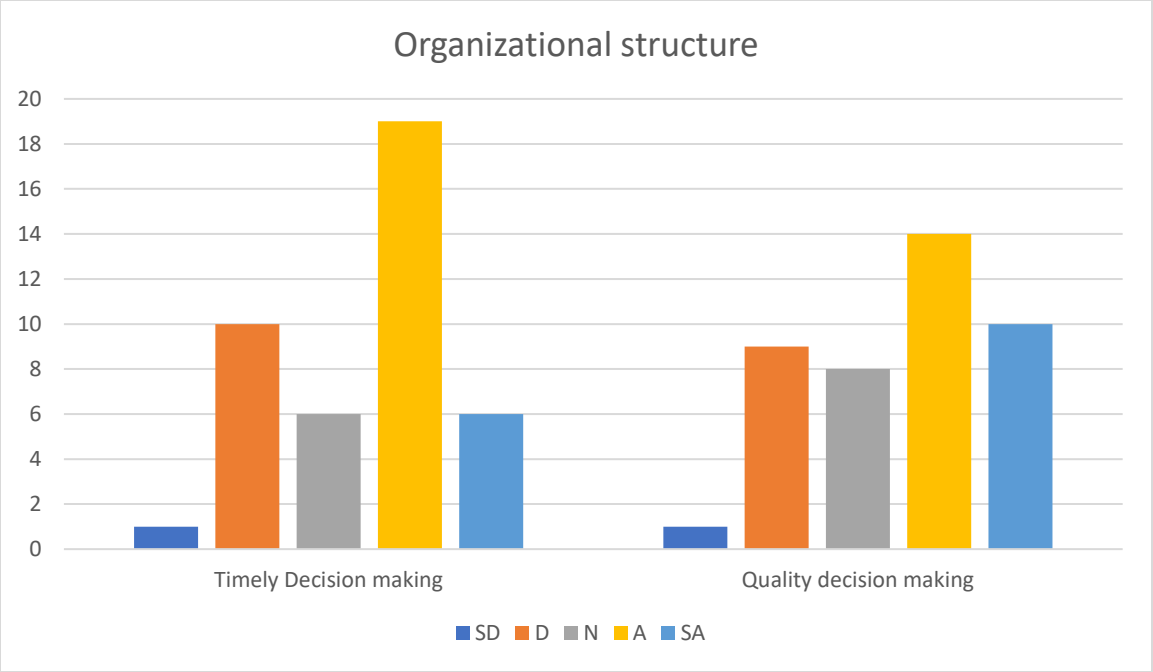

Figure 6 Organizational structure elements

According to the Figure above which shows the percentile result of the respondents, Most of the respondents agreed that to a very great extent, the organizational structure helps the organization's timely decision-making and also agreed that to a great extent, it improves the quality of decision-making of the organization.

4.3.3 Project Environment-Related Factors

The third objective of the study was to determine the obstacles associated with the project environment.

Table 7 Agreement that projects environment-related factors on success of project implementation

Source: Survey SPSS result, 2024

Statement	SD	D	N	A	SA		
	Freq %	Freq %	Freq %	Freq %	Freq %	Mean	St. dv
While the project was being implemented inflation occurred	0(0)	0(0)	8(19)	27(64)	7(17)	3.98	.604
While the project was being implemented there was a change in economic policy and/or regulation that affected the project performance	0(0)	1(2)	8(19)	27(64)	6(14)	3.90	.656

There was political instability while the project was being implemented	0(0)	2(5)	8(19)	26(62)	6(14)	3.86	.718
The project is situated in a politically sensitive environment	1(2)	2(5)	10 (24)	21 (50)	8 (19)	3.79	.898
Change control (change in contract terms)	0 (0)	2 (5)	8 (19)	27 (64)	5 (12)	3.83	.696
Project contract/drafting of the project contract	0(0)	1(2)	8(19)	30(71)	3(7)	3.83	.581
The project is implemented in a cultural setting that don't accept new things	0(0)	4(10)	24(57)	13(31)	1(2)	3.26	.665
There was adequate access to social amenities (e.g. med-care)	0(0)	0(0)	24(57)	13(31)	5(12)	3.55	.705
The literacy level of the local community was enabling the implementation of the project	0(0)	4(10)	20(48)	15(36)	3(7)	3.40	.767
Environment Elements						3.7040	.42296

34 (81%) of the respondents agreed that while the project was being implemented inflation occurred, Another 33 (78%) agreed that While the project was being implemented there was a change in economic policy and/or regulation that affected the project Performance. 32(76%) of the respondents agreed that political instability has affected the implementation of projects in HFH, and 69% of the respondents agreed that the project is situated in a politically sensitive environment and that the environment does affect the project implementation success. 32(76%) of the respondents agreed that Change control (change in contract terms) had happened during the project implementation phase and It does affect the success of the project implementation. Most of the respondents indicate there is a gap in access to medical amenities in the organization and think this limitation can hurt employee health and well-being which in other ways hinder the successful implementation of projects. The descriptive statistics for project environment-related elements reveal an overall mean score of 3.70 (SD=0.423). Since 3.70 is closer to 4(agree) this shows a positive perception of project environment-related elements on project implementation. PEN 2 (While the project was being implemented there was a change in economic policy and/or regulation that affected the project performance) had the highest mean value indicating the change in economic policy or regulation has hindered the success of project implementation in HFH.

Table 8 Reliability test for project environment elements

Source: Survey SPSS result, 2024

Reliability Statistics	
Cronbach's Alpha	N of Items
.710	9

The Cronbach's Alpha of 0.710 indicates acceptable reliability of the measure, suggesting that the items consistently assess the construct of interest.

