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COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
DEPARTMENT OF PROJECT MANAGEMENT

PROJECT IMPLEMENTATION EFFECTIVENESS: THE CASE OF GOAL
ETHIOPIA

BY

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AUGUST 2021

ADDIS ABABA, ETHIOPIA

**PROJECT IMPLEMENTATION EFFECTIVENESS: THE CASE OF GOAL
ETHIOPIA**

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**A PROJECT WORK SUBMITTED TO THE SCHOOL OF COMMERCE IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER'S IN
PROJECT MANAGEMENT**

AUGUST 2021

ADDIS ABABA, ETHIOPIA

DECLARATION

I, **Tamiru Alemyihun**, hereby declare that the project work entitled “*Project Implementation Effectiveness: The Case of Goal Ethiopia*” submitted by me in Partial Fulfillment of the requirements for the Award of master’s degree in Project Management to Addis Ababa University, College of Business, Economics, School of Graduate Studies is the outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. The matter embodied in this project work has not been submitted for any degree in this or any other university.

Tamiru Alemyihun

Signature _____

Date: October 2021

APPROVED BY BOARD OF EXAMINERS

Abdurezak Mohammed (PhD)

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STATEMENT OF CERTIFICATION

This is to certify that the project work entitled “*Project Implementation Effectiveness: The Case of Goal Ethiopia*” by Tamiru Alemyihunwho carried out the research under my guidance. The matter embodied in this project work has not been submitted earlier for award of any degree or diploma. I further certify that, the work reported herein doesn’t form part of any other project work or project report.

Advisor: Abdurezak Mohammed (PhD)

Signature _____

Date _____

ACKNOWLEDGEMENT

The successful completion of this project work would not have been possible without the support, encouragement and cooperation from many individuals who assisted me in diverse ways from the beginning to the end.

First of all, my hearty thanks go to Almighty God for His blessing-full knowledge, inspiration and diligence required for the successful completion of this project work and for making my dream a reality.

Next, I would like to give my deepest gratitude toward my advisor Abdurezak Mohammed (PhD) for his guidance, continual advice, patience, vast knowledge, and critical review of the project work.

Thirdly, a great thanks and unusual gratitude is addressed to all managers and employees in health facilities, WASH and DPPC Bureaus at government sectors of Bale Zone of Oromia Regional State context then emergency workers deployed in INGOs and UN agencies for giving me a great opportunity and cooperation to conduct my research at their respective offices. Without their kind cooperation, this study would not have been complete and became a reality.

I am also ready to thank my best friends: Mrs. Meskele Wolde (project coordinator for Bale zone in GOAL Ethiopia), Mr. Daniel Kaba, Nutrition Officer in Bale Zone in WHO, Dr. Bereket Yalew, Incident Manager in WHO, Health Extension Workers in Bale Zone of Dollo Mena, Herrena Buluk and Meda Wolabu Woredas for their support and advices.

Next, I am pleased to give my special thanks to all family for their great support in supplying relevant.

Finally, my appreciation and thanks go to my institution Addis Ababa University, which supports this Project Management program and provided me the necessary resources throughout my study.

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ABSTRACT

The main purpose of this study is identifying project success factors that influence humanitarian project implementation success by Goal Ethiopia. project implementation is complex and risky. Research has been done for humanitarian project implementations in numerous environments but there is a serious gap in the literature regarding implementation success in the Ethiopia context. Besides, project implementation characteristics that can be used to gauge levels of project success, with emphasis on those that may be unique to humanitarian activities in this research, the researcher had investigated project implementation by Goal Ethiopia. The evaluation was based on CSFs (Critical Success Factor) which cited as index for success of ERP implementation in others project implementation researches. Explanatory research design was used for the study, with a quantitative study methodology to analyze an institution that implements projects. The target population was 132 Human resource Personnel out of which convenience sampling technique was used to select a sample size of 60. Data was collected by using questionnaire at project implementation levels of the organization. The data collected was analyzed using statistical Package for Social Sciences. The study found that CSFs, human resource competency and communication and consultation of stakeholders has significant relationship with successful humanitarian project implementation by Goal Ethiopia. This study demonstrated that success factors have indeed evolved according to the type of project and the environment that the project is operating. The researcher recommended for other organizations to consider the five Critical Success Factors while implementing humanitarian project in order to realize implementation benefit. Furthermore, practical implications to Goal Ethiopia and future studies highlighted.

Key Words: *Project Critical Success Factor, Humanitarian project implementation success, Goal Ethiopia*

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LIST OF ACRONYMS

GE: Goal Ethiopia

HPIS: Humanitarian project implementation success

INGOs: International Non-Governmental Organizations

NGO: Non-Governmental Organization

PSCF: Project success critical factors

SHI: Stakeholders' influence

SPSS: Statistical Package for Social Sciences

TMI: Top management influence

TWI: Project teamwork influence

UNDP: United Nations Development Program

UNICEF: United Nations International Children's Emergency Fund

USAID: United States Agency for International Development

WFP: World Food program

WHO: World Health Organization

CHAPTER ONE

INTRODUCTION

This chapter deals about background of the study; statement of the problem; objectives of the study; significance of the study; scope of the study; limitations of the study; operational definition of key terms, and organization of the study.

1.1. Background of the study

Pinto and Slevin (1988) define a project as an organization of people dedicated to a specific purpose or objective. Projects generally involve large, expensive, unique, or high-risk undertakings, which have to be completed by a certain date, for a certain amount of money, within some expected level of performance. At a minimum, all projects need to have well defined objectives and sufficient resources to carry out all the required tasks. Project implementation practice highly influenced by project manager, team competency (Knowledge, Skill and Personality), resource (cost, time, human) this constraint highly influence project success therefore before starting the project work there has to be proper plan and estimation and throughout project implementation phase (Gebre, 2018).

Implemented project is a sign to one country development; which influence social, economic, political figure of a country. For example, projects implemented to response for drought-affected communities are the best example to support the previous point. Mostly in Ethiopia, humanitarian interventions projects involve Ethiopia national and international NGOs to support the country by developing the objective of eradicate poverty, controlling famine crisis and political instability in the different regimes of the country (Jeffrey Clark, 2000).

Projects to implement such humanitarian interventions of aid have their share of challenges as they require major investments and success is far from assured. Recent statistics show that over 50% of projects experience cost overruns and over 60% have schedule overruns (Krigsman, 2013). In order to overcome this complexity, the needs for project management as a methodological planning and calculated management are stressed (Abdoulmohammad, et. al., 2014).

Drought, food insecurity and conflict displacement have featured in most part of Ethiopia, specifically communities in Bale Zone of Oromia Regional state. The international community managed to some extent to get humanitarian assistance delivered to millions of vulnerable and famine affected populations across the region. Goal Ethiopia is one of the international implementing NGO in Ethiopia since 1987; the organization has been delivering a range of relief, rehabilitation and development initiatives throughout the country. Although the response was large in scale, the effects of the famine persist and there are no indications of rapid recovery for the most vulnerable. Therefore, this study evaluates the effectiveness of the project implementation to the 2017 to 2018 conflict displacement in Bale Zone of Oromia Regional state by Goal Ethiopia.

1.2. Statement of the Problem

Even though international and local NGOs are engaged to social, economic and country development by implementing projects with different level of scope and objectives, the projects implemented in less organized way. Although, many projects implemented by volunteer and employee that does not have project management background. They make the implementation of the project by experience and common sense.

Most of the projects implement by dividing the project in many phase; if one project is not attended within the period, it will not be a failure but will be address to the next phase of the project; this helps the organization to see the short-term impact through monitoring and evaluation.

This type of implementation practice supported by the review of Action Aid international NGO that work on eradicating poverty through development project in rural area. This author explain on how the project was separated into different phase for the purpose monitoring and controlling of project implementation and this make the project does not have time as constraint (Biresaw Geremew, 2016).

Non-Governmental Organizations (NGOs) in Ethiopia are facing many challenges regarding their project implantation practice:

Based on the proclamation No 621/2009 of charities and society's proclamation the most challenging to the project implementation practice is the issue of legality of the project; Most of the social work projects are limited to community development without advocacy of human right, social justice and political engagement (Kendra E Dupuy, James Ron & Aseem Prakash, 2014). The financial situations

of the local NGOs are also a big challenge because of the fund provider (donor) is unstable, the management of the fund collected from the donor and allocation of the fund label as the internal challenges of project implementation practice (MengeshaAyene, Raman Kumar, FitsumAsefa, 2014). And the law of Ethiopia charities and society labeled 70% of the fund for project implementation and 30% of the fund for administration cost and this affect the number of employee and their competency for specific position (MengeshaAyene, Raman Kumar, FitsumAsefa, 2014).

According to Gebre (2018), there are some common challenges on the implementation of social work projects. Human resource management and deficiency of professional employee is one of the challenge project implementation face. most of the project management is challenged by the management in the organization because there is no stabile system to control the organization and to the specific project implementation and the other is the image of one organization affected by other NGOs and this influence the donor and the fund.

In addition, NGOs are expected to improve the life of society by providing different projects and the level of project implemented measured by the impact made to communities (BiresawGeremew, 2016). However, the existing practice to address community needs still in uncertain (Jeffrey Clark, 2000) (MengeshaAyene, Raman Kumar, FitsumAsefa, 2014) and the project implementation and challenges pay significant role (Eric D. Werker, Faisal Z. Ahmed, 2007). Therefore, this study assessed the implementation success of humanitarian projects in Bale one Oromia region by Goal Ethiopia.

