



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
GRADUATE STUDIES

**Factors Affecting Project Implementation Quality: The Case of Mekdim
Ethiopia National Association (MENA)**

By:

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**A Research Project Report (Thesis) Submitted in Partial Fulfillment of the
Requirements for Obtaining the Degree of Masters of Project Management**

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Examiner _____ Signature _____ Date _____

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Declaration

I hereby declare that the study which is being presented in this thesis entitled “**Factors Affecting Project Implementation Quality: The case of Mekdim Ethiopia National Association (MENA) Projects**” is original work of my own. It had not been presented for a partial fulfillment for any educational qualification at this university or any other and in any projects by any means, and all the resources materials used for this proposal had been accordingly acknowledged.

Abubeker Haji

Date

Declaration

I hereby declare that the study which is being presented in this thesis entitled “**Factors Affecting Project Implementation Quality: The case of Mekdim Ethiopia National Association (MENA) Projects**”. It is conducted by Abubeker Haji for the partial fulfillment of the requirements for the award of master’s degree in Project Management. To the best of my knowledge, it is original work carried by him, it had not been presented for a partial fulfillment for any educational qualification at this university or any other and in any projects by any mean

Abstract

Project implementation quality was measured by three dimensions: input, process, and project environment. The objective of this study was to identify factors affecting project implementation quality in the case of Mekdim Ethiopia National Association (MENA) projects. The study design used for this study was a descriptive and explorative research design with both a quantitative and qualitative research approach. The target populations for this study were staff working in MENA. This study used a purposive sampling method to select a sample size of 141 study participants. Structured questionnaires tested in prior studies have been used. The questionnaires were administered in hard copy to reach the study population. Open-ended data collection tools were also used to interview key informants. Descriptive statistics, correlation, and regression analysis through Statistical Package for Social Science (SPSS) version 20 were used to analyze data and present the findings of the study.

The study findings indicated that the three variables studied were significant in explaining 96% of the variation in project implementation. Multiple regression analysis of the variables at a 5% level of significance and 95% level of confidence showed that clarity on the organization's mission/goal and communication had a 0.000 level of significance; the project environment had 0.264 significance. This implies that the most significant factors for project implementation are clarity of organizational mission and project team communication factors. The input factors such as project manager competency, team cohesion and clarity on organizational mission/goal, and process factors such as communication, risk management and project management process improved project implementation significantly.

Thus, based on the study findings, it was recommended that MENA should focus on creating clarity on the organizational mission, clear communication and strong induction for staff at the beginning of the project initiation need to be addressed. The effect of the project environment on project implementation needs further study and should be left to other researchers.

Keywords: Project implementation quality; organizational factors; communication factors; project environment factors.

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ACRONYMS

CSA	Central Statistics Authority
EC	European Commission
DFID	Department for International Development I
INGOs	International Nongovernmental Organizations
LF	Log Frame
LNGO	Local Non-Governmental Organizations
MENA	Mekdim Ethiopia National Association
NGOs	Nongovernmental Organizations
PIP	Project Implementation Profile
PMI	Project Management Institute
PMBOK	Project Management Body of Knowledge
UNs	United Nations
USAID	US. Agency for International Development

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Different organizations have been carrying out different activities in designing, implementing and monitoring new projects. Most of the projects implemented by Non-Governmental Organizations (NGO) are activities are short term. Thus, it is essential to identify factors that affect project implementation quality during execution phase that led to a project implementation quality success or in the contrary lead to project failure across NGOs.

Project implementation is when different project inputs such as human resources, money, building and knowledge are changed to project outcome. Means of verification has to be in place so as to put project activities into meaningful project outcome items. Thus, project implementation is the process of transferring project proposal into a certain project. (Culp & G.Smith, A1992).

As a principle, a project is said to be successful when the organization has set clear vision, mission and goal. Following this, there need to be good planning. The planning needs to start from down incorporating specific details including implementation stages, time frame and re-planning. It has to be remembered that project management is not a straight ward, it requires rework with dynamic situations.

As per the study conducted by Alexander, defining the scope of the study except investing a significant amount of money in planning (Alexander, 2015). For example; data collection, designing projects, implementing plans, and defining a schedule for project activities need substantial investment.

Most donors put contract conditions that the implementing partners have to meet. When donors attach such conditions to the project agreement, the project may face the disbursement of the payment for the projects.

Research done by (Ofunaya, 2013), revealed that the degree of project implementing quality is based on technical and managerial skills of the implementing partners. In contrary, project fail in the fact that project scope was not considered and also the implementing partners did not fully understand as shown in the study (Robert and Dr. Vicki, 2003). It had also showed that there were certain factors that resulted in implementation quality. Such factors were detail and clear planning, responsibility and accountability assigned in schedule and monitoring of the project. Besides, it was indicated beneficiary engagement, senior management support and clear goal and good planning with realistic expectation were five of the factors that determine project success. Moreover, in the above study, it revealed that poor communication network, irresponsible decision making, and poor team work, poor stakeholder engagement, lack of senior management support and poor technical skills of the project staff were responsible for project failure.

Currently business has been working under high degree of uncertainty resulting in being influenced by different kinds of external factors, changing project parameters and resource constrains.

1.1.1 MENA Projects Overview

As information presented in the MENA communication department, MENA has four different projects funded by different donors including PEPFAR through USAID, EU, etc.

Since its establishment in 1996, MENA has been supporting and contributing the national health combating HIV prevention, control and treatment. Moreover, MENA has been implementing HIV/AIDS programs specifically HIV prevention, care, treatment for various population category. MENA programs has been supporting existing government delivery structures, letting MENA to make sure that already existing approaches are the platforms to ensure implementation. Currently, it focuses on programmatic areas like HIV/AIDS, transparency and accountability and services orphan and vulnerable children.

The programmatic approach that MENA has been using is intended to bring about to evidence from the program delivery so that its program innovations boost the existing system to lead to successful programs.

1.2 Statement of the problem

Widely held non-governmental organizations' projects run their activities by using the resources they get from donors. The donation could be from a charity organization or often from the state

itself. The donors have a mechanism to monitor their projects. And if they find it is not complying with the given agreement, they may interrupt the funding without prior notification. To be on the field, these organizations have to provide the service as per set standards and ensure that the donor is satisfied with the services being provided. For this reason, the implementing NGO should be compliant with the standards of the funding organization. Receiving these standards, recipient NGOs on their implementation face high pressure, and not meeting such standards may result in going out of business.