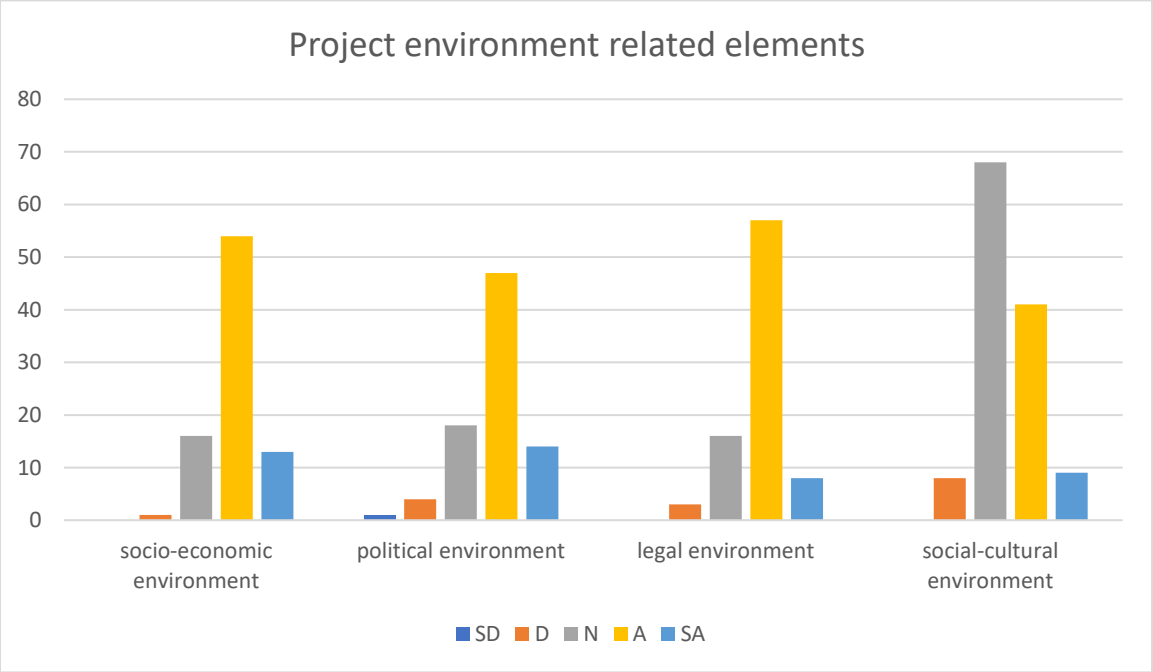

Figure 7 project environment related factors rating

In the Figure above which shows percentile result of the respondent, a number of the respondents agreed that to a very great extent, the socio-economic and legal environment hinder the successful implementation of projects in HFH and also significant number of respondents agreed that to a great extent, political environment has affect the success of projects in HFH.

4.3.4 Project Management and team related Factors

The fourth objective of the study was to determine the team and management-related factors impacting the project performance.

Table 9 Agreement that team and management-related factors on the success of project implementation

Source: Survey SPSS result, 2024

Statement	SD	D	N	A	SA		
	Freq %	Freq %	Freq %	Freq %	Freq %	Mean	St. dv
The project leader possessed adequate technical/conceptual skills	2(5)	4(10)	10(24)	20(48)	6(14)	3.57	1.016
The project leader possessed adequate interpersonal (communication) skills.	1(2)	6(14)	11(26)	18(43)	6(14)	3.52	.994
The project leader maintained a high profile (visible and involved) on the project team.	1(2)	21(50)	8(19)	7(17)	5(11)	3.52	.994
The project manager is endowed with decision-making skills	0 (0)	7(17)	12(29)	19(45)	4(10)	3.48	.890
Project team personnel understood their role in the project	1(2)	2(5)	12(27)	20(48)	7(17)	3.71	.891
Job descriptions for team members have been written and distributed and were understood.	0(0)	13(31)	6(14)	14(33)	9(21)	3.45	1.152
Project team members work as a cohesive group)	0(0)	2(5)	13(31)	19(45)	8(19)	3.79	.813
Project team members are motivated	2(5)	0(0)	17(41)	17(41)	6(14)	3.60	.912
Managerial Elements						3.6577	.42363

From the above Table, 26 (62%) of the respondents agreed that the project leader possessed adequate technical/conceptual skills, and 26 (61%) of the respondents agreed that The project leader maintained a high profile on the project team. 24(57%) of the respondents agreed that the project leader possessed adequate interpersonal (communication) skills. Also, a significant number of respondents agree that there is a problem in decision-making.

Most of the respondents agreed that the project team understood their role on the project and also agreed that the team works as a cohesive group they are motivated to accomplish project tasks. The descriptive statistics for team and managerial skill-related elements reveal an overall mean score of 3.66 (SD=0.424). Since 3.66 is closer to 4(agree) this shows a positive perception of team and managerial skill-related elements on project implementation. MS 5 (Project team personnel understood their role on the project) had the highest mean value indicating understanding the personal role influences the success of project implementation in HFH.

Table 10 Reliability test for project environment elements

Source: Survey SPSS result, 2024

Reliability Statistics	
Cronbach's Alpha	N of Items
.898	8

The Cronbach's Alpha of 0.898 indicates acceptable reliability of the measure, suggesting that the items consistently assess the construct of interest.