1.3. Research Questions

By doing so this study guided by the following research questions:

1. How does top management determine the humanitarian projectsimplementation success inGoal Ethiopia?
2. What is the influence of human resource competency on humanitarian projectimplementation success inGoal Ethiopia?
3. How does project teamwork influence humanitarian projectsimplementation success of inGoal Ethiopia?
4. What is the influence of stakeholder involvement in the humanitarian projects implementation success inGoal Ethiopia?

1.4. Objective of the Research

1.4.1. General Objective

The study has a general objective of identifying project success factors that influence humanitarian project implementation success in the case of Goal Ethiopia.

1.4.2. Specific Objectives

1. To establish how top management support influences the implementation success of humanitarian project in Goal Ethiopia.
2. To determine how human resource influences the implementation success of humanitarian project in Goal Ethiopia.
3. To examine how project teamwork influences the implementation success of humanitarian project in Goal Ethiopia.
4. To establish the influence of stakeholder involvement in the implementation success of humanitarian project in Goal Ethiopia.

1.5. Significance of the Study

This study is valuable to a wide section of INGOs, local NGOs, beneficiary and stakeholder, and academicians. It will add to that growing body of knowledge by identifying implementation characteristics that can be used to gauge levels of project success, with emphasis on those that may be unique to the study context.

The policy makers in the area will find the information provided by this study useful as a framework that enables project managers to focus on the factors that contribute to success in any project implementation (humanitarian project implementation environment).

To give practical knowledge to the expertise and academicians on social work project implementation area; about project implementation challenges and how most NGOs are working now a days to make their project sustainable to address social and local community development. The research also be used as a reference or input for further study within similar scope.

1.6. Scope of the Study

This research is limited in scope by employed quantitative explanatory research design using project critical success factors in effective project implementation to investigate the factors

affecting humanitarian project implementation success in a case of Goal Ethiopia project management office found in Addis Ababa.

1.7. Limitation of the Study

The study has some limitations. The first is the sample size considered in this study. The sample size is limited but taking more may give deep understanding of the concepts on the system. Nevertheless, this research is still valid having analyzed the available sample size with the questionnaire. Secondly, the time required to complete the research was very small and this had an influence on the researchers’ decision to pick a small number of respondents. Therefore, the short time did not allow an in-depth search (e.g. interview) for more information.

1.8. Organization of the Project Work

The research organized in five chapters. The first chapter include a general introduction and background about the topic. It explained statement of the problem, the need or significance of the research, scope and limitation. Chapter two of the study provide literature reviews on the factors affecting the successful humanitarian project implementation based on the variables in the study objectives. This chapter also included the theoretical framework and conceptual framework on which the study is premised. The third chapter deals with the methodology of the research, data collection, and analysis techniques. Chapter four is about analyzing the data, discussion and results. Finally, chapter five contains conclusions, and recommendations for future works.

1.9.Operationalization of Variables

The operational definition of variables describe the independent and dependent variables as well as their sub-variables as measurable indicators of the study as shown in the table below:

Table 1. 1: Operationalization of Variables

Independent variable	Indicators
Top Management influence	<ul style="list-style-type: none"> • Communication • Resource acquisition and allocation • Commitment and support

Independent variable	Indicators
Human Resource competency influence	<ul style="list-style-type: none"> • Training offered • Project experience • Qualifications
Project Teamwork influence	<ul style="list-style-type: none"> • Team recruitment • Team coordination • Team roles
Stakeholder influence	<ul style="list-style-type: none"> • Consultation • Participation • Training
Dependent variable Project implementation Success	<ul style="list-style-type: none"> • Project Mission and goal • Top Management Support • Project schedule • Communication and consultation • Technical Tasks

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter entails a review of literature on the study of the independent and dependent variables under scrutiny. The first part is a description of the various identified project success factors. The next part of the chapter introduces the variables and the contribution that these have on humanitarian project implementation success. The chapter also describes the theoretical framework and conceptual framework on which the study premised.

2.2. Definition and Concepts of Project

Before attempting a discussion of the project implementation success, it is first important that some of the key concepts in this chapter be adequately defined.

According to Steiner, (1969, p. 498) “A project is an organization of people dedicated to a specific purpose or objective. Projects generally involve large, expensive, unique, or high risk undertakings which have to be completed by a certain date, for a certain amount of money, within some expected level of performance. At a minimum, all projects need to have well defined objectives and sufficient resources to carry out all the required tasks”. The second definition is offered by Cleland and Kerzner (1985, p. 199), “A project is combination of human and nonhuman resources pulled together in a temporary organization to achieve a specified purpose”.

A project, then, can be defined as possessing the following characteristics (Slevin& Pinto, 2008):

- I. A defined beginning and end (specified time to completion).
- II. A specific, preordained goal or set of goals.
- III. A series of complex or interrelated activities.
- IV. A limited budget

What is Successful Project Implementation?

In addition to defining the concept of organizational projects, Project implementation success has been defined many ways to include a large variety of criteria. However, Slevin and Pinto, (2008)

defined in its simplest terms, project success can be thought of as incorporating four basic facets. A project is generally considered to be successfully implemented if it;

- a) Comes in on-schedule (time criterion).
- b) Comes in on-budget (monetary criterion).
- c) Achieves basically all the goals originally set for it (effectiveness criterion).
- d) Is accepted and used by the clients for whom the project is intended (client satisfaction criterion).

Project management, therefore, emphasized as the process of making decisions and operationalizing certain strategies and tactics to bring the project to success (Kuen, et.al. 2009). According to Baker, Murphy and Fisher (1988), that project success is a matter of perception and that a project will be most likely to be perceived to be an overall success if the project meets the technical performance specifications and/or mission to be performed, and if there is a high level of satisfaction concerning the project outcome among key people on the project team, and key users or clientele of the project effort.

According to Prabhakar, (2008) schedule and budget performance alone are considered inadequate as measures of project success, they are still important components of the overall construct. Quality is intertwined with issues of technical performance, specifications, and achievement of functional objectives and it is achievement against these criteria that will be most subject to variation in perception by multiple project stakeholders (Prabhakar, 2008).

2.3. Project Implementation Success Factors

Several researchers have examined project implementation success factors. According to Cleland (1986) project success is meaningful only if considered from two vantage points: the degree to which the project's technical performance objective was attained on time and within budget; the contribution that the project made to the strategic mission of the humanitarian rise. AlsoBaccarini (1999) identified two distinct components of project success:

- I. **Project management success:** - This focuses upon the project process and, in particular, the successful accomplishment of cost, time, and quality objectives. It also considers the manner in which the project management process was conducted.
- II. **Product success:-**This deals with the effects of the project's final product.

According to Kuen, et.al. (2009) there are two main dimensions of project success:

- I. The first dimension is success measured by the impact on the end user or clients. A successful manufacturing based project was measured by the usage level of its intended clients, the clients' adoption in their daily tasks and the perception of the clients that the developed project works.
- II. The second dimension is success measured by the impact on the organization. These impacts can be in the form of improved organizational performance and decision making process at the organizational level and plus, the positive impact that the project has on the stakeholders of the project.

2.3 Empirical review on Project implementation practice

Even though there is a lot of social work projects implemented in world to improve life of society within specific project scope, the impact that is made by organization vary based on the successful execution of the projects. Therefore this study try to look what is the success factor of project implementation and practice of implementation projects. This include theoretical fact and practical experience of project implementation practice.

In (Project Management Institute, 2013) explanation about project success, there are constraints that will influence the project implementation practice. These are Scope, quality of the project, budget, schedule, human resource and rick of projects directly influence project implementation and success of the projects. But scholar argues that this is not the only factor that affects the implementation of project. (Kerzner H, 1998) Explain project implementation success factor are beyond the three constraints, which commonly called iron triangle, it include project team competency, management commitment to the implementation of the project, project management system, human resource management within the organization, beneficiary participation, governmental involvement and communication within stake holder.

Even though, success factor level of influence to the project implementation vary in deferent project (Fortune, j. & white, D., 2006) identify twenty- seven success factors of different project by reviewing 63 publication that focus on critical success factors (CSF) and rank them based on the number of citation frequency which explain on specific success factor and based on this; support form senior management, clear and realistic objective, updated detailed plan, good communication of project team and stakeholder etc. are highly ranked critical success factors

(CSF) that influence project. In addition to the three constraints (schedule, cost and scope) this factor might be internal or external but project implementation practice can be evaluated through the level of influence CSF brought to implementation of projects and the overall project impact (Kerzner H, 1998). *See table 2*

(Henrique Castro & Marly Monteiro de Carvalho, 2007) Explain In existing project implementation practice about the factor that affect project implementation practice in telecommunication projects; trend in project management, organizational structure, project management methodology and competency of project manager, team and sponsor. And the writer also explain their specific relation and level of influence to the effective performance of the project.

Local and international NGOs develop their project implementation practical system but there are some common focus area that support successful implementation of social work projects (Eric D. Werker, Faisal Z. Ahmed, 2007) and the authors mention factors that influence the project implementation; stake holder which are donor, beneficiaries and project implementer or team as project implantation practice influencer.

Accordingly This studies review on the definition and implementation of some critical success factors based on the influence to project implementation practice:- Project management system is one of critical success factor that affect the project implementation by integrate the organization structure, higher management relation to project management, stakeholder influence, communication level, change management etc. (Fortune, j. & white, D., 2006).

