ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE

DEPARTMENT OF PROJECT MANAGEMENT

The Assessment of Factors Contributing for the Successful Implementation of Construction Projects in INGOs: The case of Save the Children International, Ethiopia

By

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JULY 2023
Addis Ababa, Ethiopia

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A Research Project Work Submitted to Addis Ababa University, School of Commerce in Partial Fulfillment of the Requirements for the Degree of Master of Arts in Project Management

By

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Approved By Board of Examiners

Internal Examiner_____Signature_____Date_____

External Examiner_____Signature_____Date_____

Advisor_____Signature_____Date_____

DECLARATION

I, Mulatu Bufebo, hereby declare that the work entitled "The Assessment of factors contributing for the successful implementation of construction projects in INGOs: The case of Save the Children International, Ethiopia " is the outcome of my own effort. To the best of my knowledge and comprehension, the data offered in this project work is accurate and unique. Used materials and sources have been cited. I certify that, to the best of my knowledge and belief, the research had not been submitted to any academic institutions.

_____ _____

Mulatu Bufebo, Date

CERTIFICATION

This is to certify that this project work, "The Assessment of factors contributing for the successful implementation of construction projects in INGOs: The case of Save the Children International, Ethiopia " undertaken by Mulatu Bufebo, for the partial fulfillment of the award of degree of Master of Arts in Project Management at Addis Ababa University, School of Commerce, is an original work and not submitted earlier for any degree either at this University or any other University.

_____

Tenkir Seifu (Dr.)

Research Project Advisor

DEDICATION

I dedicated this project work to all those interested in search of solution for various types of problems to benefit their community and endeavor to serve their people with all compassion, determination and impartiality for all human beings on the Globe.

ACKNOWLEDGEMENT

First of all, I praise, adore and thank my Almighty God who brought me thus far and his mercy and grace always surrounded me to pass through storms of this life. I express my heartfelt thanks to my dearest wife Hani and my two kids: My lovely baby boy Nathan Mulatu and my little angel and princess sweet baby Girl Johanna Mulatu -they are God's blessings to me and are a reason to live.

All my families who prayed for me and supported in all aspects you are worthy of my appreciation-my dear brother Woldeyesus Bufebo with his family, my lovely mom warrior hero of prayer Arasie and sister Mesu, Enate Chewanesh and your family-God bless you all for your prayer, support, guidance, advice, kindness and encouragement.

My advisor Dr. Tenkir, I really appreciate and thank you for your follow up and encouraging word you gave me during a very tight schedule and my office tight business situation that frustrated me not to be on board per the schedule. However, based on your encouraging direction, am now on schedule and able to finalize my research work.

My office colleagues who are at the CO and FO who supported in filling the questionnaire and Mesafint Haile-Head of Infrastructure, Moges Jemaneh-Director of MEAL and Ermias Demissie-Head of Digital Solutions and IT from my organization-SCI thank you for all your support.

My organization SCI deserve huge thank you for the sponsorship of my study.

Finally, all my lecturers of AAU- School of Commerce thank you for your unreserved sharing of knowledge during my stay as a student.

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List of Acronyms

BOQ	Bill of Quantities
CO	Bill of Quantities
FO	Field Office
HR	Human Resource
INGOs	International Non-Governmental Organizations
SCI	Save the Children International
WASH	Water Sanitation and Hygiene
SNNP	Southern Nations Nationalities and People's Region
VAT	Value Added Tax

ABSTRACT

Save the Children Ethiopia faces various kinds of challenges in its implementation of construction projects in various regions of Ethiopia where it operates. This study aimed in assessing factors contributing for the successful implementation of the construction projects by INGOs: the case of the Save the Children Ethiopia. Based on the assessment significant factors were identified which affect the successful implementation of the construction projects Accordingly, a good planning of the construction project from the very beginning of inception of the project, thorough and completed bid document and its timely evaluation and award to the capacitated contractors and project management and contract administration of the construction projects with experienced and qualified technical experts with commitment and keeping team spirit in doing so were also considered as most contributing factor for the successful implementation of the construction projects. In addition to the above well aligned organizational structure with the role of the construction department and fair, transparent and attractive recruitment to promotion policy and its fair implementation complemented with the top management engagement in high-level decision like no-cost extension, dispute resolution and overall related issues and as an organization securing of sufficient financial funds were found to be factors affecting the successful implementation of construction projects. Finally, this research makes some recommendations in light of the assessment and further research areas to be considered for the successful implementation of the construction projects.