Different studies have shown that a variety of project performances do not meet their targets. For instance, a study conducted indicated that about 47% of them achieve 70–89% of their intended goals (Geneca, 2011). By team perception, only 20% of the teams said that they perform about 50- 69% of their goals (Geneca, 2011). By the same token, only 64% of projects achieved their goals (Project Management Institute, 2015), and company-wise, 70% met at least one project that could not meet their target (Project Management Institute, 2014).

According to a study conducted in 2012, only 29% of the projects financed by donors were said to meet their target, while the remaining 71% could not meet the target. Likewise, the banks' project quality as per the study conducted in 2013 was 31% and failure was 28% (Yilkal, 2013)

Whatever the factors, they cost the country by incurring higher costs than the fixed investment assigned for this project. Moreover, the use of this scarce resource will impact the overall economic process of the country by shifting investment. To be able to respond to factors related to project implementation quality, it is of paramount importance to assess factors affecting project implementation quality

Several studies have tried to demonstrate factors that resulted in unsuccessful projects. Among these studies, some of them mainly focused on delays in execution and cost overruns and on what causes delays in project implementation and cost overruns.

Delay and cost overrun resulted from payment disbursement of and delay in approval by concerned bodies. (Alajoutsijarvi ,1996). Poor communication among staff, poor financing, poor inspiration, not well-defined scope, contextual conditions, and poorly trained and poorly experienced technical staff were among the factors that led to project failure (Arrow Smith 1998).

Therefore, this study identified the factors associated with project implementation quality in MENA.

1.3 Objective of the Study

1.3.1 General objective

To assess factors associated with project implementation quality in local NGO: a case of MENA projects.

1.4.2 Specific Objectives

- a. To analyze the effect of organizational structure on project implementation quality: a case of MENA projects
- b. To analyze the effect project implementation process on project implementation quality: a case of MENA projects
- c. To analyze the effect of project environment on project implementation quality: a case of MENA projects

1.4 Research Questions;

- i. To what extent did organizational structure affect project implementation quality in local a case of MENA projects?
- ii. To what extent did project implementation process affect project implementation quality a case of MENA projects?
- iii. To what extent did project environment affect project implementation quality: a case of MENA projects?

1.5 Significance of the study

This study would be useful to several stakeholders including MENA, Ethiopia civic society coordination office, Addis Ababa city administration civic society coordination office, researchers and academicians

For MENA, the findings of this study will be useful to contextualize factors affecting its project implementation quality and thus focus them on relevant mitigation approaches so as to minimize their effect. Based on this finding, stakeholders will prepare their future planning and mitigation strategy development

For the civil society coordination offices, it may be useful for policy directions and also suggest possible factors that might contribute to the implementation of the project.

For researchers and academicians, it will also suggest areas that need further study. Furthermore, the results of this study may be useful for the possible source of references for different researchers

1.6 Limitations of the Study

The study will only tell us about the factors that affect the project implementation quality in the case of MENA. Moreover, due to the qualitative nature of the data used, which is based on the Likert scale, it would be hard to generalize conclusions about the factors that affect implementation quality. Furthermore, due to the small size of the sample of the study population, its generalizability beyond the study population would be difficult.

1.7 Scope of the Study

The scope of the study as indicated in the objective is limited to factors affected project implementation quality under the project implemented by MENA. Addis Ababa city is the area where the study focused which delimited the findings to only in this particular study area.

1.8 Definition of Terms

Project: as defined in PMBOK fourth edition, it is a temporary undertaken to create a unique product, service or results.

Project management: it is the application of knowledge, skills, tools and techniques to project activities to meet the project requirement.

Project Quality: it the process and activities of the performing organization that determine quality policies, objectives so that the project responsibilities will satisfy the needs for which it was undertaken. It is measured in terms of inputs attribute, process attribute and environment attribute of project implementation for this study

1.9 Organization of the Study

The first chapter contains an introduction, a statement of the problem, objectives, research questions, and the significance and scope of the study. The second chapter consists of a literature review, studies conducted by different researchers. The third chapter presented the research methodology, including research design, sample size determination, sampling technique, data source, data collection method, research instrument, and analysis. The fourth chapter contains results, presentation, analysis, and interpretation. The last chapter includes a summary, conclusion, and recommendation.

CHAPTER TWO

REVIEW RELATED LITERATURE

2.1 Introduction to Literature Review

This part talked about the existing materials related to factors affecting the project implementation quality. This part also tried to figure out how various researchers in different parts of the globe tried to identify the factors that affect the project implementation quality. It also tried to convince the readers and researchers which methods were used. It consisted of the theoretical, empirical reviews and where the unaddressed area is.

2.2 Theoretical Review of the Literature

2.2.1 Project

A project is a sequence of unique, complex, and connected activities having one goal or purpose that must be completed by a specific time, within budget, and according to specification (PMI, 2014). It is different from daily operations which are continuous processes in nature without a defined end time. A project is a special investment of resources having specific goals including development of goods or services, so as to make a profit or service for a society (Merna and Al-Thani, 2008) It is obvious that a project manager is fundamental to the overall project management and so does his/the project team he/she leads. Thus, it might be no doubt that the success of a certain project depends mainly on the project leader

2.2.2 Project Implementation

Effective Program execution is monitored in several ways to put it in practice. Quality is usually measured in terms of project constraints such as time, cost, scope and client satisfaction. This is fundamental to project definition which framed; time, cost and performance.

Senior management support for project manager in project implementation is of paramount importance in bringing about the success or failure in due course (Schultz and Slevin, 2013) Management staff importance is even higher when they involved in planning, setting project goal, and support implementation (Beck 2006). Their support may include resource allocation which include financial and human resources.

The role of senior management could go across all project phases, from project initiation to project phaseout. In initiation phase, their role could be creating clarity in organization mission, during planning phase inspire the project manager in resource allocation, support in project

schedule, in implementation ensure effective communication with clients, and during monitoring provide necessary information and feedback (Pinto et al 2010).

2.2.1. Project Quality

There have been different definitions of project quality defined by different scholars for years. Among them is a scholar named Pinto and Slevin, who define project success in terms of success factors (Pinto and Slevin, 1987). It is defined as quality when the project has met its intended goal (De Wit, 1988). In this perspective, quality is based on project delivery process and also stakeholders understanding of the project's worth.