Table 2. 1: Critical success factors of project implementation

Critical success factor	Count of citations that support CSF
Support from senior management	39
Clear and realistic objectives	31
Detailed plan kept to date	29
Good communication or feedback	27
User or client involvement	24
Skilled or sustainable qualified and sufficient team	20
Effective change management	19
Competent project manager	19
Strong business case for project	16
Sufficient and well allocated resources	16
Good leadership	15
Proven or familiar technology	14
Realistic schedule	14
Risks addressed and managed	13
Project sponsor or champion	12
Effective monitoring and control	12
Adequate budget	11
Organizational adaptation, culture, structure	10
Good performance by suppliers, contractor and consultant	10
Planned close out and review, acceptance of possible failure	9
Training provision	7
Political stability	6
Correct choice/ past experience of project management methodology/ tools	6
Environmental influences	6
Past experience (learning from)	5
Project size (large)/ level of complexity/ number of people involved (too many)/ duration (over 3 years)	4
Different viewpoints	3

(Fortune, j. & white, D., 2006)

Based on the relation with the project and organizational goals and different characters, as *see in table 2.2*, there are two type of project management system used to successful implementation of the project; strategic and conventional (traditional) project management system. (Tony Grundy & Laura Brown , 2002).

Table 2. 2: The differences traditional and strategic project management systems

	Conventional / traditional	Strategic
<i>Link with business strategy</i>	direct and explicit	vague and distant
<i>Project Definition</i>	usually portrayed as a 'given'	highly flexible, creative, depending on options
<i>Project planning</i>	Follows on directly from project definition	only done once a project strategy is set
<i>Attitude to detail</i>	Absolutely central, it's all about control	Important but only in context tries to see the big picture
<i>Importance of stakeholder</i>	Emphasis on formal structure project manager, team and sponsor	Far-reaching stakeholder analysis
<i>The importance of uncertainty</i>	Coped with through critical path analysis after activity planning	Uncertainty analysis done first then activity planned

(Tony Grundy & Laura Brown , 2002)

Project implementation practice highly influenced by project manager and team competency (Fortune, j. & white, D., 2006). Competence measured in three dimension such as Knowledge, Skill and Personality(KSB) ; *Knowledge* focus on know-how about project task and specialization on part of the project, *skill or performance* is the ability to accomplish project and level of experience measure the efficiency of work in project team there are different skill that help the project team to implement project successfully such as communication, work in team, working on deadline or schedule and *personality or behavior* this include but not limited to discipline or core personal character of project team (Project Management Institute, 2013).

Resource are main factor on project completion; the limitation of resource help to define the scope of the project. In project implementation there is a need of resource for instance cost, time, human etc. this constraint highly influence project success therefore before starting the project work there has to be proper plan and estimation and throughout project implementation phase. Project devote high amount in employee that work as project team and administration for successful implementation of projects therefore human resource management help project implementation by including staff acquisition and release, schedule for training session, team building strategy, recognition and award and this motivate employee, reduce turn over and enhance skill and competency (Project Management Institute, 2013).

(Rehema C. Batti, 2014) Explain about how human resource management affect project implementation practice as a success factor in local NGOs; experience, competency, payment etc. Most of child care and development project implementation is based on voluntary group and society group who took small training on children development. But it need professional guidance, technical support and supervision, and operational management. The report emphasize project implementation practice highly influenced by organizational arrangements, fund allocation from main office and human resource capacity (UNICEF, 1984).

The other factor that affect project implementation is stakeholder influence and involvement to projects. Stakeholder affect the project implementation positively or negatively; some stakeholder are sponsor or donor, customer or end user, seller, business partner, organizational group, functional manager etc. Based on the level of influence there has to be a communication matrix that serve to all stakeholder (Project Management Institute, 2013). Especially NGOs implement project by partnering with different stakeholder and this improve stakeholder involvement, diligence and accountability and improve structure of organization and communication within the organization and this will be done by providing partner frame work to investigate their level of influence (UNHCR, 2012).

Most of project plan to implement project by avoiding Governmental and external environment influence involvement and because of this reason project have challenges in the time of implementation. One country develop plan to implement different projects for country development and sustain life of people within it based on this government support may vary between project to project. In Ethiopia, government have high involvement in financial allocation of budget (70% to 30%) (Federal negarit Gazeta, 2009) and type of project for instance; project that work on advocacy of right or projects related to political empowerment highly challenge or not allowed to be implemented by international and local NGOs, this highly affect the involvement of NGOs with human right objectives and it is argumentative topic still now (Kendra E Dupuy, James Ron &AseemPrakash,, 2014).

2.4. Challenge of NGOs humanitarian project implementation

The implantation of highly affected by internal and external factors that can be seen as a challenge that affect the success of the project directly or indirectly and this influence the level of

impact that the project bring to the community (Henrique Castro & Marly Monteiro de Carvalho, 2007)

2.4.1 External factors that influence project implementation

Regulation and policy: UNICEF report state that the main challenge in project implementation practice in developing countries is national policy and priority framework of objective make the project impact low to the beneficiary and demotivate the donor of the project (UNICEF, 1984). Country like Ethiopia most of the social work project is limited to community development without advocacy of human right, social justice and political engagement (Kendra E Dupuy, James Ron & Aseem Prakash,, 2014).

Governmental influence: Difficulty getting support and full cooperation from government agencies in building awareness and community partnerships (NGO partnership, 2007) project implementation delay by not getting local administration approval this reduce the project significance in timely manner (Biresaw Geremew, 2016)

Beneficiary and donor involvement: Difficulty in getting participation from villagers who are poor and poorly-educated or have received no education. Because the poor focus their time on earning income to support their families, they concentrate less on education and the future of their children. This limits their capacity to send their children to school and to participate in NGO activities (NGO partnership, 2007). (Eric D. Werker, Faisal Z. Ahmed, 2007) Donor are financial source of the project and because of (Mengesha Ayene, Raman Kumar, Fitsum Asefa, 2014)

2.4.2 Internal factors that influence project implementation

Organizational structure: the project implementation highly influenced by NGOs organizational structure and less corporation within the higher manager influence the project implementation practice (Eric D. Werker, Faisal Z. Ahmed, 2007)

Human resource management: in the article (Rehema C. Batti, 2014) list the challenge on human resource management; Recruitment and Retention of Competent Staff, Inadequate Human Resource Policies or Procedures, Lack of capacity to manage a diversity of work Force, Mismatching of employee qualifications with Jobs or Positions, Inadequate HR Management Skills among Supervisors, Organization program strategies affect staffing, Inability

to offer and provide competitive employee incentives and benefits, Inadequate Performance Management Systems, Inadequate career development opportunities, Difficulties in Maintaining Balance between Employee and Organization needs, Lack induction and coaching Mechanisms for new employees, Presence of leadership Gaps/Crisis, Inadequate or Clear Structures for Rewarding Performance and this all affect the performance of social work projects.

Project manager and team competency: (Henrique Castro & Marly Monteiro de Carvalho, 2007) State that Employee capacity and competency is one of the challenge in projects implementation. Even though the level of knowledge and experience of a team influence project implementation there is deficiency of employee with level of experience

Fund and financial situation: The financial situations of the local NGOs are also a big challenge because of the fund provider (donor) is unstable, the management of the fund collected from the donor and allocation of the fund. (MengeshaAyene, Raman Kumar, FitsumAsefa, 2014). Donor organizations found working with local NGOs to be slow and difficult because of limited capacity in strategic conceptualization, service delivery, and financial accountability (Eric D. Werker, Faisal Z. Ahmed, 2007).

Scope scrip or change: (ShoaAsfaha, 2011) review projects on poverty reduction and advocacy on health and the main challenge to the projects implementation was the objective and the real practice of implemented project are different in scope some of them are have scope scrip. As per Action Aid Ethiopia report developmental projects that was done in rural area of Ethiopia highly affected by scope change of project (BiresawGeremew, 2016).

2.5. Research Hypothesis

The purpose of this study is to examine the project critical success factors for humanitarian project implementation success by Goal Ethiopia. Depending on the review of empirical studies made around the world, the researcher has developed the following hypothesis.

- *H1: The Project Implementation Success positively related to top management support.*
- *H2: The Project Implementation Success positively related to human resource competency.*
- *H3: The Project Implementation Success positively related to project teamwork influence.*
- *H4: The Project Implementation Success positively related to stakeholder's involvement.*