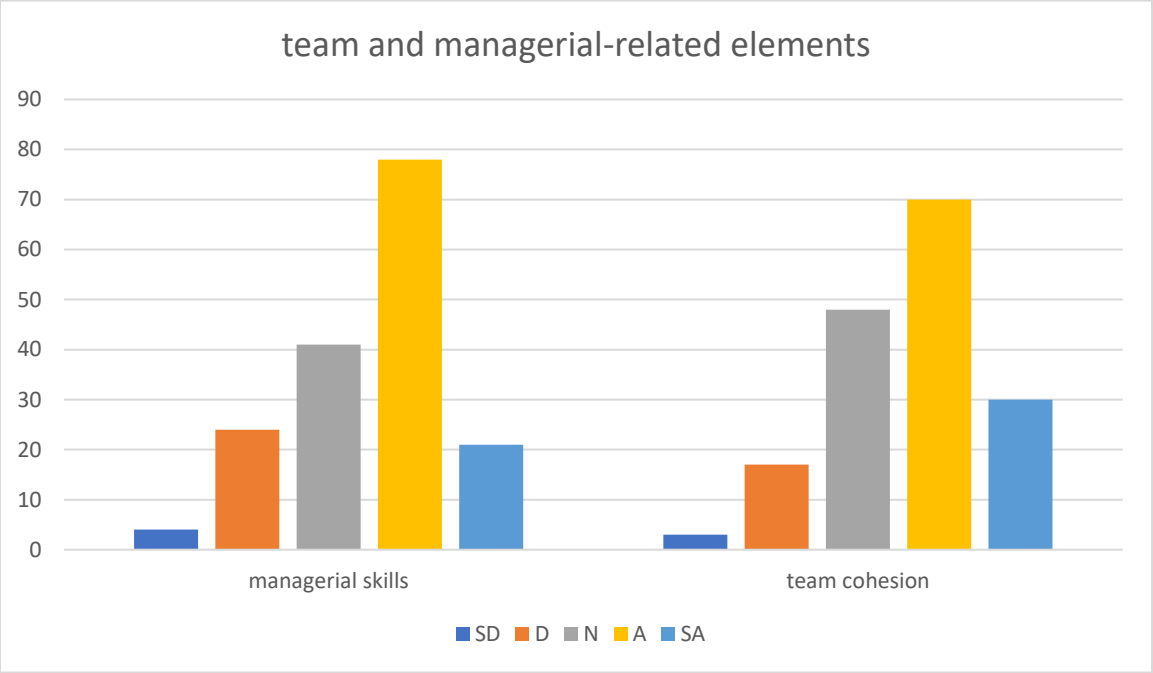

Figure 8 ; team and management related factors rating

In the Figure above which shows the percentile result of the respondents, a number of the respondents agreed that to a very great extent, managerial skills and team cohesion have influenced the successful implementation of projects in HFH.

4.3.5 Stakeholders Involvement in Project Management

The fifth objective of the study was to determine the effect of stakeholder involvement on the implementation of Habitat for Humanity projects.

Table 11 Agreement that stakeholder involvement factors on the success of project implementation

Source: Survey SPSS result, 2024

Statement	SD	D	N	A	SA		
	Freq %	Freq %	Freq %	Freq %	Freq %	Mean	St. dev
The purpose of the project has been discussed with the beneficiaries and what the project is designed to do was made clear.	1(2)	18(43)	7(17)	10(24)	6(14)	3.05	1.168
The clients (intended users/beneficiaries) were kept informed of the project's progress.	1(2)	12(27)	5(12)	19(42)	5(12%)	3.36	1.100
Potential stakeholders have been contacted about the usefulness of the project.	0(0)	2(5)	14(33)	22(52)	4(10)	3.67	.721
Stakeholder related factors						3.6822	.45626

From the above Table, 19 (60%) of the respondents agreed that there is a gap in the HFH in discussing the purpose of the projects and what the project is designed to do to the beneficiaries or stakeholders. 24(54%) of the respondents agreed that the beneficiaries were kept informed of the project's progress and helped in project success, and 62% of the respondents agreed potential stakeholders have been informed about the usefulness of the project. The descriptive statistics for organizational related elements reveal an overall mean score of 3.68 (SD=0.46). Since 3.68 is closer to 4(agree) this shows a positive perception of organizational structure elements on project implementation. STA 3 (Potential stakeholders have been contacted about the Usefulness of the project.) had the highest mean value indicating contacting the potential stakeholders about the usefulness of the project has significantly contributed to the success of project implementation in HFH.

Table 12 Reliability test for stakeholder involvement

Source: Survey SPSS result, 2024

Reliability Statistics	
Cronbach's Alpha	N of Items
.710	3

The Cronbach's Alpha of 0.710 indicates acceptable reliability of the measure, suggesting that the items consistently assess the construct of interest.