Quality has different definition and usually depends on the context in which it gets definition It is defined as performance to standards or value paid for the price (R.a Sanders,2011). For donor funded project, quality is when the skillful and competent project manager with clear organizational mission and smooth project environment.

To ensure quality factor, competent and knowledgeable professionals are needed with specific framework that more focusing on quality management that can help donors, implementing partners and client to achieve certain level of satisfaction and clients need in NGO.

Likewise, project quality is attributable to project management issue (Crawford 2002)). Further looking at a study, project quality is about how the perception in the stakeholders and customers see it (Baker et al., 1988),

According a certain study conducted, quality factors are factors that is vital for the project to meet its already existing goal and objectives (Robert, 2007, Jugdev and Muller, 2005). However, study conducted in the 1960's and the 1980's showed that quality is limited time, cost, scope and often client satisfaction.

Besides, a study had showed that there were approaches to merge those factors as quality factors. Those factors are factors related to organization and people, related to outside world (Belassi and Tukel ,1996). Project urgency which starts during difficult situation such as natural disasters have no adequate time for planning and schedule and hence their quality is difficult to measure in terms of time and cost. Environmental factors are political, economic, social, technology and natural affect project quality.

2.3 Factors Affecting Project Quality Management

2.3.1 Input factors

2.3.1.1 Lack of Good Planning

Planning is about making a choice between the organizational objectives and making the policies, procedures, and activities relevant to achieving the goals. It is also about making a course of action within a defined setting. It has to be systematic, has room to accommodate certain activities in the future, be principled with follow-up and be tolerant enough to accept different inputs. It is an ongoing process and has to be accomplished during the whole project life cycle (Kerzner, 2013). The work plan needs to be followed prior to project initiation and needs to be clear for all of the project staff. Organizations should create an overall project work plan before the project starts. The work plan needs to be detailed so what it costs, who will do what, and how the work will be carried out. These functions are important and it is more important when the project is larger. When the project starts, it should in advance aim to prevent challenges caused by various perspectives.

Proper planning is vital for project to determine the quality which lead to success or failure. Not maintaining project quality can result in project failure, resulting in efficiency problems. This failure could be due to a poor understanding of project objectives (Kerzner, 2013).

Project planning has details and needs the involvement of so many personnel to coordinate it. It has to be organized in such a way that it provides a relevant target.

Planning is useful to understand the scope of the project, which needs significant time for project quality management. For example, the time and coordination needed for collecting requirements, preparing a project plan, and specifying the project schedule are important. The stakeholders may not be committed and may even lose confidence given that the project is not properly planned. Strong project leaders are still confident by keeping on top of project planning activities and, thus, removing the requirement for costly, time-consuming rework and increasing success ratios throughout projects companywide.

Defining the scope of the project is also one of the most important things in planning. One of the key aspects of defining a project is defining its high-level scope.

2.3.1.2 Managerial factors

Donor-funded projects staff lack basic training in project management. This lack of basic training and technical competency will cause poor management procedures and project expenditure.

The project manager determines the project activities' costs, levels of quality, and timelines. Moreover, the project manager ensures the performance is consistent with the project's goal. During this time, a project manager outlines how the project's goals align with its budget and timetable. The project manager also needs to have knowledge, skills, and experience that facilitate project planning, implementation, and monitoring. Depending on the type of project, different project managers require different knowledge, skills, and experience. Hence, project management competencies are of paramount for the project to be successful. (Maylor, 2005).

Currently, project manager competencies are becoming important and these competencies are vital for project manager to bring project quality management. t (Crawford,2004)

The importance of having different qualities by project manager have sought attention by different researchers. Due to shortage of training and professional capacity building activities, professional improvement of competency is under scrutiny to avoid delay in schedule and become over budget and thus project quality. Thus, without proper training, the project manager could not run their project.

A Project manager need to have different knowledge, skills that include political, social, economic conditions. He/she also needs have to skills and experiences of making strategies, implementing strategies, communication, cost estimation and raising funds.

Previously, project management standards needed project manager with technical skills such as develop structure and project budget overlooking the soft competences such as interpersonal communication and seeking succuss, decision making and negotiating skills. However, currently these skills have been paramount importance for the project manager to make the project successful Crawford (2004, Pollack, (2007). A study has showed that most of project manager spent their time managing the hard competency part of the project including organizing, integrating activities across department (Pollack 2007). Thus, the project manager needs to put themselves in the in front organizationally. They need to have and show that demonstrating

competencies, demonstrate competency, show decision, give direction, assign well and listen to others and thus command respect from others (Crawford, 2004).

2.4.1 Process

2.4.1.1 Inefficient use of resources

It is becoming an apparent that resource for the project implementation is paramount important for the project quality. Cost estimation at activity level, scheduling time and resources and then routine follow up needs strong involvement. Due to limited availability of resources, be it financial or human resources, it has to be used wisely so as to avoid risky undertaking. Thus, organization should take care in limiting this risky undertaking and better focus on maximizing their effectiveness.

2.4.1.2 Intra-organizational Communication

It is obvious that communication across the departments is vital for the project success. To come up with better outcomes, it is paramount important for NGO to strengthen their communication. Communication system is linked to the technical capability of the organization and also linked to organizational mission, culture, structure, staff, procedures and human resource management. This way of communication is real most organization but due to complex nature of NGO and relief organizations encounter difficulties for managing communication. Thus, effective communication system will have positive impact on project quality.

2.4.1.3 Risk Management

Identifying Risk assessment and management during project management is key approaches to successful project outcomes. This risk assessment activities could be conducted using qualitative risk assessment method. These assessment methods are tiresome and time consuming and also needs coordination across departments given that project have different scope, size and other factors.

Planning does not necessary ensure you it is going as per the plan given that uncertainty is usually there .to disrupt the plans. Project planning is a continuous process and thus project replanning and putting risk and its mitigation approaches to avert it.

Therefore, risk assumption should be recognized from the initiation of the project, project planning and having done that could reduce risk substantiality and ultimately project success.