2.6. Conceptual Framework

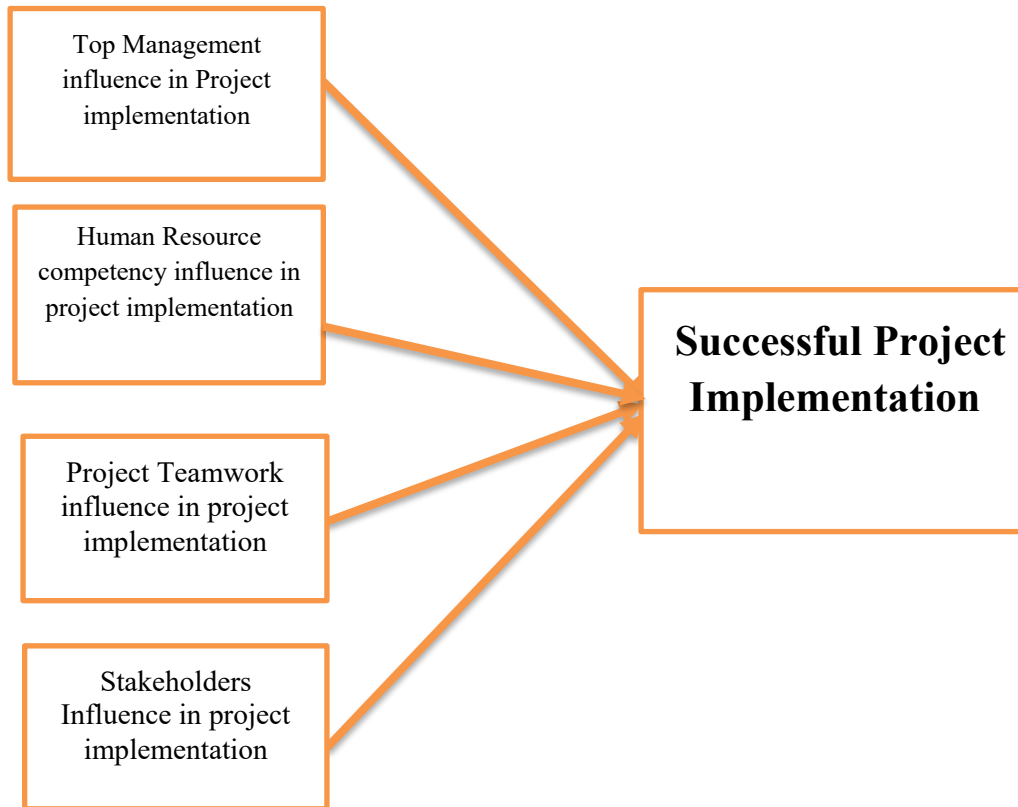
The conceptual framework illustrates how the four independent variables, Top management support, Human resource, teamwork and stakeholder involvement interrelate in order to influence humanitarian project implementation.

The researcher able to identify project success factors (which affect effective project management) and implementation success factors and integrate the factors. Top management support with its key indicators as; Nature of support, Type of support and communication. Human resource with its key indicators as Training offered, Project Experience and qualification. Teamwork with Its key indicators as Team recruitment, Team coordination and Team roles and stakeholder involvement with its key indicators as, Consultation, Project participation and Training interrelate in order to influence humanitarian project implementation to deliver the expected benefit (implementation success).

Figure 2. 1: Conceptual Framework

Independent Variables

Dependent variable



Source: Developed by the researcher from the literature review.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter consists of research design, study population, sampling design, data collection instruments, data collection procedures and data analysis. The researcher also gives a validation of the chosen methodology adopted in the research to make its findings objective. The operationalization table of the study variables is also provided.

3.2 Research Design

The researcher adopted the descriptive research design for the study. As the name suggests, this design refers to a set of methods and procedures that describe variables. Descriptive studies portray the variables by answering who, what, and how questions (Babbie, 2002). Mugenda and Mugenda (2003) assert that the descriptive design is a process of collecting data in order to test hypothesis or to answer the questions of the current status of the subject under study. Descriptive research design chosen because it enabled the researcher to generalize the findings to a larger population. The descriptive research design approach has been credited due to the fact that it allows analysis of the relationship between variables (Creswell, 1999).

3.3 Population and Sampling Design

Study Population

Creswell, (1999) describe a population as the entire group of individuals or items under consideration in any field of inquiry and have a common attribute. The study targeted humanitarian projects undertaken by the Goal Ethiopia head office in Addis Ababa. Addis Ababa selected because it is the headquarters of Goal Ethiopia branches which undertake the humanitarian project implementation. The study premises this because projects are rolled out from A.A and later to other nationwide branches. The study sought respondents which comprises of (selected staff from 4 branches), project team (a Project Manager and the project team derived from the Human Resource, It department) and management. The population of this study consisted of a total of 132 personnel respondents.

3.4 Sample Size and sampling technique

This section of the Study discusses how the sample size was arrived at and the sampling technique involved.

3.4.1 Sample size

The term sample refers to a segment of the population selected for research to represent the population as a whole (Kotler & Armstrong, 2006). According to Mugenda and Mugenda (2003), in a descriptive research, a sample size of 10-30% is a good representative of the population which also helps in reducing sampling errors. Other factors that were considered in choosing the sample size were resources in funds and time. Therefore the sample of the study was 60 respondents' equals to 45% ratio considered adequate to represent the population.

Table 3. 1: Sampling Frame

Clusters	Population	Percent (%)	Sample
Management	3	100	3
Project team: includes the project manager and the team	25	100	25
Staff From the respective branches	105	30	32
Total	132		60

Source: Goal Ethiopia HR (2021)

3.4.2 Sampling procedure

The study used the convenience sampling technique to select various level managers who oversee the various humanitarian projects being implemented by Goal Ethiopia. With the convenience sampling method, the researcher used his personal judgment to select those respondents that best suited the purposes of the study and those that are believed to have the information being sought.

3.5 Data Collection Methods and Approach

Various sources used to collect data for this study. Techniques that used in data collection include questionnaire and documentary review.

Primary Data

The primary data are those which are collected for the first time and thus happen to be original in character (Kothari, 2004). In this study, the primary data collected through questionnaires prepared by the researcher.

The data collection tool that the study used is questionnaires with close ended items. The questionnaire is a popular method of collecting data because researchers can gather information fairly easily and the responses are easily coded (Sommer & Sommer, 2001).

The questionnaire were divided into 5 sections, where section 1 comprises of the socio-demographic data; Section 2, top management support; Section 3 – personnel; section 4 comprise teamwork related items and section 4 comprises items relating to stakeholder involvement . A fifth section was included in the questionnaire which dealt with the critical success factors to project implementation identified in the literature review. The survey questionnaire item was self-administered to the targeted respondents who were members of the project office.

Secondary Data

Secondary data are those that are already available, and refer to data that have already been collected and analyzed by someone else (Kothari, 2004).

Documentary Review

Various documents were used to collect information needed. In this regard, the relevant Information from published and unpublished documents including textbooks, journals, Company's reports and publications related to project implementation success factors, humanitarian project implementation, dissertations, online Materials, training manuals and different papers are planned to use.

3.5.1 Pilot Testing of the Instrument

Pilot testing involves conducting a preliminary test of data collection tools and procedures to identify and eliminate problems, allowing programs to make corrective changes or adjustments before actually collecting data from the target population. Pilot testing allow to assess the question's validity and the likely reliability of the data (Ranjit, 2011). The researcher conducted a pilot test among 10 members of the target population which were excluded from the final

sample respondents in order to identify inconsistencies with the research instruments in regard to the research questions and research techniques which then adjusted and modified.

3.5.2 Validity of research Instrument

In order to establish the validity of the study instrument the researcher were consulted with the university supervisor on whether there was a causal relationship between the independent and dependent variables of the study. The researcher was also self – administer the questionnaire and explained the instrument concepts to the respondents which enhanced its face validity as recommended by Greener (2008) to encourage and motivate respondents to participate in the study.

3.5.3 Reliability of research Instrument

The data were tested for its reliability using Cronbach's alpha. The Cronbach's Alpha has been used to measure the internal consistency of the scale in this research for the estimation of the consistency of the individual respond to items within the scale. (Nunnally, 1978) Found that a scale of 0.7 that was widely accepted as consistent and reliable in social science research.

A reliability test is used to assess consistency in measurement items. If a research tool is consistent, stable, predictable and accurate, it is said to be reliable. The greater the degree of consistency and stability in an instrument, the greater its reliability. (Bhattacharjee, 2012) defined reliability as the degree to which the measure of a construct is consistent or dependable. Internal consistency reliability test was used to determine reliability of the questionnaire by calculating Cronbach's Alpha which is used to measure the internal consistency of the measurement items. If a coefficient alpha is between 0.6 and 0.7 it indicates that there is fair reliability, Higher Alpha coefficients indicate higher scale reliability (Joseph, 2003). As shown in table below this study demonstrates high internal consistency and the total Cronbach Alpha coefficient is .956. The overall internal consistency of 32 items was tested and the result showed the high Alpha value ($\alpha=0.956$). Thus, it concluded that the questionnaire was reliable and consistent, because the Alpha value greater than 0.70. Therefore, this study demonstrates high reliability.

Table 3. 2: Reliability test (Cronbach's Alpha)

Dimensions	Cronbach's Alpha
Top management influence	.785
Human resource influence	.691
Project team work influence	.868
Stakeholders' influence	.890
Project success critical factors	.904
Total scale	.956

Source: Analysis of Survey data using SPSS 25

3.6. Data Collection Procedure

The researcher sought a letter of transmittal from the University in order to facilitate the process of data collection. The researcher introduced himself to the Goal Ethiopia office relevant authorities to begin the data collection processes in the sampled project office. The researcher approached respondents introducing the purpose of the study and self – administer the questionnaire.

3.7. Model Specification

The major aim of this research is to identify the factors, which influence humanitarian project implementation success: Relationship between top management support and involvement (TMI), human resource influence (HRI), project teamwork influence (TWI), stakeholder involvement (SHI) with Humanitarian project implementation success (HPIS). The variables are taken from different papers discussed in the literatures taking into consideration the availability of data. The regression model of this study estimated in the following form:

$$\text{HPIS} = \beta_0 + \beta_1 \text{TMI} + \beta_2 \text{HRI} + \beta_3 \text{TWI} + \beta_4 \text{SHI} + \varepsilon$$

Where: β_0 = constant, $\beta_1 - \beta_4$ Coefficients of the regression equation, ε = Coefficient of errors

Source: Developed for the research

3.8. Data Analysis Techniques

The researcher collected the needed data by administrating a questionnaire to employee of GE. After that, collected data rearranged, edited and calculated in order to become complete data that is needed for this study. The study utilizes two sets of statistical methods: descriptive statistical methods to analyze the variables of the study and their basic qualities, and statistical tests to test the hypotheses of the study (coefficient, correlations of the variables and test simple regression), in order to measure the type and degree of analysis and the relationships between the variables of the study. The data were analyzed and presented inform of table.