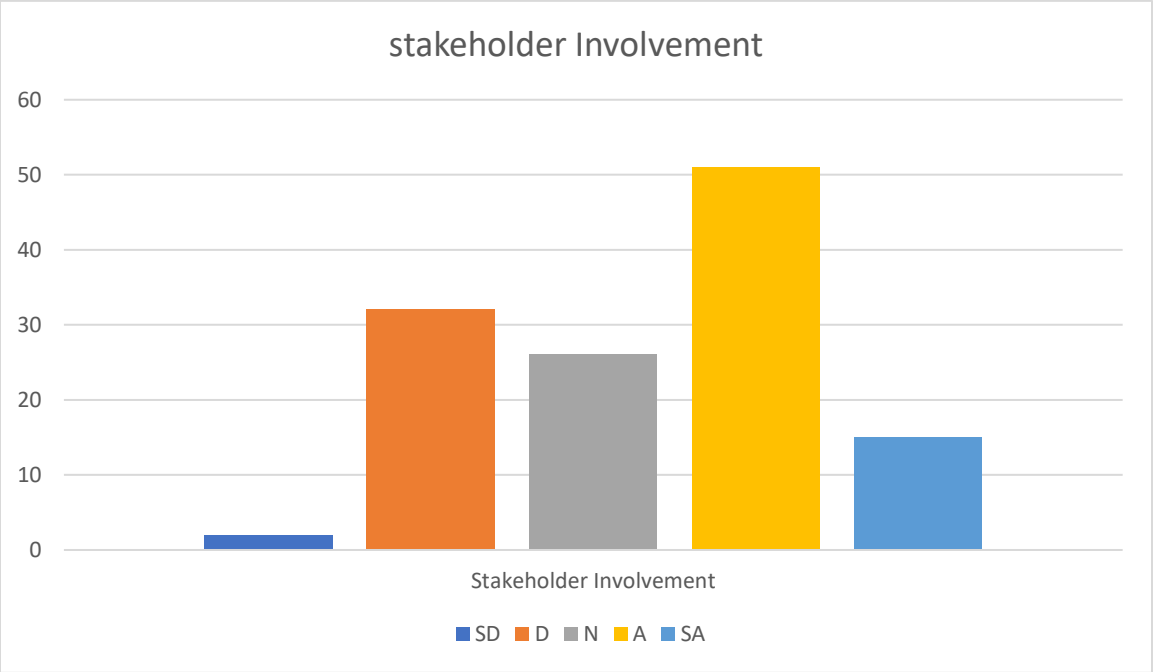

Figure 9 organizational structure-related factors rating

In the Figure above which shows percentile result of the respondent, a significant number of the respondents agreed that to a very great extent, stakeholder involvement influences the successful implementation of projects in HFH.

4.3.6 Correlation Results and Analysis

Finding out whether there is a relationship between the variables is aided by the correlation analysis. It makes it possible to ascertain the relationship's strength and direction. A relationship's direction might be zero, negative, or positive. A statistical measure known as the correlation coefficient, which has values between -1 and +1, indicates the strength of a linear relationship between the two variables; a correlation coefficient between +1 and -1 indicates a perfect relationship; a correlation between -/+ 0.9 and -/+ 0.7 indicates strong correlation; a correlation between -/+ 0.6 and -/+ 0.4 indicates moderate correlation; a correlation between -/+ 0.3 and -/+ 0.1 indicates weak correlation; and a zero coefficient indicates no correlation (Dancey & Reidy, 2007). The results of Pearson's correlation test are shown in the table below.

The Pearson correlation coefficient for the variables indicates that project-related elements, organizational structure, management and team, project environment, and stakeholder involvements are significantly correlated to project performance at a 1% level. The direction of the relationship is positive for all the variables this implies that as the level of the variables increases, project performance will also move in the same direction

Table 13 Pearson Correlation Result

Source: Survey SPSS result, 2024

		Success
Project Related Elements	Pearson Correlation	.983**
	Sig. (2-tailed)	.000
	N	42
Organization structure	Pearson Correlation	.892**
	Sig. (2-tailed)	.000
	N	42
Managerial and team cohesion	Pearson Correlation	.828**
	Sig. (2-tailed)	.000
	N	42
Project Environment	Pearson Correlation	.902**
	Sig. (2-tailed)	.000
	N	42
Stakeholder involvement	Pearson Correlation	.787**
	Sig. (2-tailed)	.000
	N	42

Success	Pearson Correlation	1
	Sig. (2-tailed)	
	N	42

4.3.7 Normality Assumption

A normality test looks into whether the error term has a constant variance and zero mean, which corresponds to a normal distribution (Gujarati, 2004). A normalcy test has been performed to verify the presence of normalcy. To maintain the 5% level of significance, the probability value (p-value) of the Kolmogorov-Smirnov and Shapiro-Wilk test statistics must be higher than 0.05 to conclude that the distribution is normal. The table below displays the significance levels of both tests, which are above 0.05, suggesting that the residuals are normally distributed.

Table 14; Normality Test

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Success	.158	42	.10	.951	42	.068

a. Lilliefors Significance Correction

*. This is a lower bound of the true significance

Based on the results of the diagnostic test results, all the assumptions of simple linear regression have been met. Hence, the model is accurate and generalization to the population can be made.

4.3.8 Regression Results and Analysis

To estimate and/or predict the (population) mean or average value of the former in terms of the known or fixed (in repeated sampling) values of the latter, regression analysis examines the dependence of one variable, the dependent variable, on one or more other variables, the explanatory variables (Gujarati, 2004).

The statistical relationship between the project implementation success (the dependent variable) and the project-related factor, organizational structure, project environment, management and team-related factor, and stakeholder involvement was ascertained through regression analysis.

4.3.8.1 Goodness-of-fit test

The dependent and explanatory variables' causal relationship is ascertained using a regression model. According to Brooks (2008), it is preferable to have a metric for how well the regression model fits the data—that is, how well the model with the suggested explanatory variables explains variations in the dependent variable. Therefore, to determine whether the model is suitable for the data, the goodness of fit statistics R^2 and F test are used.

Table 15 Goodness-of-fit test

Source: Survey SPSS result, 2024

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.894[a]	.827	.885	.04521	1.77

a Predictors: (Constant), Stakeholder, Organization, Environment, Managerial, Project[a]

b. Dependent Variable: Project Success

The model's R^2 is 89.4%, but the adjusted R^2, which accounts for the loss of degrees of freedom brought about by the addition of new variables, is 82.7%. According to the adjusted R^2 interpretation, the explanatory variables of the study project-related elements, organization structure, project environment, and managerial and team-related factors can account for 82.7% of the variability in project success.

Table 16 ANOVA

Source: Survey SPSS result, 2024

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.667	5	1.133	554.402	.000[b]
	Residual	1.074	36	.002		
	Total	6.740	41			

a. Dependent Variable: Success

b. Predictors: (Constant), Stakeholder, Organization, Environment, Managerial, Project

The F test, which measures the analysis of variance (ANOVA), reveals how significant each factor is collectively in explaining the dependent variable.