Key Word: Planning, Successful implementation, INGOs, Project, Cost, Time and Quality

CHAPTER ONE: INTRODUCTION

Introduction

In this chapter background of the study, statement of the problem, objectives of the research as general and specific objectives, and significance of the study will be outlined. In addition to this scope and limitations of the study will also be incorporated with the overall organization of the research work presentation.

1.1 Background of the study

Time, money, and deliverables have been used to measure project success (Flaman and Gallagher, 2001). According to a study (Frese and Sauter, 2003), a project cannot flourish without thorough preparation. A thorough preparation of the stages of process implementation, task timeliness, fallback positions, and re-planning are all necessary for this, as is excellent planning in advance. It's not enough to merely plan ahead, the researchers noted. Projects frequently end up going in the wrong direction or have poor beginning concepts. If the project manager is not prepared to replan or has not considered and built fallback positions when initial plans fail, the project will frequently initially stall before failing. Project management is not a linear process, and it frequently requires revision to account for evolving conditions.

Project success is not a random event. Instead, rigorous conceptualization, planning, and implementation of a project that takes into account all the factors that could affect its performance in a particular locale leads to successful project implementation. In order to ensure success, specific characteristics of construction projects must be taken into account. Complexity, uncertainty, capital, and labor intensity are a few examples of these characteristics (Ko and Cheng, 2007). Too many projects in Nigeria's building industry, in particular, fail, are abandoned, or are never completed. These include programmes that are both privately and publicly supported. Project failure includes, but is not limited to, failing to satisfy client expectations or failing to finish a project within the allocated time, budget, and quality standards (Amachree, 1988).

What follows is the query, "Why are more and more projects failing?" What steps may the project manager take to neutralize the danger? Failure can have a variety of causes. They could

range from technical problems stemming from poor project conceptualization and design to economic problems brought on by their implementation.

Other factors consist of political, environmental, cultural, etc. factors. The truth is that excellent project management can go a long way in detecting and removing barriers to project success, regardless of how believable and unexpected these arguments may seem. Furthermore, effective project management may guarantee that all relevant factors are identified, taken into consideration, and used to guarantee successful project implementation. the ability of initiatives to deliver value to customers or consumers after completion.

The conceptualization of a project's very idea is closely related to its design, which is likewise crucial. Because functionality is lost in poor design, it is impossible to get the most value out of the project. Short utility life and early deterioration could be the results of poor design. Structures can collapse occasionally. This has occurred in numerous home construction projects throughout Ethiopia specifically in Addis Ababa where most constructions are carried out and has resulted in a significant number of fatalities. There have been examples of bridges falling during construction in other nations, like China, with a significant death toll. The poor qualities of such building materials have been cited as a factor for the tighten up the regulations on building material standards.

1.1.1. Save the Children and its Projects Overview

As per the website of the organization which explains about the organization and its missions**,** the largest independent children's charity in the world is called Save the Children. We operate in almost 120 nations. We fight for children's rights, preserve their lives, and help them reach their full potential.

Every child has the right to survival, protection, development, and participation in society, according to Save the Children's vision. We want to bring about immediate and long-lasting change in children's lives as well as to encourage improvements in how the world views children. Follow a few key principles in all of its work: accountability, ambition, teamwork, innovation, and honesty.

The organization implements its programmes at scale to have an impact on millions of children, building evidence from innovations, collaborating with key partners, and becoming the voice for change. Over 70 million kids worldwide benefited from its programmes in the previous year.

Since the 1960s, Save the Children has constantly operated in Ethiopia to support orphans, young children, and their families. It carries out long-term development programmes along with emergency relief. The Government of Ethiopia's existing delivery infrastructure are supported by the programmes, enabling it to scale up its tried-and-true methods. The Ethiopia Country Office, which has more than 2,400 employees operating in one of its 50+ offices across the nation, is currently its largest operation globally. More than 6 million Ethiopians benefited from its programmes in 2015.

The programmatic strategy involves gathering data from programme innovations and working to improve Government of Ethiopia systems in order to scale up effective programmes. Usually, it improves service delivery directly or through local NGOs and other partners, and it uses its successes to participate in policy discussions at various levels. In Ethiopia, the organization targets disadvantaged children and their families, primarily in rural and remote, underserved areas, through seven primary thematic sectors.

The Save the Children Country Office in Ethiopia (CO), working with the Government of Ethiopia (GoE), has continued to assist the welfare of Ethiopian children in humanitarian and development contexts. The organization's head office is in Addis Ababa, and it operates throughout the nation through three Area Offices in Dessie, Jigjiga, and Hawassa. These offices oversee a number of Field Offices that provide both short-term humanitarian relief and long-term sustainable development in areas like health, nutrition, livelihoods and resilience, education, child protection and child-friendly systems and structures, WASH, and humanitarian relief.