To see the relationships of the four explanatory independent variables of the study on project implementation success in Goal Ethiopia reliability test and regression analysis were conducted. The findings of Likert scale measures were evaluated according to Kazdin; the score from 1-1.80 is strongly disagree, from 1.81- 2.61 is disagree, from 2.62-3.41 is neutral, from 3.42-4.21 is agree, and 4.22-5 is considered strongly agree in a five-point Likert scale. (Kazdin, 1992).

3.9. Ethical Considerations

The principle of voluntary participation was adhered to and respondents were not coerced into participating in the research. The research ensured confidentiality. Individual permission will sought from GE, and individuals expected to participate in the study. The respondents were informed of the consent and the purpose of this research study. To ensure confidentiality, names of the respondents has not be used in the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1. Introduction

This chapter presents the analysis of data collected and a discussion of the findings on the factors influencing successful projects implementation at GE. The data analysis, presentation and interpretation are in the form of tables that show frequency, percentages, means, standard deviation and inferential statistics.

Out of the 60 questionnaires, distributed 52 were properly filled and usable for further analysis. This chapter presents the descriptive analysis on variables of the study and results of regression analysis that constitute the main findings of this study. All the data were coded and entered in to SPSS version 25 and inferences were made based on the statistical results.

4.2. Demographic Information

The study sought to examine the demographic information of the respondents. The data sought included gender, age, education and working experience with GE. The results are as presented in the following sections.

In regard to their gender 67.3% were male and 32.7 % were female as indicated in Table 4.2. In the sample selected 9.6 % of the respondents were of the ages between 18 – 25 years, 78.8 % were 26 – 33 years, 11.5 % of the respondents were of the ages 34 – 41 as shown in Table 4.2. This implies that the majority of the workforce is between the ages of 26 – 33 years. This indicates that there are more young employees in the organization which during implementation could have a positive result during training, coping up with organizational change and creating a fluent communication among departments. In regard to their education level, 65.4 % of the respondents were undergraduate, 30.8 % were post-graduate holders and 3.8 % were other as depicted in Table 4.3. Those who had worked for less than 3 year were 21 %, 4 – 6 years were 40.4 %, 7 – 9 years were 25 % and those who had worked for 10 years and more than were 13.5 %. The academic qualification and experience of respondents is expected to enhance the quality of the data as they are likely to understand the questioner and forward their view fairly accurately.

Table 4. 1: Demographic characteristics of respondents

Items		Frequency	Percent
Gender	MALE	35	67.3
	FEMALE	17	32.7
	Total	52	100.0
Age	18-25	5	9.6
	26-33	41	78.8
	34-41	6	11.5
	Total	52	100.0
Education of Respondents	UNDERGRADUATE	34	65.4
	POST-GRADUATE	16	30.8
	OTHER	2	3.8
	Total	52	100.0
Experience	LESS THAN 3	11	21.2
	4-6	21	40.4
	7-9	13	25.0
	10 AND MORE THAN	7	13.5
	Total	52	100.0

Source: Analysis of Survey data using SPSS 25

4.4. Descriptive Analysis on Variables of the Study

The different factors that can affect project implementation in GE, Top Management Support, human resource competency, teamwork influence, stakeholder involvement and project success factors have been stated in the literature review and were analyzed as presented here below.

4.4.1. Top Management’s Influence on Successful Project Implementation

This study sought to determine the influence that top management support had on the implementation of projects within GE. The researcher provided 8 (as shown in table 4.3) questions and offered these questions to all sampled respondents. The final result showed that

the grand mean of top management support is 3.83. This means that top management had an appropriate support of project implementation regarding allocation of resource, delegation of authority, and motivation of employees. Overall, top management has played an instrumental role in the implementation process. The result obtained above was consistent to previous studies of (Huang, 2010), (Joycelyn L. Harrison, 1997), which considers top management support is one of the most important factors for successful project implementation.

Table 4. 2: Top Management Influence in on Successful Project Implementation

Items	N	Mean	Std. Deviation
Projects initiated are well funded and enjoy sufficient resources for implementation	52	3.90	0.846
Top management has allocated all the required resources (time, budget and money) for project implementation.	52	3.90	0.869
There's a clarity in the vision, mission and objectives of the organization	52	4.17	0.550
The organizational structure complements the project implementation process	52	3.62	0.771
There's a clear channel of communication between the project team and top management	52	3.77	0.877
Top management has clear knowledge about the objectives of GE projects.	52	3.90	0.934
There were regular cross functional meeting to discuss about the any projects.	52	4.02	0.939
Communication team was set to solve the departmental conflicts that arise during the implementation.	52	3.38	0.953
Grand mean		3.83	

Source: Analysis of Survey data using SPSS 25

4.4.2. Human Resource Influence on Successful Project Management

For investigating project team, competency five questions were designed. As represented in Table 4.4, the total mean value 3.41 for this variable showed that project team was competent. This means the project was composed of skilled, qualified and experienced people who had a good knowledge in business and technical aspects. The result consistence with results of a

research done by (Joycelyn L. Harrison, 1997). (Emad Abu-Shanab, 2015), who showed human resource is one of the most important factors for successful project implementation.

Table 4. 3: Human Resource Influence on Successful Project Implementation

Items	N	Mean	Std. Deviation
The team members were skilled or qualified.	52	3.71	0.825
The project has been the top and only priority for the team.	52	3.79	1.091
The team members had a knowledge of the key issues relating to project implementation.	52	3.77	0.899
The project team had experienced in previous project implementations.	52	2.69	1.147
The team members has carefully been selected based on their knowledge and ability to accept change.	52	3.10	1.053
Grand mean	3.41		

Source: Analysis of Survey data using SPSS 25

4.4.3. Teamwork Influence on Successful Project Implementation

In project management, it is expected that everyone in the team has a vested interest in the overall success of the project and does whatever is expected of them during their tenure at the project. However, these teams require a lot of time to be formed and become effective and efficient channels through which project success rates can be increased.

In order to study teamwork influence factor, the researcher designed eight questions (see table 4.5). The final result showed that the mean of this variable is 3.49. The mean value indicates that organization wide training program with appropriate training materials which targets, designed and provided by highly qualified trainers. This result is also supported by other researchers like (Emad Abu-Shanab, 2015), (Severin V. Grabski, 2011) and (AL-Sabaawi, 2015) which considers project team is one of the most important critical success factors for project implementation.

Table 4. 4: Teamwork Influence on Successful Project Implementation

Items	N	Mean	Std. Deviation
The organization has provided all resources required for training.	52	3.52	1.019
Training materials (manual) have been customized for each specific Jobs and built by GE functional Experts	52	3.71	0.936
An organization-wide training program has been placed and all employees were involved	52	2.96	1.298
Enough time was allocated for every training.	52	3.48	1.000
Training program was handled by highly qualified consultants and trainers.	52	3.46	0.979
Team roles and responsibilities are well understood by the project team	52	3.65	1.027
Team is technically qualified for their roles and responsibilities in the project	52	3.52	0.960
There is a cooperative spirit among the team and individuals	52	3.62	1.069
Grand mean		3.49	

Source: Analysis of Survey data using SPSS 25

4.4.4. Stakeholder Involvement and Its Influence on Successful Project Implementation

As presented in Table 4.6 below, the researcher designed six questions which include education, training, communication and consultation. The final result showed that the total mean 3.47 indicated that stakeholders are involved in the implementation stage of the project process. Urban et al. (1993) indicated that the most important factor in the success of new product development, is to understand the voice of the customer (the end users in the organization). It was found that stakeholder consultation is more influential in service-oriented projects such as information technology (Tukel& Rom, 2001) and marketing.

Table 4. 5: Stakeholder Involvement and its influence on Successful Project Implementation

Items	N	Mean	Std. Deviation
Education and training is afforded for project implementers	52	3.58	1.073
Training programs were properly and well designed for project implementers.	52	3.35	1.027
The project as initiated due to stakeholder expectation	52	3.56	0.895
Project leaders are in constant communication with the project implementers	52	3.40	1.107
The project goals go beyond particular departments to the overall goal of the organization	52	3.69	0.981
project implementers have an opportunity to participate in the monitoring and evaluation of projects	52	3.23	1.041
Grand mean		3.47	

Source: Analysis of Survey data using SPSS 25

4.4.5. Project Success Critical Factors

Respondents agreed that project mission has clearly defined goals and direction with 3.73 indicating this. Top management was also cited as a critical factor for project success with 4.17. Communication with and consultation of all stakeholders, showed 3.96. Schedule and plans detailing specification of implementation had 3.88. Technical tasks which showed the ability of the required technology and expertise were 3.92 as a critical project success factor. The total mean value for this section is 3.93. The results are consistent with (Nibret, 2018).