The model's F value is 554.402, and its p-value, or sig-value, is 0.00. Since the F stat is greater than zero and the P-value is less than 0.05, As a result, all of the independent variables—which together account for the project's success—have joint significance. The data fits the regression model well.

4.4 Discussion

The impact of project-related factors, organizational structure, environment, managerial skills and team cohesion, and stakeholder involvement on project success, as demonstrated by the regression result shown in the table below, are examined within the framework of theoretical and empirical research. The direction and significance levels are ascertained by observing p-values, or sig. values, and coefficient estimates (β).

Table 17 Regression Coefficients

Source: Survey SPSS result, 2024

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Correlations		
		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part
1	(Constant)	2.177	.086		1.058	.047			
	Project	.172	.112	.165	1.533	.034	.983	.248	.029
	Organization	.786	.119	.747	6.627	.000	.992	.741	.125
	Managerial	.024	.062	.021	.393	.697	.928	.065	.007
	Environment	.067	.053	.058	1.274	.021	.902	.208	.024
	Stakeholder	.016	.035	.016	.472	.640	.787	.078	.009

a. Dependent Variable: Success

$Y= 2.770+ 0.172X_1 +0.786X_2 + 0.24X_3+0.067X_4+0.16X5 + \varepsilon$

Y: Project Success

X1: project related elements

X2: organizational structure

X3: Managerial skills and team cohesion

X4: project environment elements

X5: Stakeholder involvement

Project Related Elements (funding, training, communication, and planning)

The coefficient parameter (β) of 0.172 for project-related elements suggests that for every unit increase in factors like funding, training, communication, and planning at the unit level, we can anticipate a corresponding increase of 0.172 units in project success. This relationship is statistically significant, indicated by the p-value of 0.034, which means there is a meaningful relationship between project-related elements and project success below the typical threshold of 0.05.

Essentially, investing resources and effort into aspects like funding, training, communication, and planning can lead to improved project outcomes. It's important to emphasize that this relationship holds while holding all other variables constant, highlighting the specific impact of these project-related elements on project success. Project-related elements (funding, training, communication, and planning) have a positive and statistically significant effect on project implementation success.

The researcher's finding of the study is consistent with the theories and literature and the studies of Fowler (1997); “there are reasons to think that an increase in international funding availability is associated with the "NGO-ization of the grassroots," and that a decrease in funding would result in the demise of many of these NGOs.”, (Galli, 2019) “Communication is essential for achieving project success, as it allows for the expression of project goals and the transmission of technical information”, (Kraiger, 2003) “Successful organizations are believed to invest more in training and development than other organization”, (Lucae, 2014) ”effective project planning is crucial for the success of any project particularly large scale engineering programs.”

The findings of these studies confirm a notable and meaningful correlation between stakeholder project-related elements and project implementation success, showcasing a positive impact. Moreover, these results align closely with what theoretical literature has suggested. This means that not only do the empirical findings support the idea that essentially investigating resources and efforts of project-related elements can effectively improve project performance, but they also

resonate with the existing theoretical understanding of how stakeholder engagement influences project outcomes.

This consistency between real-world observations and theoretical predictions strengthens the validity and credibility of the findings, affirming the importance of prioritizing and giving proper focus for project related elements in project management practices.

Organizational Structure

The statistical analysis suggests that there is a strong and significant relationship between organizational structure and project success. The coefficient parameter (β) of 0.766 indicates that for every unit increase in focus on organizational structure, there is an associated increase of 0.766 units in project success, all else being equal. Since the p-value is (0.00), which means there is a strong relationship between these variables. Therefore, we can confidently conclude that organizational structure plays a crucial role in positively influencing project performance. This finding underscores the importance of considering and enhancing organizational structures to improve project outcomes.

The discovery of this study aligns with the conclusions drawn from prior research conducted by Rap (2004) asserted that an organization's structure and decision-making procedures are two important factors to take into account. Accountabilities are deployed by structure to help the organization accomplish its mission and ultimately its goals and objectives. Also (Susnienė, 2006) indicates that the organization should align its internal systems and structures to support stakeholder collaboration, with senior management visibly supporting this effort and leading to success".

These studies similarly highlight a positive and noteworthy impact of organizational structure on project success. Moreover, the current findings are supported by theoretical literature in the field. Theoretical frameworks and models have consistently proposed that a well-designed and effectively implemented organizational structure can lead to improved project outcomes. This consistency across empirical research and theoretical underpinnings underscores the robustness of the relationship between organizational structure and project success. It suggests that organizations can enhance their project performance by paying attention to and refining their structural arrangements to better align with project objectives and requirements.

Project Environment-Related Elements (socio-economic, political, legal, and social and cultural)

The statistical analysis reveals that there exists a significant and positive relationship between project success and factors related to the project environment. Specifically, the coefficient parameter (β) of 0.67 suggests that for every unit increase in efforts directed towards minimizing and addressing issues in the project environment, there is a corresponding increase of 0.67 units in project success, with a statistical significance of 5%, assuming all other variables remain constant. This finding underscores the importance of considering and addressing aspects of the project environment to enhance overall project performance. It suggests that organizations can improve their success rates by paying attention to factors such as socioeconomic, political environment, legal environment, and cultural influences, all of which contribute to creating a conducive environment for project execution.

The findings of this study are in line with previous research endeavors that have demonstrated a significant and positive correlation between effective management of the project environment and project success. For instance, Daniel, Germà, and Albert (2019) emphasize the detrimental impact of political influences on projects, often leading to cost overruns and the risk of projects becoming ineffective or abandoned ("white elephant" projects).