The vast majority of construction carried out by Save the Children in Ethiopia exists to enable its education and health programme through the provision or rehabilitation of:

- Safe drinking water (Hand dug well,borehole,surface water harvest,springs,and pipeline expansions)
- Sex segregated dry pit latrines.
- Classrooms
- Periphery health units and
- Irrigation and drainage
- Rehabilitation of Schools and Health Institutions like Health Post and health centers

1.2 Statement of the Problem

Whether planned or not, and in a changing environment, a construction project can be accomplished as a result of the combination and interaction of many activities, elements, and processes. This dynamic change in the circumstances and conditions has made it harder for project managers to complete their tasks, which has led to increased uncertainty and the need to cut costs (Bbryman and Cramer, 1997). Changes in technology, the state of the global economy, governmental restrictions, and new laws all contribute to project uncertainty. Improved information management and quicker communication (Bubshlt et al., 1999; Ingle & Mahesh, 2022; Andiyan, et al., 2021). As a result, project managers require a method for predicting when issues will arise.

The general performance of a project is a key factor in determining its success. This is frequently determined by whether the project's objectives were met and by whether it could continue to exist.

Although mostly in part, a lot of research has been done on the factors that typically cause projects to fail. Most research has focused on the factors that cause cost overruns, fixed completion dates, and project implementation delays. Four reasons are listed by Lavagnon A. Ika (2012) in his study as to why donor-funded projects fail. This includes a lack of flexibility in the standards set by the funding agencies regardless of the project's size, a focus on standards and guidelines at the expense of the project's outcome, a lack of project management skills, and a failure to take into account the cultural concerns of the intervention areas.

Save the Children Ethiopia is highly engaged in the construction projects in its intervention areas and most of the projects were implemented with constraints like cost overrun, delayed completion time and challenges in keeping quality issues. Hence, it is required to analyze, identify, and comprehend these factors that affect successful implementation, of the construction projects, and it is also important to ascertain if each component worked alone or in concert to make the project execution successful or unsuccessful. In order to better understand the factors affecting the construction project that Save the Children International is working on in Ethiopia and what measures to be taken per the findings by the concerned in the organization so as to take corrective measure, this study looked into those factors. The factors under consideration were amongst many factors conducted by many researchers on the related topics and believed by the

researcher from the long-time experience as an employee of the organization to be the most feasible and existent factors but should be scientifically ascertained through such research work.

1.3 Research Questions

The following broad questions served as the study's guiding principles and helped achieve the study's goals:

I. To what extent does project planning affect the implementation of construction projects by Save the Children International Ethiopia?
II. To what extent does Project Management and Contract Administration affect the implementation of construction projects by Save the Children International Ethiopia?
III. To what extent does Financial/Budget related gaps affect the implementation of construction projects by Save the Children International Ethiopia?
IV. To what extent does Organizational Structure and HR related issues affect the implementation of construction projects by Save the Children International Ethiopia?
V. To what extent does Technical Skill and Commitment of the project team (expertise and their experience on design and supervision) affect the implementation of construction projects by Save the Children International Ethiopia?

1.4 Objective of the Study

1.4.1 General Objective

The main goal of this study was to assess the factors that contributed to the successful implementation of Construction projects by INGOs: the case of Save the Children International Ethiopia.

1.4.2 Specific Objectives

This study was guided by the following specific research objectives.

a) To describe how effective Project planning affects the implementation of construction projects by Save the Children Ethiopia
b) To find out how the project management and contract administration and its gaps influence the successful implementation of construction projects by Save the Children International Ethiopia

c) To understand and find a way on the influence of financial /budget gaps in implementing construction projects in successful manner to the benefit of the beneficiary community by Save the Children Ethiopia.
d) To understand and find a way on the Organizational structure and HR related issues in acquiring and retaining experienced technical personnel for the successful implementation of construction projects by Save the Children Ethiopia.
e) To establish the role of technical skill and commitment of the project team for the successful implementation of construction projects by Save the Children Ethiopia.

1.5 Significance of the study

Several stakeholders, including Save the Children International, other non-governmental organizations, donor agencies, project managers and project management students, future scholars and academicians, and donor agencies, will greatly benefit from this study.