Table 4. 6: Project Success Critical Factors

Items	N	Mean	Std. Deviation
The organizations project mission clearly defined goals and direction of the project	52	3.73	.931
Top management support is very important on implementation of project	52	4.17	1.004

Items	N	Mean	Std. Deviation
Communication with and consultation of all stakeholders have positive effect on project implementation	52	3.96	.989
Schedule and plans detailed specification of implementation have positive effect in its implementation	52	3.88	.943
Technical ability of the required technology and expertise of the project team is very important in the project implementation	52	3.92	1.007
Grand mean	3.93		

Source: Analysis of Survey data using SPSS 25

4.5. Multiple Regression Assumption Analysis

Multiple regression techniques give researchers flexibility to address a wide variety of research questions (Hoyt et al., 2006). Since the analyses are based upon certain definite conditions or assumptions, it is imperative that the assumptions be analyzed (Sevier, 1957). The assumptions of Multiple Regression that are identified as primary concern in the research include linearity, independence of errors, homoscedasticity, normality, and collinearity.

a) Linearity

Linearity defines the dependent variable as a linear function of the predictor (independent) variables (Darlington, 1968). Multiple regressions can accurately estimate the relationship between dependent and independent variables when the relationship is linear in nature (Osborne & Waters, 2002). More in-depth examination of the residual plots and scatter plots available in most statistical software packages will also indicate linear vs. curvilinear relationships (Keith, 2006; Osborne & Waters, 2002). Residual plots showing the standardized residuals vs. the predicted values and are very useful in detecting violations in linearity (Stevens, 2009). In this case the relationship between the Independent Variables and the Dependent Variables is linear; Scatterplots show that this assumption had been met (see figure 4.1).

b) Collinearity

Prior to investigating the relationship between two quantitative variables, it is always helpful to create a graphical representation that includes both of these variables. Such a graphical

representation is called a scatterplot. A scatterplot displays the strength, direction, and form of the relationship between two quantitative variables, for this study the simple scatterplot graph illustrates a linear relationship. This means that the points on the scatterplot closely resemble a straight line. (See appendix ii).

Firstly, referring to table 4.7 the Pearson Correlation Analysis (PCA) evaluated the project success critical factors with the top management influence, human resource influence, project teamwork influence and stakeholders influence and found human resource influence and stakeholders influence have strong correlation with project success critical factors with a p value 0.000 and p value 0.022 with a Pearson R value of 0.980, and 0.780 respectively.

Human resource influence and stakeholders influence was a significant predictor of HPIS. Each component of the project success critical factors had a significant proportion of its variance explained by Human resource influence and stakeholders' influence.

Table 4. 7: Pearson's Correlations

	HPIS	TMI	HRI	TWI	SHI
HPIS	1				
TMI	.230	1			
HRI	.980**	.329	1		
TWI	-.371	-.507	-.401	1	
SHI	.780*	.339	.766*	-.257	1

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

* . Correlation is significant at the 0.05 level (2-tailed).

Another widely used procedure to examine the correlation matrix of the predictor variables, computing the coefficients of determination, R², and measures of the eigenvalues of the data matrix including variance inflation factors (VIF) (Mason & Perreault Jr., 1991). Tolerance measures the influence of one independent variable on all other independent variables. Tolerance levels for correlations range from zero (no independence) to one (completely independent) (Keith, 2006). We can demonstrate this assumption by looking at appendix II. This allows us to more formally check that our predictors are not too highly correlated. We can use VIF and

Tolerance statistics to assess this assumption. For the assumption to be met we want VIF scores to be well below 10, and tolerance scores to be above 0.2; Analysis of collinearity statistics show this assumption has been met, as VIF scores were well below 10, and tolerance scores above 0.2 (appendix II).

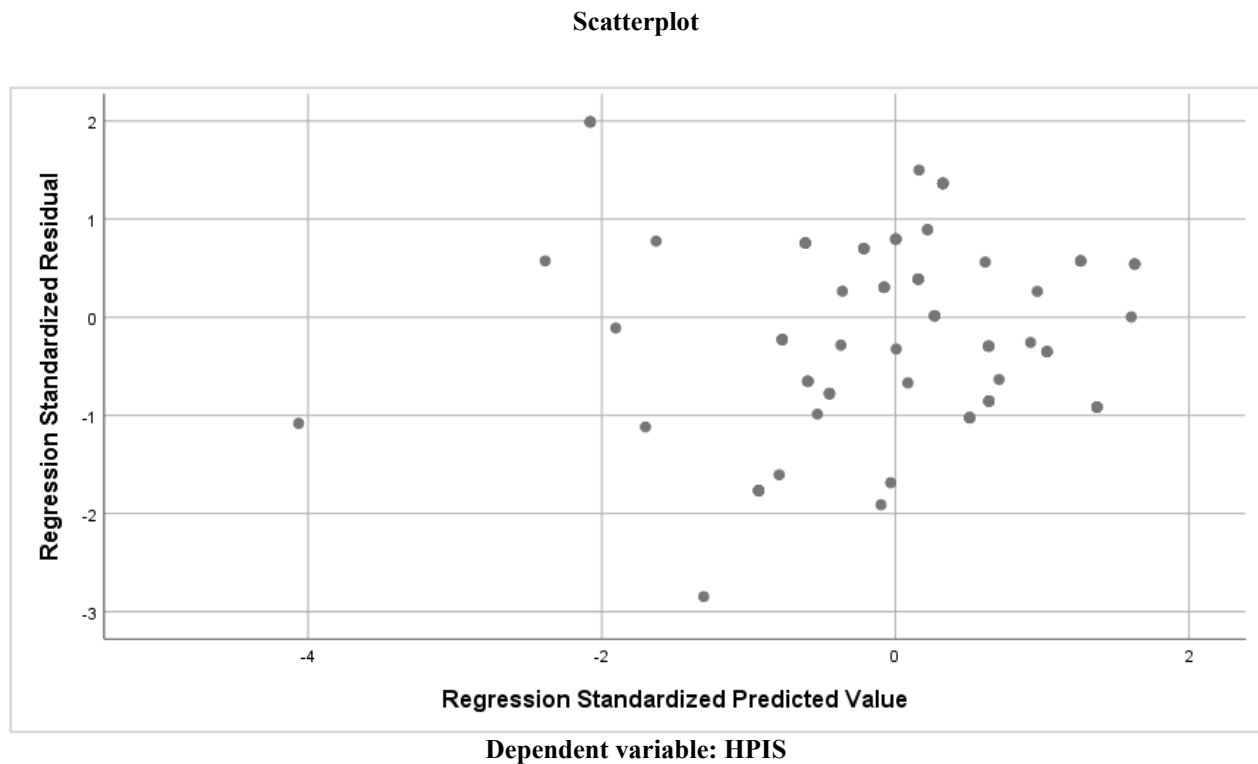
c) Independence of Errors

Independence of errors refers to the assumption that errors are independent of one another, implying that subjects are responding independently (Stevens, 2009). The goal of research is often to accurately model the 'real' relationships in the population (Osborne & Waters, 2002). To check this assumption, we need to look at is the Model Summary box. Here, we can use the Durbin-Watson statistic (in this case: Durbin-Watson = 1.250) to test the assumption that our residuals are independent (or uncorrelated). This statistic can vary from 0 to 4. For this assumption to be met, we want this value to be close to 2. Values below 1 and above 3 are cause for concern and may render our analysis invalid.

d) Homoscedasticity

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This means that researchers assume that errors are spread out consistently between the variables (Keith, 2006). This is evident when the variance around the regression line is the same for all values of the predictor variable. Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value (Osborne & Waters, 2002). Specifically, statistical software scatterplots of residuals with independent variables are the method for examining this assumption (Keith, 2006). Ideally, residuals are randomly scattered around zero (the horizontal line) providing even distribution (Osborne & Waters, 2002). Our plot of standardized residuals vs standardized predicted values showed no obvious signs of funneling; suggesting the assumption of homoscedasticity has been met.

Figure 4. 1: Homoscedasticity test

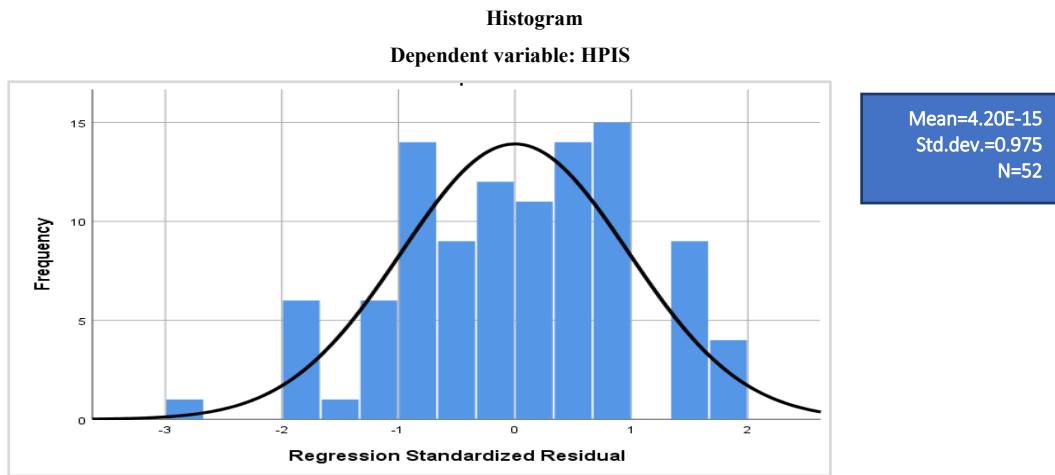


Sources: survey data, 2021SPSS output

e) Normality

This assumption shows that errors are normally distributed, and that a plot of the values of the residuals will approximate a normal curve (Keith, 2006). The assumption is based on the shape of normal distribution and gives the researcher knowledge about what values to expect (Keith, 2006). Normality can further be checked through histograms of the standardized residuals (Stevens, 2009).