2.4.1.4 *Lack of clear understanding of complex internal and external conditions*

Handful of institutional donors have their own standard that have different complexity to be used and adhered for the project implementation. They impose those conditions on the implementing partners that they partners need to follow. These conditions on contract agreement may make the project implementation not get finished on time and consequently cost overrun, abandoned the fund by the sponsor. The requirement by donors differs from project to project with some restriction. For NGOs, there are additional requirements that they need to meet both nationally and internationally costing more resources. For implementing organization and project manager, it is necessary to be adherent to the requirement. Adherent to these requirements will improve the relationship, reputation over their agreement so as to enhance integrity and accountability. Difficulty in clarity over the requirements by donors has been among the factors that affect the project implementation success (Stephen, 2018).

2.4.2 Project environmental factors

Project environmental factors are political, legal, institutional, cultural, sociological and economic. As per this study, it gave more attention to factors that influence greater problems to project implementation quality than others environmental factors (Huge,2013)

2.4.2.1 Economic and financial

Economic limits always seem to exist on projects implementation according to whose study clarified that financial environment forces are distinguished from economic ones on the basis that economics is to do with the deployment of resources, whereas financial limitations are strictly to do with money((Obalola,2006)

Making a project financially viable while operating in a difficult economic environment is a challenging responsibility for a project manager (Odeh and Battaineh, 2006). Periodic economic cycles significantly affect the activities of the project implementation, and accurate forecasting of economic trends both local and global is important (Oladapo and Olotuah ,2002

2.4.2.2. Political Environment

The political climate is concerned with governmental policy and how political decisions impact the execution of projects. Clients and environmental regulation, such as laws governing ethics, are two areas where the government has a significant role to play in project implementation. This implies that fiscal and monetary policies could be used by governments to significantly raise or lower the demand for project implementation services. Governments have an impact on the

approval procedures for new projects as well as the enforcement of laws and regulations in their capacity as regulators of the construction environment. Governments may use their authority to start or halt projects for political, social, and environmental reasons, as noted by (Mansfield et al., 2004). The development of a country depends greatly on political stability, national unity, and effective political leadership. (Thomas and Martin, 2002). It was argued that managers of the construction project should be aware of the political aspect that can produce an uncertain environment, such as unstable governments, unpredictable shifts in the economy, and unexpected changes in consumer demand. No project can be said to exist in a vacuum; rather, it is subject to a variety of influences, from regulatory control to political and industrial intervention.

2.4.2.3 The legal environment

Organizations now operate in a more complicated legal environment that also has a greater impact on business. It has become increasingly difficult for businesses to take action without encountering laws and regulations. A project operates in a legal and legislative context. These laws, codes, and regulations are generally well-defined, making it possible to predict their impact on project implementation with reasonable accuracy. Nevertheless, it was noted that changes to industrial, safety, tax, and environmental laws are common and that they may have an adverse effect on a project if they take place during the project's execution (Martin and Thomas, 2002). The legislation affects clients' activities directly, through factors such as safety, planning law, and building regulations as it influences the contractual relationships within projects. (Oladapo and Olotuah, 2007) also drew the attention of the interested parties to the fact that Nigerian law is based on the British model, that it was formerly a British colony, and that the Nigerian version of the Joint Contract Tribunal's (JTC) Standard form of Building Contract. The onus is on the managers of construction works to get acquainted with Planning regulations and Land Use Acts legislation which are parts of the legal environment

2.5 Empirical Literature

Project resources, project management quality, organizational environment, communication and organizational structure are among factors that affect project implementation success. (Stephen and Daniel, 2016). There are also factors that affect that include budget time, and other factors related to project goal and objectives (Stephen and Daniel, 2016))

It is indicated that project managers skills and competencies associated with project implementation success. Soft skills have a higher level of influence on project implementation success than hard ware management skills. (Muringo, 2012)

In consistent with the above findings a study conducted by Ashley (2007) depicted that project implementation success is associated with the relationship between the labor and management so as to achieve project success.

In Kenya for instant, poor design, poor approaches poor experiences and poor estimation project duration and poor cost estimation led to project failure. (Isensi ,2006). Other factors found to be associated with project failure were, Kagiri (2005) retailer incapacity, poor project planning, poor understanding of restrictions, schedule, poor risk assessment and mitigation methods.;

Project organization, environment, project management, project definition and infrastructure are among factors some that affect project implementation success (Karimi (2008). Unexperienced project manager, weak communication weak follow up mechanism are found to be factors that could lead project failure (Mwangi ,2006)

1.5 Conceptual Framework

This conceptual framework for this study to show different variables that affect the successful project implementation. That is, it indicates relationship between independent variables (organization structure, project manager skill, resources, senior management support factors, etc.) and dependent variables (project implementation success).