The results of this study will be crucial to the management of Save the Children International in understanding the factors influencing the successful implementation of Construction Projects by Save the Children International Ethiopia and will help them determine the necessary alleviation strategies to deal with their effects. As far as the NGO's operations are concerned, it will assist the organization in developing its future plans and strategies related to construction implementation.

Additionally, it will aid different donors in their understanding of the numerous aspects that affect successful implementation of construction projects in Ethiopia.

1.6 Limitations of the Study

This research will focus on Save the Children International in Ethiopia, a global nongovernmental organization whose activity is supported by donations. Because of the distinctiveness of the projects and the diverse areas of project execution, the results of this study may not be generalized and may not apply to other international NGOs in Ethiopia. For generalizing the results to the entire Ethiopian NGO sector, a larger and comprehensive study would be more appropriate.

1.7 Scope of the Study

Construction Projects carried out in Ethiopia by Save the Children International are the only ones included in this analysis. The study will exclusively focus on Save the Children Construction Projects being implemented in Gambella, Somalia, Oromia, SNNP, Amhara, Afar and Tigray Regions, despite the fact that SCI implements a variety of large and small projects throughout the various regional states in Ethiopia. While the conclusions will attempt to generalize the findings to other NGO initiatives as well as to Save the Children projects being executed in all regions, the research is restricted to these specific regions.

1.8 Organization of the Study

Five chapters make up the structure of this research project proposal. The study's introduction is covered in Chapter 1. Additionally, it provides an illustration of the study's history, problem description, objectives, research questions, and scope. A survey of the literature is included in chapter two. It provides a definition of a project as well as a list of the various criteria that can make a project successful or unsuccessful. The research methodology is covered in Chapter 3. The research design, target population, sample techniques, and data collection tools are all described in this chapter. The chapter also outlines the data analysis process. The fourth chapter analyses the data and presents the findings, and the last chapter covers a summary of the findings, the research's conclusion, and recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction to Literature Review

The effectiveness of a construction project determines its success. Pre-construction, construction, and post-construction phases separate the construction process. Construction is a labor-intensive activity, and its effectiveness is essential to its success. Numerous variables can prevent construction from proceeding as planned, resulting in delays or failures. According to survey results, the most significant factors influencing project performance are delays caused by a lack of materials; a lack of resources; a lack of project leadership skills; an increase in material prices; a lack of highly experienced and qualified personnel; and poor quality of the equipment and raw materials that are readily available (Enhassi, 2009).

In comparison to other industries, the construction industry is typically thought to have underperformed. Additionally, some building industries have come under fire for not operating up to par with other industrialized nations. In order to attain good performance in the construction industry, working groups on key performance indicators (KPI) have defined ten metrics for benchmarking projects (Takim, 2002). mran.2012). Numerous areas of the construction business have been dealing with persistent issues like poor safety, subpar working conditions, and inadequate quality. The performance of businesses will be impacted by these issues, which have been recognized as determinants affecting construction productivity (Alwi, 2003). Construction project performance, which is evaluated based on timely completion, staying within budget, meeting quality standards, and customer satisfaction, determines whether a project will be successful (Omran, 2012).

The chapter's goal is to explain the elements that go into a construction project's implementation success. It provides a glimpse into the academic and research literature on the topic of the elements influencing the execution of building projects successfully in NGOs. In order to assure relevance to the research problem, the review is organized in accordance with the specified objectives. It also offers the study's theoretical foundations. Project management/contract administration, project staff competence and experience, financial allocation/budget utilization, organizational structure, and benefit packages are the specific topics discussed in this article. Additionally offered is the conceptual framework that describes the independent and dependent variables.

2.2 Theoretical Literature

2.2.1 Definition of terms: Project, Project Implementation, Project Management, Project Success/Failure

Project

Any set of activities and tasks that: have a specified goal to be accomplished within certain criteria are considered to be projects. the start and finish dates are established have financial restrictions (if necessary) Consume resources both human and nonhuman (money, people, and equipment) and are multifunctional (crossing multiple functional lines) (Kerzner., 2009).

Wysocki, Beck, and Crane (2000) assert that a project is a collection of unique, complex, and interconnected activities with a common goal that must be completed on time, within budget, and in accordance with specifications. A set of commonplace tasks or ordinary activities that are supposed to be ongoing processes without a predetermined conclusion might be contrasted with this. The objective, life cycle, distinctiveness, interdependencies, and conflict of a project are some of its general features, according to Meredith and Mantel Jr. According to Merna and Al-Thani (2008), a project is a special resource investment undertaken to achieve predetermined goals, such as the creation of products or services, in order to generate income or meet a need in the society.