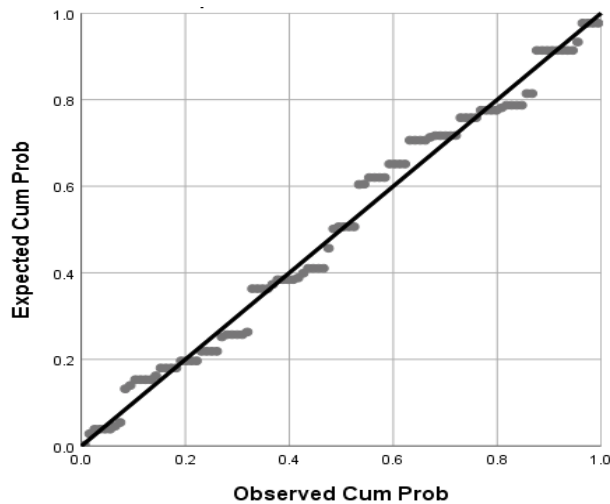
Figure 4. 2: Histogram with normal distribution



Sources: survey data 2021 SPSS output

Normality also tested using Q-plots and P-plots are more exacting methods to spot deviations from normality, and are relatively easy to interpret as departures from a straight line (Keith, 2006). The P-P plot for the model suggested that the assumption of normality of the residuals may have been met.

Figure 4. 3: Normal P-Plot



Sources: survey data 2021 SPSS output

d) influential cases

Our final assumption can be tested by going back to our Data File and looking at the Cook's Distance values (see appendix II). This contains the Cook's Distance statistic for each participant. Any values over 1 are likely to be significant outliers, which may place undue influence on the model, and should therefore be removed and your analysis rerun. In this case, no such instances have occurred.

4.6. Regression Analysis

Regression analysis is a statistical tool for the investigation of relationships between variables. As with correlation, regression is used to analyze the relation between two continuous (scale) variables. However, regression is better suited for studying functional dependencies between factors. The term functional dependency implies that X (partially) determines the level of Y. In this study, multiple regression analysis was carried out to get the predictive value of the constructs considered.

The study conducted a multiple regression analysis for the independent variables and the dependent variable. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (HPIS) that is explained by all the four independent variables (top management influence (TMI), human resource influence (HRI), teamwork competency influence (TWI) and stakeholder influence (SHI)). As indicated below in the model summary (Table 4.9) the appropriate indicators of the variable used to identify the HPIS were explored. That is, the value of Adjusted R square used to identify how much of the variance in the dependent variable (HPIS) identified by the model.

Table 4. 8: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.987a	.974	.939	.50208

a. Predictors: (Constant), SHI, TWI, TMI, HRI

The larger the value of Adjusted R square, the better the model is. The overall contribution of TMI, HRI, TWI and SHI accounted for 93.9 % (Adjusted R Square .939). The rest 6.1 % represents other independent variables not included in this study. Therefore, the result gives a further research may include and investigate the other (5.7 %) factors influencing ERP project post implementation success.

The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). If the significance value of the F statistic is small (smaller than say 0.05) then the independent variables do a good job explaining the variation in the dependent variable. If the significance value of F is larger than say 0.05 then the independent variables do not explain the variation in the dependent variable, and the null hypothesis that all the population values for the regression coefficients are 0 is accepted. In this case, from the (table 4.10) below it can be concluded that the model specification is correct since F statistic value is 28.099 and the p value is 0.010, which is less than significance level of 0.05.

Table 4. 9: ANOVA^a

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.333	4	7.083	28.099	.010b
	Residual	.756	3	.252		
	Total	29.090	7			

a. Dependent Variable: PSCF

b. Predictors: (Constant), SHI, TWI, TMI, HRI

4.7. Hypothesis Test Using Multiple Regressions

In any regression model, the +ve or –ve sign of beta (β) shows the effect (increase or decrease) of the independent variables coefficients over the independent variable. And as shown in Table 4.10 below, beta sign of all the independent variables shows the effect of the predicting independent variables. That means any proportional increase in the independent variables lead to a proportional increase in the dependent variable.

Table 4. 10: Coefficients^a

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.203	6.032		.863	.452
	TMI	-1.082	.934	-.129	-1.159	.330
	HRI	1.049	.173	.929	6.045	.009
	TWI	-.336	1.008	-.038	-.333	.761
	SHI	.129	.188	.102	.689	.540

a. Dependent Variable: HPIS

The multiple regression model with all four predictors produced $R^2 = .974$, $F = 28.099$, $p < .010$. As can be seen in Table 4.11, HRI ($\beta = 1.049$, $p = .009$), scales had significant positive regression weights, indicating HRI in project implementation with higher scores on these scales were expected to have higher influence on humanitarian project implementation success after controlling for the other variables in the model. TMI ($\beta = -1.082$, $p \text{ value} = 0.330$), has a significant negative weight (opposite in sign from its correlation with the criterion), indicating that after project implementation TMI with higher value were expected to have lower influence on humanitarian project implementation success. SHI ($\beta = 0.129$, $p = .540$) has positive relationship but not significant. TWI ($\beta = -0.336$, $p = .761$) has negative effect on HPIS. Both TMI and TWI did not contribute to the multiple regression model. There for GE should give more focus on HRI and SHI factors.

The coefficient of regression in table 4.10, above were used in coming up with the model below:

$$\text{HPIS} = 5.203 + -1.082\text{TMI} + 1.049\text{HRI} + -0.336\text{TWI} + 0.129\text{SHI}$$

WHERE:

- HPIS= humanitarian project implementation success critical factors
- TMI= top management influence
- HRI= human resource competency influence
- TWI= project teamwork influence
- SHI= stakeholders' influence

The regression results obtained from the model were utilized to test the hypotheses developed in chapter two. The researcher test the relationship between project success critical factors and each independent (top management influence, human resource competency influence, project teamwork influence, stakeholder’s influence.) variable to test either to confirm or to reject the hypothesis.

H 1: The Project Implementation Success positively related to top management influence

The negative beta sign and a statistically significant result of top management support and involvement significant relationship with project implementation success with (b= -1.082, P = 0.330), which is above 0.05 or 0.01. Rejected the proposed hypothesis.

H 2: The Project Implementation Success positively related to human resource competency influence

In the above table 4.10 as shown the positive beta sign and a statistically significant result of the human resource competency influence on project implementation success positively (b=1.049, P= 0.009), which is significant for P < 0.05. It has stronger significance relationship and supports the proposed hypothesis.

H 3: The Project Implementation Success positively related to project teamwork influence

The negative beta sign and a statistically significant result of project teamwork influence significant relationship with project implementation success with (b= -0.336, P = 0.761), which is above P < 0.05. Rejects the proposed hypothesis.

H 4: The Project Implementation Success positively related to stakeholder’s involvement

In the above table 4.10 as shown the positive beta sign result of the stakeholder influence and statistically insignificant with project implementation success positively (b=0.129, P= 0.540), which is insignificant for P more than 0.05. It has insignificance relationship but supports the proposed hypothesis.

Table 4. 11: Summery of hypothesis test

Independent Variables	Expected Relationships withProject implementation success	Actual result	Hypothesis Status
Top management influence	+	-	Reject

Independent Variables	Expected Relationships with Project implementation success	Actual result	Hypothesis Status
Human resource influence	+	+	Accepted
Project teamwork influence	+	-	Reject
Stakeholders' influence	+	+	Accepted

4.8. Discussion

Project implementation require the support of top management as it promotes acceptance and success of the project in the organization. The descriptive findings showed that the need for top management influence in the stage of the implementation is agreed by the respondents related to project success in GE, which is in line with the findings of Kerzner (1987) that a project is likely to be successful if visible support and commitment are present from the top and executive management. However, the results of the regression (beta -1.082) was negative and insignificant level and in line with Ke& Wei, (2006), few leaders have realized the importance of their roles at the post-implementation stage because most of them deem that all activities after implementation are the duties of the concerned office.

Human resource competency influence is a crucial factor influencing the success of projects in the organization as different members of staff are involved in the delivery of project objectives (beta 1.049). This result also confirms with previous researches by (Joycelyn L. Harrison, 1997) and (Emad Abu-Shanab, 2015) that state project team competency to be an influential in the humanitarian project implementation. This finding could imply that project team competency is one of the critical success factor for the successful implementation. Another study by Cooke-Davies (2002) supports the notion that the competence of project personnel contributes significantly to project success.

The work environment requires individuals with strong interpersonal skills, for teamwork to be effective, and thus have a positive effective on projects being undertaken. Cooperative spirit among team members, coordination in performance of activities and team roles and responsibilities were ranked highly in the research findings (3.49 mean value). This reinforces earlier findings which stipulate that human dimensions exist in nearly all critical factors related to project success. (Cooke-Davis, 2002). However, the regression result (-0.336) was the

negative and insignificant. The effectiveness of teams is influenced by the mutual support between members. Hoegl and Gemuenden (2001) emphasizes the importance of team members not competing (e.g., for resources or prestige) but to cooperate in order to achieve a common goal. The level of mutual support affects the team performance through its influence on communication and coordination within the team itself. Training on team building and other support activities are crucial for members who lack experience working in autonomous environments. (Roper and Phillips, 2007).

The study found that stakeholders (users) were indeed involved in project processes at GE (3.47 grand mean). The regression result (0.129) is positive but not significant. Their involvement was at the implementation stage where they were educated and trained on a new developed system. This findings consistence with Soraya (2003), reported that it is important to make the project implementers feel they are part of the project and their input is highly valuable for the overall success of the project.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

The following chapter presents a summary of the major findings on factors influencing successful humanitarian project implementation by Goal Ethiopia. It also presents conclusions and recommendations. Areas of further research are also included.