This highlights the importance of proactively managing political dynamics through robust governance structures to mitigate operational risks. Additionally, Ojiambo (2019) underscores the significance of socio-economic factors, such as interpersonal skills, inflation, corruption, and community involvement, in the successful completion of construction projects in Kenyan public secondary schools. These studies collectively emphasize the need to address various aspects of the project environment to ensure project success. Moreover, theoretical literature in the field echoes these findings by proposing frameworks that emphasize the critical role of managing the project environment in achieving successful project outcomes.

These theories often highlight the interplay between internal and external factors, such as institutional politics, socio-economic conditions, and legal environment, in shaping project. By considering and incorporating insights from both empirical research and theoretical perspectives, organizations can better navigate the complexities of the project environment, thereby increasing their likelihood of achieving project success.

Project management and team-related factors

The statistical analysis indicates a meaningful and statistically significant relationship between project success and factors related to tracking management and team performance. Specifically, the coefficient parameter (β) of 0.24 suggests that for every unit increase in attention to tracking management and team-related aspects, there is an associated increase of 0.24 units in project success.

This finding underscores the importance of effectively managing and monitoring team performance throughout the project lifecycle. It implies that organizations can enhance project success by implementing robust tracking mechanisms to monitor and address issues related to team dynamics, communication, and task management. By focusing on these factors, organizations can optimize team performance and ultimately improve project outcomes.

The findings of this study align with prior research conducted by Arndt (2000) and Kim, Lee, Lee, Huang, and Makany (2011), which emphasize the significant influence of management and team-related factors on project success. Arndt's study highlights the importance of managerial capacity within implementing agencies in determining the success of donor-funded projects. This underscores the crucial role that effective management plays in ensuring project outcomes meet expectations and objectives.

Similarly, Kim et al. (2011) emphasize the criticality of team proficiency in achieving success, particularly in managing tasks of high complexity. Their research suggests that proficient teams foster environments conducive to learning, knowledge sharing, and innovation, all of which contribute to successful project outcomes. These studies collectively underscore the pivotal role of management and team-related factors in driving project success.

Furthermore, these findings are consistent with existing theories and literature in the field. Theoretical frameworks often highlight the integral relationship between effective management practices, cohesive team dynamics, and project success. By integrating insights from empirical studies and theoretical perspectives, organizations can better understand and leverage the factors that contribute to successful project execution. This underscores the importance of prioritizing management and team-related considerations to optimize project outcomes.

Stakeholder Involvement

The statistical analysis reveals a significant and positive relationship between project success and the management of stakeholder involvement. Specifically, the coefficient parameter (β) of 0.16 suggests that for every unit increase in effectively managing stakeholder involvement, there is a corresponding increase of 0.16 units in project success. This relationship holds true with statistical significance, indicating that the impact of managing stakeholder involvement on project success is not by chance.

Effectively managing stakeholder involvement is crucial for ensuring project success. Stakeholders can significantly influence project outcomes through their support, input, and engagement. By actively involving stakeholders throughout the project lifecycle, organizations can better align project objectives with stakeholder expectations, mitigate conflicts, and leverage stakeholder expertise and resources. This, in turn, enhances the likelihood of achieving project success.

In summary, the findings underscore the importance of prioritizing and effectively managing stakeholder involvement in project management practices. Doing so not only positively impacts project success but also fosters collaborative relationships and enhances overall project effectiveness.

The research aligns with previous studies conducted by Kobusingye, Kyalo, & Mulyungi (2017), emphasizing that the success of any project within an organization hinges upon the active participation of stakeholders. When stakeholders are fully engaged in a project tailored to address their requirements, it fosters a profound sense of ownership.

This involvement is crucial as stakeholders wield the power to either enhance or hinder the project's outcome. Consequently, monitoring and managing stakeholder engagement emerge as pivotal factors that significantly influence project performance.

In essence, the findings underscore a fundamental principle echoed in both theoretical frameworks and existing literature: the critical importance of stakeholder engagement in project success. By acknowledging and addressing the needs of stakeholders, organizations not only cultivate a sense of ownership but also harness the potential for positive impacts on project outcomes.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

The concluding chapter of the thesis will be structured into four key sections. Initially, it will begin with a comprehensive overview summarizing the main conclusions derived from the research. Following this, a detailed analysis of the conclusions drawn from the collected data will be presented, providing insight into the findings. Subsequently, practical suggestions stemming from these conclusions will be outlined, offering potential avenues for implementation or further exploration. Finally, the chapter will conclude with recommendations for future research endeavors, identifying areas that warrant deeper investigation or expansion. This structure ensures a thorough examination of the research outcomes and provides a roadmap for both practical applications and academic inquiry moving forward.

5.2 Summary of Findings

A substantial majority of respondents, 57%, acknowledged that funding significantly influences the types of projects we undertake, limiting their ability to pursue potentially transformative endeavors. Moreover, a staggering 69% expressed concern that funding constraints hinder the pace at which projects are executed, undoubtedly impeding their ability to meet crucial timelines and objectives.

88% of respondents feel that funding limitations have constricted the scope of projects, stifling innovation and limiting potential impact. 60% of respondents affirm that project plans are effectively communicated to team members and stakeholders, but there are notable gaps in other areas, such as the publication and distribution of discussion and meeting results, which only 57% of respondents felt were consistently carried out.

Moreover, the study highlights the importance of training for successful project implementation, with a significant 81% of respondents emphasizing its critical role. 54% of respondents noted that key personnel needs were adequately specified in project plans, suggesting a need for greater clarity and alignment in roles and responsibilities.

The second objective of the study was to determine organizational structure elements that impede projects from being implemented effectively. A notable 59% of respondents affirmed that organizational structure indeed enables swift decision-making processes, indicating a solid foundation for operational agility and responsiveness. Furthermore, a substantial 57% of respondents expressed confidence in the structure's ability to foster high-quality decision-making, underscoring its significance in ensuring informed and effective choices.