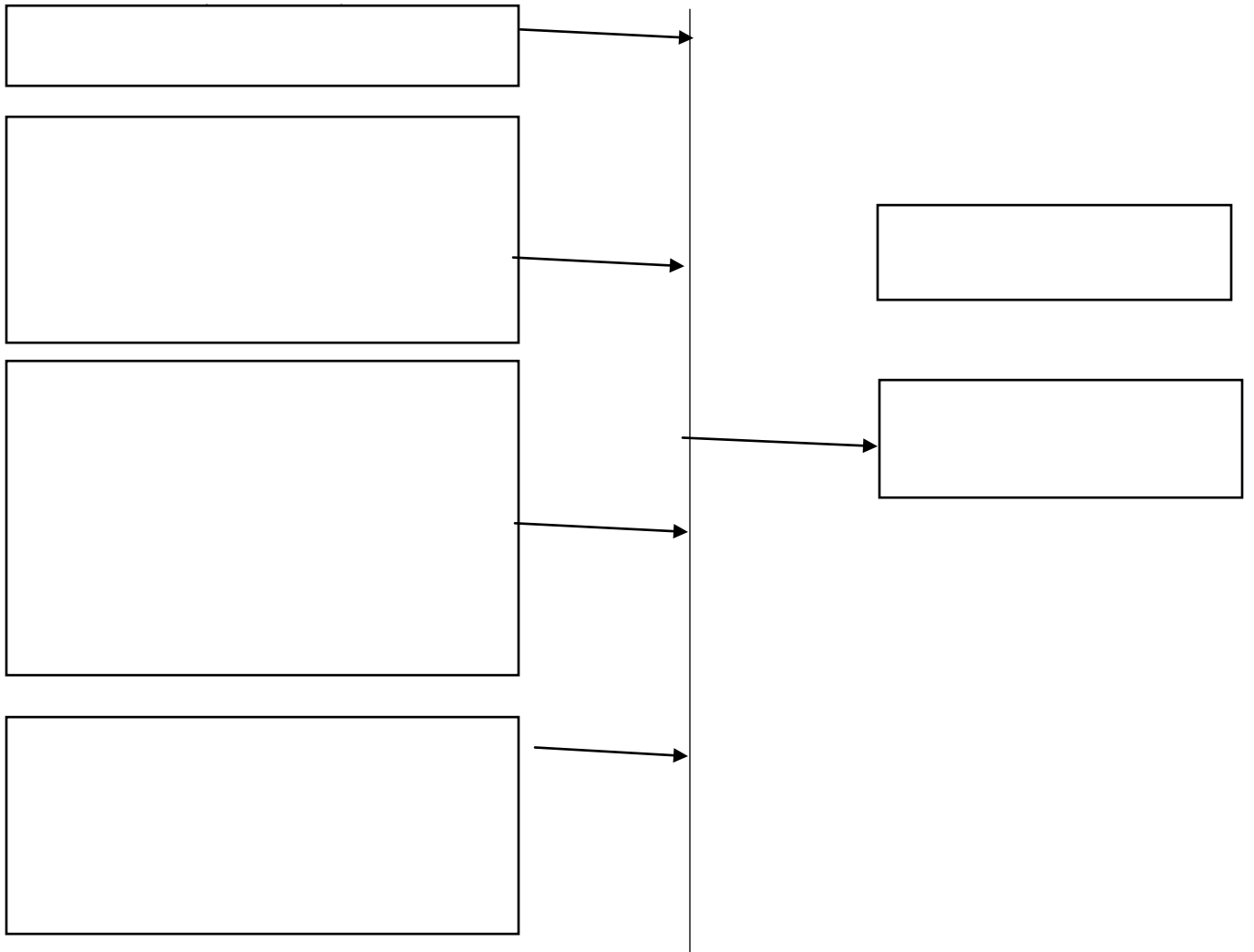


Figure 2.1: Conceptual Framework for project of the study

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research design, the target population, the sampling design, the sample, data collection instruments, techniques and the data analysis techniques that were used in the study

3.2 Research of the Study Design

Research design is "the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure" (Kothari,2004, p.31).

A descriptive & explanatory research design were used in this study. The state of affairs illustrating the present is described using a descriptive research design. Explanatory research designs are used to both explain why a particular phenomenon occurs and to make predictions about what will happen in the future. The dependent variable's and independent variables' relationship's strength and direction are both explained by the explanatory study design. Then, based on the sample population, try to infer the population.

3.3 Research Approach

Two basic research approaches, that is, quantitative and qualitative research, were used. A mixed approach was used, which combines a quantitative and qualitative study approach. While the methodology of quantitative research is based on the description of data, the methodology of qualitative research is based on key informant interviews. A quantitative approach is statistically based and it contains questionnaires that can best be answered in numbers. To get quantitative data. They analyze the numbers with a statistical model to see what the data tells them. The application of quantitative approaches facilitated the acquisition of adequate, relevant and reliable data that was used to assess factors affecting project quality in the case of MENA.

3.3 Type and source of data

The study investigated factors affecting project implementation success. The study used both primary and secondary data. Primary data was obtained by distributing questionnaires to study participants as self-administered and re-collecting the questionnaires from the study participants in the subsequent days. Secondary data was collected by reviewing relevant documents, including

project reports, audit documents, update reports, staff profiles, contract agreements, and accounting documents. A Checklist was used to collect both primary and secondary data. The primary data were collected from project staff involved in the project planning, implementation and monitoring using pre-tested structured questionnaires.

3.4 Target population

MENA has several projects that have been implemented in this fiscal year in Addis Ababa. For convenience purposes, this study used projects under operation during this study period. During the study period, four projects have been under implementation, and each of them has its project manager, who led the project. Given that the project staff population is small in size, the investigator purposely included 142 target populations as a sample.

3.4 Sample Design

To decide the sample size, different considerations have to be considered, such as the cost of data collection, and the power of the study.

To determine sample size, a systematic sampling method was used to select the study unit that participated in the study so as to make statistical inferences about the study population. Staff payroll was used as a sampling frame to select the study population.

A simple random sampling method was used to select the study population (projects). Accordingly, four projects under operation were selected randomly among six projects. To select study participants, the number of participants based on their position was allocated using the proportional allocation to size method. To identify the study subject, a simple random sampling technique was used based on the developed sampling frame.

Table 1: Shows staff in MENA projects, 2022

Position	Study population	Percentage	Sample (#)
Directors/managers	25	12.67	18
Advisors/Specialist	125	43.66	62
Officers	143	49.65	71
Total	298	100	142


Source: Field survey ,2022

3.5 Methods of data collection

This study used questionnaires and interviews as data collection methods. A written questionnaire, commonly known as a self-administered questionnaire, was used. These questionnaires were distributed to study participants after their consent was ensured. The questionnaire consisted of closed-ended questions. A questionnaire was most preferred for anonymity. Coding was used for every study participant. A drop-and-pick questionnaire was used, so the respondent's working schedule was not interrupted. Moreover, interview of key informants such as senior directors was conducted

Thus, the two data collection techniques used in this study were an interview with key informants and a structured questionnaire that was self-administered.

3.6 Data Analysis Methods

The collected data was first checked for completeness. The collected data was entered into SPSS version 23. First, the frequency of all variables in the questionnaires was determined. The mean, median, standard deviation, and standard error were also used. Secondly, cross tabulation was done between important variables and their significance using the chi-square and 95% CI will be calculated. 

3.7 Data Quality Assurance/ Scale Reliability and Validity

3.7.1 Validity

Validity measures the degree to which the instrument used for this study measures what it intends to measure. It granted that the study was free from sampling bias. The researcher believed that the questionnaires were comprehensive enough to capture all variables. These

questionnaires have been tested for their validity. To ensure validity, the researcher made sure the sampling techniques were free from bias by giving each subject an equal opportunity to score. Validity was also improved through the operationalization of variables. The questionnaires were comprehensive to cover all the variables being measured. A comparison was made between the conceptual framework (own variables) and the theoretical framework (what has been said by others) for validation.

3.7.2 Reliability test

Reliability refers to the degree to which the instrument used for this study is the same at different measurement times. The study investigated the tool in a pilot study to ascertain the instrument's reliability. Thus, 15 MENA staff were included to test the questionnaire before the administration of the questionnaires. This pilot study was not part of the study.