5.2. Summary of the major Findings

In line with the objective of the research i.e. to identify project success factors that influence humanitarian project implementation success at Goal Ethiopia.

The researcher has adopted questionnaires to gather firsthand information from the respondents with heterogeneous age bracket, level of education, field of study, and service period. Then, reliability and validity test was conducted in order to check the inconsistency of the data. As the reliability test confirmed the consistency of the data for the analysis, the collected data from the respondents were analyzed using SPSS.

- I. The descriptive result showed that the grand mean of top management support is 3.83. This means that top management had an appropriate support of humanitarian project implementation regarding allocation of resource, delegation of authority, and motivation of employees.
- II. Human resource influence on successful humanitarian project Implementation with the total mean value 3.41 and showed that project team was competent. This means the project was composed of skilled, qualified and experienced people who had a good knowledge in business and technical aspects.
- III. The descriptive result showed that the mean of teamwork influence on successful humanitarian project Implementation variable is 3.49. The mean value indicates that organization wide training program with appropriate training materials which targets on the entire project process and provided by highly qualified trainers.

- IV. The descriptive result showed that the total mean 3.47 indicated that stakeholders are involved in the implementation stage of the project process. The mean value also indicates
- V. The results of the multiple regression analysis show that human resource influence ($\beta=1.049$, $p = .009$), have significant positive and stakeholder involvement ($\beta= 0.129$, $p=.540$) have positive but not significant relationship between humanitarian project implementation successes.
- VI. Top management involvement and project teamwork influence has negative effect on the humanitarian project implementation success.

5.3. Conclusion

The study demonstrated the empirical support for earlier researchers' theoretical work on factors that affect successful project implementation and management such as studies by Cooke- Davies (2002) and Bin and Heiser (2004). The factors, which are empirically supported, are top management support, project mission, project team competency, schedule and plans and client acceptance and effective communication with relative mean value of 3.93, this is very indeed indicator of success of humanitarian project implementation.

- I. Top management influence has been found to be important factor of implementing successful humanitarian project but the study concludes that top management support needs to be focused on the initiation and realization of benefits from specific humanitarian project implementation stage, rather than the narrowly defined project activities while in implementation. Top management is the most significant factor influencing the success of humanitarian project implementations. For benefits to be realized after post implementation, organizational changes are required which must emanate from top management and the support thereof (Markus et al. 2000, Cooke-Davies 2002).
- Human resource competency influence also plays a significant role to success the humanitarian project implementation. The findings of this study revealed that competent project personnel are significant to direct project success. Qualification in terms of professional training in project management would further boost the overall effectiveness of the project team. Training will also assist the members with skills that are able to

measure the success of the projects in meeting intended objectives after the implementation. This is also supported by the results obtained from an empirical research conducted by Belassi and Tukel (1996) where project managers' skills are the most critical factors in manufacturing projects.

- The project teamwork influence also plays a significant role to successful humanitarian project implementation. But, when the project is completed and later being introduced to the clients or end users, the ability of the team members to convince and sell the benefits of the project is important to ensure that the project are readily accepted by the clients. Effectiveness influenced by the characteristics of the people in the project team, in the quality of their relations with each other and in their capacity to understand the needs, requests and priorities of the stakeholders (Gido& Clements, 1999).
- Stakeholder's influence were important to success of humanitarian project implementation. This was one of main PCSFs for humanitarian project implementation success. Lucas (1979), discusses the importance of user participation in early stages of projects, as a way of increasing later acceptance of the final project. GE, using different means, has involved its stakeholders in their intended projects in order to guarantee acceptance in the post implementation stage. The company has designed training materials that focuses on end users.

This study demonstrated that project implementation success factors have indeed evolved in the implementation stage according to the type of project and the environment that the project is operating.

5.4. Recommendations

Based on the findings, the study makes the following recommendations;

1. The top management at Goal Ethiopia should engage in consistent communication and continued supporting the project from the very beginning and should inform and motivate employees of the company in all stages of humanitarian project implementation so as to identify their needs and progress in achieving humanitarian project implementation success. This should include provision of resources such as training requirements and material resources required for humanitarian project implementation.

Therefore GE needs to put more emphasis on support from top management to the implementers.

2. To make sure the post implementation success, human resource competency should strengthen by providing training to the project team and users in order to increase their knowledge and expertise.
3. A competent project team comprised a project leader with its members, who are specifically selected, trained and possessed the required skills, knowledge and experience to handle the demands of the humanitarian project implementation stage is required.
4. The study recommends that staff should be encouraged to work in teams through collaborative activities to achieve organizational goals and to assist the work in specific project teams. This should entail teambuilding activities and exercises among staff in the different departments at GE in realizing the benefits of the project.
5. Other organizations specifically NGOs planning to implement humanitarian project can consider implementing all critical success factors identified in this study as input for realizing their humanitarian project implementation success.

Further Research Recommendation

This study has focused on factors influencing humanitarian project implementation success within GE. However, based on the limitation encountered and the reported findings of this research it is necessary to provide directions for further research. An interesting potential future research initiative would be to use a mixed approach with a larger number of respondents and other project success factors in order to generalize the results obtained in this study.

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APPENDIX I
ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE

The purpose of this questionnaire is to collect primary data for conducting a study on the topic, **“PROJECT IMPLEMENTATION EFFECTIVENESS: THE CASE OF GOAL ETHIOPIA** “as partial fulfillment to the completion of the Master of Arts Degree in project management.

This study is purely for academic purpose and in no ways that affects the respondent’s personality. It will be kept confidential. So that, you’re genuine view, frank opinion & timely responses are very valuable in determining the success of the study. Therefore you are kindly requested to extend your cooperation honestly by providing relevant information and filling out of this questionnaire that is prepared for this intention.

General Instruction

- No need to write your name.
- In all case where answer options available please tick (✓) the appropriate box.
- I thank you for your voluntary and timely response.
- **Name:** Tamiru Alemyihun

Section 1: Demographic Data

1. Gender?

Male Female

2. Age?

18-25 years 26-33 years 34-41 years 42-49 years 50 years and above

3. What is your highest level of education?

Undergraduate Post-Graduate other

4. How long have you worked in your current position within the GE?

Less than 3 year 4-6 years 7-9 years 10 years or more

Please indicate with a (√) to the statement with a rating on the scale of 1 to 5. (1= strongly disagree, 2 = disagree, 3 = Neutral, 4 = agree, 5 = strongly agree)

Section 2. The following statements relate to the commitment and involvement of the top management in the implementation of humanitarian projects by Goal Ethiopia.

SN	Statements	SD	D	N	A	SA
Section two:the commitment and involvement of the topmanagement						
1	Projects initiated are well funded and enjoy sufficient resources for implementation					
2	Top management has allocated all the required resources (time, budget and money) for project implementation.					
3	There's a clarity in the vision, mission and objectives of the organization					
4	The organizational structure complements the project implementation process					
5	There's a clear channel of communication between the project team and top management					
6	Top management has clear knowledge about the objectives of GE projects.					
7	There were regular cross functional meetings to discuss about the any projects.					
8	Communication team was set to solve the departmental conflicts that arise during the implementation.					

Section 3. Human Resource Influence on Successful Project Management in terms of training they took and past experience of similar projects.

SN	Statements	SD	D	N	A	SA
Section 3: Human Resource Influence on Successful humanitarian Project Management						
1	The team members were skilled or qualified.					
2	The project has been the top and only priority for the team.					
3	The team members had a knowledge of the key issues relating to project implementation.					
4	The project team had experienced in previous project implementations.					
5	The team members have carefully been selected based on their knowledge and ability to accept change.					

Section 4. The influence of personnel and teamwork in the successful implementation of projects by Goal Ethiopia.

SN	Statements	SD	D	N	A	SA
Section 4: Teamwork Influence on Successful humanitarian Project Implementation						
1	The organization has provided all resources required for training.					
2	Training materials (manual) have been customized for each specific Jobs and built by GE functional Experts					
3	An organization-wide training program has been placed and all employees were involved					
4	Enough time was allocated for every training.					
5	Training program was handled by highly qualified consultants and trainers.					
6	Team roles and responsibilities are well understood by the project team					
7	Team is technically qualified for their roles and responsibilities in the project					
8	There is a cooperative spirit among the team and individuals					

Section 5. The influence of stakeholder involvement in the successful implementation of projects
Goal Ethiopia.

SN	Statements	SD	D	N	A	SA
Section five: Stakeholder Involvement and its influence on Successful humanitarian Project Implementation						
1	Education and training is afforded for project implementers					
2	Training programs were properly and well designed for project implementers.					
3	The project as initiated due to stakeholder expectation					
4	Project leaders are in constant communication with the project implementers					
5	The project goals go beyond particular departments to the overall goal of the organization					
6	project implementers have an opportunity to participate in the monitoring and evaluation of projects					

Section 6. Project Success Critical Factors.

SN	Statements	SD	D	N	A	SA
Section six: humanitarian Project Success Critical Factors						
1	The organizations project mission clearly defined goals and direction of the project					
2	Top management support is very important on implementation of project					
3	Communication with and consultation of all stakeholders have positive effect on project implementation					
4	Schedule and plans detailed specification of implementation have positive effect in its implementation					
5	Technical ability of the required technology and expertise of the project team is very important in the project implementation					

Thank you for your participation.

APPENDIX II

Collinearity Statistics	
Tolerance	VIF
.494	2.024
.417	2.398
.476	2.099
.387	2.581
.621	1.611