The third objective of the study was to determine the obstacles associated with the project environment at HFH. A substantial 81% of respondents acknowledged the challenge of inflation occurring during project execution, underscoring the volatility of economic conditions that can disrupt project budgets and timelines. 78% of respondents noted the impact of changes in economic policies and regulations on project performance. Political instability emerged as a prominent concern, with 76% of respondents identifying its detrimental effects on project implementation. a majority of respondents (69%) recognized the influence of politically sensitive environments on project implementation.

The fourth objective of the study was to determine team and management-related factors impacting the project performance at HFH. A resounding majority of respondents voiced confidence in the project leader's technical prowess and visibility within the team, with 62% affirming their satisfaction in these areas. Furthermore, an impressive 61% echoed this sentiment regarding the leader's high profile within the project team. Additionally, while 57% acknowledged the leader's interpersonal skills as adequate, there's an evident opportunity for enhancement in decision-making processes, as highlighted by participant feedback.

The survey paints a picture of a cohesive and motivated team, with an overwhelming agreement on understanding roles and a shared commitment that helps the project in achieving its objectives. The fifth objective of the study was to determine the effect of stakeholder involvement on the implement ability of projects of HFH.

A notable 60% of respondents identified a gap in effectively communicating the purpose of projects and their intended benefits to beneficiaries or stakeholders. Additionally, while 54% acknowledged efforts to keep beneficiaries informed and involved in project progress, there's room for improvement in this area. a significant majority—62%—indicated that potential stakeholders have been adequately informed about the project's utility, suggesting a strong foundation for collaboration and support.

5.3 Conclusions

Based on the study's objective and research questions, the following conclusions could be drawn.

- ✓ It’s evident that funding limitations significantly impact project implementation at HFH (assuming that refers to an organization or entity). A majority of respondents expressed concerns about how funding constraints affect the scope, pace, and transformative potential of projects. This suggests that securing adequate funding is crucial for enabling HFH to pursue innovative endeavors and meet crucial timelines effectively.
- ✓ Furthermore, the study underscores the importance of clear communication, both within the team and with stakeholders. While there are strengths in conveying project plans to team members, there are gaps in disseminating meeting results and communicating the purpose and benefits of projects to stakeholders effectively. Improving communication channels and strategies could enhance project success and stakeholder engagement.
- ✓ Organizational structure appears to support swift decision-making and high-quality decision-making processes, providing a solid foundation for operational agility. However, challenges such as inflation, changes in economic policies, and political instability pose significant obstacles to project implementation. These external factors highlight the need for robust risk management strategies to mitigate their impact on project budgets and timelines.
- ✓ Team and management-related factors also play a critical role in project performance. While there's confidence in the technical prowess and visibility of project leaders, there's room for improvement in decision-making processes and interpersonal skills. Enhancing these areas could contribute to smoother project execution and team dynamics.

- ✓ Stakeholder involvement is recognized as crucial for project implement ability, yet there are gaps in effectively communicating the purpose and benefits of projects to stakeholders. However, efforts to keep beneficiaries informed and involved are acknowledged, suggesting a strong foundation for collaboration and support.
- ✓ In conclusion, addressing funding limitations, improving communication channels, managing external challenges, enhancing leadership skills, and strengthening stakeholder engagement are key areas for HFH to focus on to enhance project performance and achieve its objectives effectively.

5.4 Recommendations

Based on the conclusions drawn from the study, the researcher puts here some recommendations for HFH to enhance project performance:

- ✓ For HFH to implement its projects successfully it should consider diversifying Funding Streams. Explore alternative funding sources to mitigate the impact of funding constraints. This could include seeking grants, partnerships with other organizations, or engaging in fundraising campaigns to support transformative projects.
- ✓ Develop comprehensive communication plans to ensure effective dissemination of project plans, meeting results, and project objectives to both team members and stakeholders
- ✓ Develop robust risk management plans to address challenges such as inflation, changes in economic policies, and political instability. This could involve conducting thorough risk assessments, establishing contingency plans, and closely monitoring external factors that may affect project timelines and budgets.
- ✓ Provide training and support to project leaders to enhance their decision-making processes, interpersonal skills, and visibility within the team. This could include leadership workshops, coaching sessions, and opportunities for professional development to empower leaders to effectively navigate project challenges.

- ✓ Improve efforts to communicate the purpose and benefits of projects to stakeholders, including beneficiaries, donors, and community members. This could involve organizing stakeholder meetings, conducting outreach campaigns, and soliciting feedback to ensure alignment with stakeholder needs and expectations.
- ✓ Continuously monitor project performance and adapt strategies as needed based on feedback from team members, stakeholders, and project outcomes. This iterative approach will help HFH remain agile and responsive to evolving project needs and external conditions.

By implementing these recommendations, HFH can enhance project performance, maximize impact, and effectively achieve its objectives in the face of funding constraints and external challenges.

5.5 Recommendations for Further Studies

The research project investigated the factors that contribute to the successful implementation of projects at HFH. It identified several key areas that significantly influence project success, including factors related to the projects themselves, the organization's structure, the external environment, managerial capabilities, team dynamics, and stakeholder engagement. Specifically, the researcher highlighted the importance of examining variables such as supply chain effectiveness, the complexity of beneficiary selection processes, project monitoring and evaluation practices, and leadership styles in greater detail.