Cronbach's alpha is a coefficient of reliability used to measure the internal consistency of Cronbach's alpha ($=0.89$, $\alpha=70$)

3.8 Ethical Considerations

Ethical approval was obtained from Addis Ababa University College of Business and Economics. A formal letter of permission and support was written to MENA.

The purpose of the study was clearly explained to the concerned bodies, including the study participants, to keep the study environment comfortable. The respondents were informed about the study through a written information sheet and voluntary consent requested and was explained whether they had full right to be involved or not to be involved.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

The primary objective of this study was to analyze factors affecting project implementation success in the case of MENA Based on the stated objectives, the study employed both descriptive and explanatory to analyze the collected data. The study results data collected were in the following tables, graphs and figures

Among the 142 study participants, the response rate of the study was 99(70,2%), meaning 70.2% of the questionnaires returned after checking they were filled properly.

Table 4:2 Response rate

Respondents	Target	Obtained	Percent	Remark
Project director	18	11	61.1	
Project advisors/specialist	62	41	66.1	
Officers	71	47	66.2	
Total	142	99	70.2	

Source: Filed survey,2022.

4.2. Descriptive Statistics for Independent Variables

Table 4.3 Linker Scale measurement

S. N	Agreement/Disagreement	Likert Scale (mean	Remark
1	Strongly Disagree	0 to 1.8	
2	Disagree	1.81 to 2.6	
3	Neutral	2.61 to 3.4	
4	Agree	3.41 to 4.2	
5	Strongly agree	4.21 to 5.0	

Source: (Vagias W.2006)

A standard deviation of >0.7 implies a significant difference on the impact of the variable among respondents. Data for examining the items were obtained through questionnaires administered to

sample of 99 respondents on factors affecting project implementation quality in the case of project implemented in MENA project under study analyzed as follows.

The result as shown in the table showed that about 94(95%) of the respondents agree that clear understanding organizational mission will have an impact of project implementation success with a mean of 4.1 and standard deviation of .32 by the liker scale measurement. They also believed that the project they were working in line with the general goals of the organization.

Table 4.4 Extent of organizational mission factors on project quality

	Frequency	Percent	Mean	Standard deviation (SD)
Agree	85	88.5	4.1	32
Strongly agree	9	9.3		
Total	94	97.8		

Regarding the schedule and work plan as shown in the table 4.4, properly prepared and monitored work plan and schedule have an effect on overall performance, thus impact project implementation quality shown (mean 4=.42, std. dev=44). The detail plan including time, schedule and human resource plan were part of work plan and schedule.

Table 4.5: Extent of Project work plan on project quality

		Frequency	Percent	Mean	Standard deviation
	Agree	75	78.1	4.0	41
	Strongly agree	0	0		
	Total	75	78.1		

Concerning communication, interpersonal and communication with stakeholders in the organization agreed with a mean of 3.83 and a standard deviation of .38. Proper communication with different decision made, information received, planning meetings were published and feedback is provided to relevant personnel. In this case, the beneficiary who were affected by project have a method to report and receive feedback. MENA as organization has their own communication channel to order activities and receive feedback. Thus, the study participant

under the study have been convinced that the organization under the study has effective communication means.

Table 4.6: Extent of communication factors on project quality

		Frequency	Percent	Mean	Standard deviation
	Agree	58	60.41	3.83	0.382
	Strongly agree	0	0		
	Total	58	60.41		

From the finding in table 4.5, the majority of the study participants (81.8%) were good with sound knowledge with the mean of 3.83 and standard deviation of .038.

Table 4.7: Extent management team factors on project quality

		Frequency	Percent	Mean	Standard deviation
	Disagree	0	0	4.46	0.78
	Not decided	16	17		
	Agree	20	21		
	Strongly agree	58	60		
	Total		98		

Regarding managerial skills of the project manager, the study findings depicted that 83% of the study participants agreed that the respondents agreed that managerial skill of the sample projects was good with mean of 4.38 and standard deviation of .50. Similarly, the study participants thought that, the project team running the project have sufficient knowledge and skill with 99% of them agreed on the capability (mean= 3.24, SD= .98.)

Table 4.8: Extent of managerial skill factors on project quality

		Frequency	Percent	Mean	Standard Deviation
Managerial skill	Agree	79	83	4.38	.50
	Strongly Agree	0	0		
	Total	79	83		
Staff related	Neutral	0	0	3.24	0.98
	Agree	95	99		
	Strongly agree	0	0		
	Total	95	99		

Regarding socio-economic, financial, legal and political situation shown in table 4.7, about 81% of the study participants agree that there were some form socio-economic problems during project implementation period (mean=4.17, SD=0.38). Majority of them believed that inflation was rampant during the implementation period.

Related to legal situation, almost all (99%) of the study participants did agree that there were political turbulent during the implementation period that may hinder project implementation quality.

In regarding to socio-cultural factors, the study participants (62%) could agree that there were some socio-cultural problems such not accepting new things that ultimately impact the implementation outcome and thus project implementation success (mean=4.18, SD=0.28).

Table 4.9: Extent of socio economic, political and legal factors on project quality

		Frequency	Percent	Mean	SD
Socio finance	Not decided	1	1	4.17	0.375
	Agree	78	81		
	Strongly Agree	17	18		
Political and legal	Disagree	0	0	2.95	1.24
	Not decided	0	0		

	Agree	95	99		
	Strongly agree	1	1		
Socio cultural	Disagree	0	0	4.18	.384
	Not decided	36	38		
	Agree	1	1		
	Strongly agree	58	60		
	Total	95	99%		

Regarding to client consultation and acceptance as shown in table 4.8, about (78%) of the study participants did agree that client’s consultation and acceptance was very during the project implementation (mean=3.74, SD=.40) One of the staff on the project has told me that USAID had a habit of extensive follow and monitor so frequently. Client inputs have been across all project management phase more focusing on project implementation and providing feedback regularly.

Concerning client acceptance, 40% (mean-3.75, SD=.48) of the study participants agreed the donor could not accept given that the high demand of the donor on project implementation and follow up. If there were any performance related issues, the donor/client could immediately take decision without hesitating.