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Questionnaire

Dear respondent:-

First of all, I would like to appreciate your willingness to support my effort by responding to this questionnaire. This questionnaire is designed to get genuine information on **Factors affecting the Success of Project Implementation in Habitat for Humanity**. Your genuine response to the questions will be pretty important to assure the quality and reliability of the research. The main aim of this questionnaire is to collect data as input for the study titled **"Factors Affecting the Success of Project Implementation: Habitat for Humanity Ethiopia Addis Ababa,** whose sole purpose is to qualify for the requirement for obtaining the Master's Degree of project management, from Addis Ababa University. Therefore, thanking you in advance for your cooperation, I assure you that all information obtained from you will be used only for research purposes and remain confidential except for the purpose pointed out here above. You need not to write your name. Thank you very much.

Part 1 Background information

No	***Items***	***Option/Dimension***	***Put (√)***
1	Gender	Male	
		Female	
2	Age	20 - 30 Years	
		31 - 40 Years	
		41 - 50 Years	
		Above 50 Years	
3	position	Project manager	
		Program/project officer	
		Woreda enumerator	
4	Educational Qualification	PhD	
		Masters	
		First Degree	

		Diploma	
5	Work Experience	Below 5 Years	
		6 -10 Years	
		11-15 Years	
		Above 15 Years	

Part 2: Project related factors

Below are statements on the project related factors. On a scale of

5-1 where 5= strongly agree, strongly agree, 4= agree, 3= neutral, 2= disagree and

1= strongly disagree, please indicate by ticking (√) the extent of your agreement with each statement on how it affects project implementation.

	FUNDING	1	2	3	4	5
1	Funding has dictated the kind of projects to undertaken at the organization					
2	Funding has slowed down the speed with which projects are implemented at the organization					
3	Funding has limited the scope of the organization‟s projects					
4	The funding availed by the donors have conditions on their applicability and no money can be spend outside the budget					
	TRAINING					
1	The organization's employees are conversant with their core duties					
2	The organization's trains its staff of specialized skills to equip them with the required skills to deliver on their duties.					

3	Trainings have been equipping the employees at the organization with the necessary to deliver on their jobs					
	Project communication					
1	Plans were clearly communicated to the project team members and to stakeholders					
2	The project adopted a formal communication channel to direct work orders and to receive feedbacks					
3	The results (decisions made, information received and needed, etc.) of planning meetings were published and distributed to applicable personnel.					
	Project related: *Project Schedule / Plan*					
1	There was a detailed plan (including time, schedules, milestones, manpower requirements, etc.) for the completion of the project.					
2	Key personnel needs (who, when) were specified in the project plan.					
3	Risks were sufficiently identified and mitigation strategies included as part of the project plan					

Part 3: Factors related to organizational structure

1= Strongly Disagree, 2= Disagree, 3= Not decided, 4= Agree, 5= Strongly Agree

	Organizational structure	1	2	3	4	5
1	The organization structure allows timely decision making					
2	The organization structure allows quality decision making					
3	The organizational structure has no duplication					

Part 4: Project management and team-related factors

1= Strongly Disagree, 2= Disagree, 3= Not decided, 4= Agree, 5= Strongly Agree

No	Variables	Ratings				
	Items	**1**	**2**	**3**	**4**	**5**
	Managerial Skills					
1	The project leader possessed adequate technical/conceptual skills.					
2	The project leader possessed adequate interpersonal (communication) skills.					
3	The project leader maintained a high profile (is visible and involved) on the project team.					
4	The project manager is endowed with decision making skills					
	Staff/team					
1	Project team personnel understood their role on the project					
2	Job description for team members have been written and distributed and were understood.					
3	Project team members work as a cohesive group					
4	Project team members are motivated					

Part 5: Project environment related factors

Considering the time that the selected project were undertaking, please rate the existence of the following environmental related factors based on the ranks provided.

1= Strongly Disagree, 2= Disagree, 3= Not decided, 4= Agree, 5= Strongly Agree

No	Variables	Ratings				
	Project environment related factors	**1**	**2**	**3**	**4**	**5**
	Socioeconomic and Financial environment					

1	While the project was being implemented inflation occurred					
2	While the project was being implemented there was a change in economic policy and/or regulation that affected the project performance					

	Political environment					
1	There was political instability while the project was being implemented					
2	The project is situated in a politically sensitive environment					
	Legal environment					
1	Change control (change in contract terms)					
2	Project contract/drafting of the project contract					
	Social and cultural					
1	The project is implemented in a cultural setting that don't accept new things					
2	There was adequate access to social amenities (e.g. med-care)					
3	The literacy level of the local community was enabling the implementation of the project					

Part 6: STAKEHOLDERS INVOLVEMENT

1= Strongly Disagree, 2= Disagree, 3= Not decided, 4= Agree, 5= Strongly Agree

	Stakeholder involvement	1	2	3	4	5
1	The clients (intended users/beneficiaries) were kept informed of the project's progress.					
2	The purpose of the project has been discussed with the beneficieries and what the project is not designed to do was made clear.					
3	Potential stakeholders have been contacted about the usefulness of the project.					

Part 7: Please indicate your level of agreement on the following sentences by using the following rating scales regarding to the well-known success measuring tools used to measure the successful implementation of projects by Habitat for Humanity.

No	Successful project implementation / performance measuring tools	1 Strongly Disagree	2 Disagree	3 Neutral,	4 Agree	5 Strongly Agree
	COST					
1	Most of projects were completed as per the planned budget					
2	Most of the projects were with high deviation from the contract amount and resulted in budget shortage/deficit					
	QUALITY					
	The organization have SOP and Checklists to comply with the required quality in delivering the construction projects to the satisfaction of all stakeholders specifically user beneficiary community, local government authority donor and organization					
	Beneficiary community testified that they are happy with the implemented projects					
	TIME					
	Many of our projects were delivered very late due to so many reasons					
	Political instability, inflation and geographic factors affects timely completion of projects					