Table 4.10: Extent of client consultation and acceptance factors on project quality

		Frequency	Percent	Mean	SD
client consultation	Disagree	0	0	3.74	0.48
	Not decided	20	21		
	Agree	75	78		
	Strongly Agree	0	0		
client acceptance	Disagree	30	31	3.75	0.48
	Not decided	28	29		
	Agree	34	35		
	Strongly agree	5	5		
	Total	95	99		

4.3. Project quality

Concerning project implementation quality, the finding as shown in table 4.11, showed that almost all study participants understood that the project had achieved the intended objectives. In the same token, about (69%) of the study participants agreed that the projects delivered “quality project items” and (82%) of them agree that the projects achieved their project outcomes. Moreover, (71.1%) the study participants thought and agree that there was no any problem related to deliverables.

Table 4.11: Project quality

Quality indicators	Frequency	Percent	Mean	SD
Achieves target benefits	69	71.9	0.72	0.45
Produces high quality deliverables (by taking its plans as criteria	79	82.3	0.83	0.38
Achieves its laid outcome level	81	84	0.84	0.37
Quality deliverables.	74	71.1	0.77	0.42

4.4 Correlation analysis

As it is known, correlation tells us whether there is any correlation, pattern or trend between two variables and how strong the relationship between the two pairs. It is denoted by Spearman’s (r) and express quantitatively the magnitude of the direction of the two variables. It (Spearman’s) correlation coefficients range from -1 to +1 with negative values indicates negative correlation and positive values indicates positive correlation where Spearman's coefficient. The Measures of correlation is dimensionless and scaled to lie in the range $-1 \leq r \leq 1$ When there is no correlation between two variables, $r = 0$

Table 12: Interpretation of various correlation coefficient values (r) values and the Measurement of the strength of association

R-value	The Strength of Association
0.81 to 0.99	Very strong positive relationship
0.61 to 0.80	Strong positive relationship
0.41 to 0.60	Moderate positive relationship
0.21 to 0.40	Weak positive relationship
0.01 to 0.20	Very weak positive relationship
0	No relationship
- 0.01 to - 0.20	Very weak negative relationship
- 0.21 to - 0.40	Weak negative relationship
- 0.41 to - 0.60	Moderate negative relationship
- 0.61 to - 0.80	Strong negative relationship
- 0.81 to - 0.99	Very strong negative relationship

Source: Hussey (1997)

Table 4.13 Table: Correlation analysis

Independent Variable	Dependent Variables	R value	Significance (P-value)	The strengthen of association
Organizational mission/goal	Project quality	0.814	0.00	Very strong association
Project environment factors		0.65	0.264	Weak association
Project Communication		0.889	0.00	Very strong positive association

	Project quality	Project Goal/mission	Project environment	Project management and team
Pearson Correlation	1.000	.814	.065	.889
Sig. (1-tailed)	.	.000	.264	.000

From the correlation analysis shown in the table 4.14, the variable that showed association in the project implementation quality were clear understanding of project mission/goal and project management skill at a significant level with project goal and project management team with significance level of 0.00

4.5 Regression analysis

In correlation analysis, the main focus is determining the relationship between variable. However, in regression model, the study tried to fit the data into the model and forecast the value of dependent variable from one or more independent variables. This study used multiple linear regression analysis (more than one predictor) to determine the value of the dependent variable. There is different assumption such as independent residuals and multicollinearity. Assumptions are presented below.

Table 4.14 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
					R Square Change
1	.983 ^a	.966	.965	.04574	.966
a. Predictors: (Constant): Project Goal/mission, Project environment Project management and team					
b. Depend variable Project schedule/plan					

Source: Field survey, 2022

Concerning the regression model the value of R-square measure the goodness of fit. The value of .966 indicates that the variation in project implementation quality can be explained by the independent variables. This suggest that about 97% of the variation in the depend variable could be explained by the independent variables.

Table 4.15: Coefficients/effect of factors project quality

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Part	Tolerance
Project quality	4.763	3.459		9.183	.000		
Project Goal/mission	.711	.609	.424	6.089	.000	-.117	.007
Project environment	.148	.025	.243	5.843	.000	-.112	.213
Project management and team	.720	.279	.410	-1.189	.000	-.215	.008

CHAPTER FIVE

5. SUMMARY CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

The following chapter presents a summary of the study findings and comes up with conclusions based on the outcome of the data collected and analyzed with different methods.

This unit of the study chapter summarizes the findings of the study and recommend for further studies in the future. As indicate in the objective of the study, the purpose of this study to assess the factors that affect project implementation quality in the case MENA. The variables under the study were project mission factors, schedule factors, project management skill, project management team factors.

5.2. Summary of findings

The study was conducted to identify factors that affect project implementation success by taking the case of projects MENA. About 99(71%) of the study participants who had participated in the have responded the questionnaire have responded for the interview, only 4(29%) had not responded for the question making the non-respondents 71%.

The study also found that project management and project team related factors affect project implementation quality, that significantly associated with project schedule. That means that team cohesion, project manager skill, clarity with project goal were found are among the factors that affect project implementation quality.

Moreover, the study established that communication across project team and among stakeholder influence project implementation quality

However, the study also found that project environment factors such as political, social, legal, financial environment, and also stakeholders' engagement did not affect the project quality implemented by MENA.

5.3 Conclusion

Based on the study objectives and research question of the study, it was possible to conclude the followings:

- The study concluded that clarity on an organizational mission that is mutually understood by all employees before project implementation, staff cohesion, and managerial skills have a positive effect on project quality. It was noted that, in contrast to technical and academic credentials, project manager soft skills have a greater impact on the project's success
- The study came to conclusion that good project management practices, effective resource management, and strong communication contributed to higher project quality
- Effective communication channel across project staff could influence effective project implementation success. According to the study, MENA used a variety of communication channels to make sure that information was delivered in a timely and informative manner.
- However, project environment factors such as political, social, legal, financial environment, and also stakeholders' engagement did not affect the project quality implemented by MENA.

5, 4 Recommendation

Based on the findings, with, the following recommendations are forwarded:

1. All project implementing organizations need to be prepared on the factors that impact project quality. They need to focus specifically on how to deal with those factors and means of averting those challenges
2. The study in particular recommends that MENA should focus on creating clarity on organizational mission and goal for its staff, work plan that has to be clear for project staff, strengthening staff cohesion and competent managerial skills to improve project quality
3. Clear communication and strong induction in creating a common understanding at the beginning and across project implementation period among staff is critical for a quality project. Besides, regular awareness-raising discussions, training sessions, and workshops are essential for identifying and resolving practical problems and ensuring project quality
4. In the course of work, the study found the effect of project environments such as political, social economic, legal, and stakeholders engagement need further research as they did not show any effect on project quality

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6. APEENDIX

6.1 Appenidix: 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 Project Implementation Success (quality) in Local NGOs, in the case MENA. 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 as “**Assessment of Factors Affecting Project Implementation Quality in Local Non-Governmental Organizations in Ethiopia: The case of Mekdim Ethiopia National Association (MENA) Projects**”, whose sole purpose is to qualify the requirement for obtaining the Master’s Degree of Project Management, from Addis Ababa University. Therefore, thanking in advance for your co-operation, I assure you that all information obtained from you will be used only for the research

purpose and remain confidential except for the purpose pointed out here above. You need not to write your name. Thank you very much.

Questionnaire Project name Project type Project year

Part 1: Demographic characteristics of the project manager/leader

Age _____ Sex _____

Educational background _____

Experience on project related positions _____

Part 2: Project related factors

Please rate the following statements considering the selected project you participated in based on the following rating scales.

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

No	Variables	Ratings				
		5	4	3	2	1
	Project related: Mission/Goal					
1	The goals of the project were in line with the general goals of the organization					
2	The basic goals of the project were made clear to the project team					
3	The project goals are developed in a way that contribute to the missions of the parent organization					
4	The beneficial consequences organization's success are clear					

Project related: Project Schedule / Plan					
1	We know which activities contain slack time of slack resources which can be utilized in other area during emergencies				
2	There was a detailed plan (including time, schedules, milestones, manpower requirements, etc.) for the completion of the project				
3	There was a detailed budget for the project.				
4	Key personnel needs (who, when) were specified in the project plan.				
5	Plans are developed by using the work breakdown structure				
6	The logical framework approach was adopted in identifying activities, and measureable objectives in the preparation of project plans				
7	Risks were sufficiently identified and mitigation strategies included as part of the project plan				
8	The Gantt chart was used in developing activity plans				

Part 3: Factors related to organizational structure

No	Variables	Ratings			
		Functional	Dedicated	Matrix	Project
	Organizational structure factor used for the project				
1	What kind of organizational structure the project used?				

Part 4: Project management and team related factors

	Items	5	4	3	2	1
1	The project management was responsive to the requests for					

	additional expertise, when the need arises. Upper management shared responsibilities with project team for ensuring the project's success.					
2	The project management team agreed and accepted the project manager's authority and responsibility. Upper management supported me in a crisis.					
3	The project management team has granted us the necessary authority and has accepted the decisions concerning the project					
4	The project management team was responsive to the requests for additional activities, when the need arises.					
5	The upper management shared responsibilities with project team for ensuring the project's success					
6	The project manager agreed with the project team on his/her level of authority and responsibility for the project					
7	Upper management supported the project manager during times/period of crisis					
Managerial Skills						
1	The project leader possessed adequate technical/conceptual skills					
2	The project leader (communication) skills.					
3	The project leader possessed adequate leadership skills.					
4	The project leader maintained a high profile (is visible and involved) on the project team.					
5	The project leader has the ability to motivate team members and maintain a cohesive project team.					
6	The project manager has a negotiation skill					
7	The project manager has skills of conflict resolution					

8	The project manager has a team building skill					
9	The project manager is endowed with decision making skills					
Staff/team						
1	Project team personnel understood their role on the project					
2	There was sufficient (both quality and quantity) human power to complete the project.					
3	The personnel on the project team understood how their performance will be evaluated					
4	Job description for team members have been written and distributed and were understood.					
5	Adequate technical and /or managerial training (and time for training) was available for members of the project team					
6	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.

No	Variables	Ratings				
		5	4	3	2	1
	Project environment related factors					
	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					
3	While the project was being implemented currency					

Political environment					
1	The project manager agreed with the project team on his/her level of authority and responsibility for the project				
2	The project is situated in a politically sensitive environment				
3	There was election while the project was implemented				
Legal					
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 hidden obstruction that affected the project implementation				
3	There was adequate access to social amenities (e.g. med-care)				

No	Variables	Ratings				
	Stakeholders level of involvement and their attitude	5	4	3	2	1
Client Consultation						
1	The clients were given the opportunity to provide input early in the project development stage					
2	The clients (intended users/beneficiaries) were kept informed of the project's progress.					
3	The value of the project has been discussed with the beneficiaries/clients.					
4	The purpose of the project has been discussed with the clients and what the project is not designed to do was made clear.					
5	The clients were told whether or not their input was assimilated into the project plan.					

Client Acceptance					
1	There was adequate documentation of the project to allow easy use by the clients (instructions, etc.).				
2	Potential clients have been contacted about the usefulness of the project.				
3	Clients knew who to contact when problems or questions arise.				
4	Adequate advanced preparation has been done to determine how best to “sell” the project to clients.				

6.2 Appendix: Checklist for the project success

The level of project success will be decided based on the secondary data that will be collected from profiles of the selected projects

1. Schedule performance index

Based on the following formula, the schedule performance index will be rated

Schedule Performance Index = (Earned Value) / (Planned Value)

$SPI = EV / PV$

- If the SPI is greater than one, this means more work has been completed than the planned work. In other words, you are ahead of schedule.
- If the SPI is less than one, this means less work has been completed than the planned work. In other words, you are behind schedule.
- If the SPI is equal to one, this means work is being completed at about the same rate as planned, you are on time.
- Earned Value (EV) = Total project budget multiplied by the % complete of the project

2. Cost Performance Index (CPI)

The cost performance index will be determined based on the following formula;

$$\text{Cost Performance Index} = (\text{Earned Value}) / (\text{Actual Cost})$$

$$\text{CPI} = \text{EV} / \text{AC}$$

With the above formula, you can conclude that:

- If the CPI is less than one, you are earning less than the amount spent. In other words, you're over budget.
- If the CPI is greater than one, you are earning more than the amount spent. In other words, you are under budget.
- If the CPI is equal to one, this means earning and spending are equal. You can say that you are proceeding exactly as per the planned budget spending, although this rarely happens.

		Options	
		Yes	No
1.	Achieves target benefits (by taking its plans as a benchmark)		
2.	Produces high-quality deliverables (by taking its plans as a criteria)		
3.	Achieves its laid-out outcome level (targeted result)		
4.	No deliverable defect(quality)		