Project Management

The planning, organizing, directing, and control of corporate resources for a relatively short-term purpose that has been formed to achieve certain goals and objectives is known as project management. In addition, project management makes use of the vertical hierarchy and the systems approach to management (Kerzner, 2009).

According to the Project Management Institute (PMI), project management is the planning, organizing, monitoring, and control of every component of a project as well as the motivation of everyone involved to complete it safely and within the allotted time, budget, and performance limits. To ensure the success of projects, the project manager must be knowledgeable in project management. Applying knowledge, skills, tools, and techniques to project activities is also necessary in order to complete project requirements (PMI, 2008). In order to achieve the project's objectives and assure its success, a variety of people's abilities are combined, according to Pinkerton's (2003) theory of project management.

Project Team:

Traditionally, project management has been seen to be successful with the appropriate instrument and technique, regardless of the personality of the project participants or the type of project. This runs counter to research on the competency hypotheses cited. Case studies on the skills of project managers in the field of project management have been undertaken gradually (Christenson et al., 2004, Dainty et al., 2004, and Prabhakar et al., 2005). Crawford et al. stated that project management should take into account not only the project manager's competency but also the project management methods (Crawford, et al., 2005). The ability of managers and the success of various initiatives have been linked in previous works of literature (Turner et al., 2006). Numerous empirical studies employing LDQ questionnaires have been done on leadership and project success in several industries, including finance, construction, agile projects, and general projects (Dvir et al., 2006; Geoghegan and al., 2008; Turner et al., 2009).

Is the success of the project solely dependent upon the project manager's skill set? The project manager and other team members make up the majority of the project team. Team members are practitioners who collaborate with the project management to comprehend the mission and vision of the organization and to accomplish project goals. The project manager (PM) or project leader (PL) is responsible for overseeing the whole project execution.

According to earlier research (Robinson et al., 1973), team members involved in the project require personal competences including knowledge and technical skill. To build a project team, however, professional and multifunctional requirements are necessary; team members also need the knowledge and abilities that managers require, and they must have a high level of communication, management skill, and integration capabilities, as well as the ability to use and comprehend knowledge, tools, and techniques.

The process of creating a cohesive, successful work unit out of a group of people with varying requirements, histories, and areas of skill is known as team building. Individual contributors' ambitions and energies combine during this transformation process to support the team's goals.

As bureaucratic hierarchies disappear and horizontally oriented teams and work units gain importance, the idea of team building becomes critically significant. The majority of the time, relationships between peers with a wide range of experience are a part of team development.

One of the most frequently mentioned obstacles was a lack of dedication to the endeavor. Lack of commitment can result from a variety of factors, including team members' other professional interests, a sense of project insecurity, the uncertain nature of rewards that may be forthcoming upon successful project completion, and severe interpersonal conflicts within the team.

Make an attempt to identify these contradictory differences early on in the project life cycle. Clearly define the project's scope and the potential benefits for successful project completion. Sell the idea of a "team" and outline duties. Try to balance personal preferences with the project's overarching goals.

Early in the course of the project, try to identify team members who are not committed, and work to modify any potential unfavorable attitudes. Determine why there is insecurity and then seek to lessen team members' anxieties. Insecurity is frequently a key factor in the Jack of commitment. Conflicts among team members could also contribute to a lack of commitment. The project manager must step in and resolve the conflict as soon as possible. Finally, if a team member has other professional interests, the project manager should look at ways to accommodate those interests in part or consider replacing the team member. (1983) Wilemon and Thamhain

Project Implementation

Implementing a project effectively involves considering a wide range of factors. However, the efficiency of project implementation can be conceived of as combining four fundamental features in the simplest words possible. A project is typically deemed to have been successfully implemented if it is completed on time (time criterion), within budget (financial criterion), accomplishes nearly all of the objectives for which it was originally designed (effectiveness criterion), and is well-received and put to use by the clients for whom it was intended (client satisfaction criterion). By definition, a project has a specific time restriction for completion, a set spending limit, and a set of predetermined performance criteria. A customer, either within or external to the organization and its project team, is often the project's primary user.

Project Success

Since projects are temporary in nature, the PMBOK Guide specifies that the completion of the project within the scope, time, cost, quality, resources, and risk parameters as agreed upon by the project managers and senior management should be used to define the project's success. In order to plan and carry out projects that will achieve those goals, project managers and their teams must have a comprehensive grasp of the project requirements from the outset (Nader, Kandelousi, and Abdollahi, 2011). A project is deemed successful if it is finished on time and on budget.

According to the conventional perspective, a project is successful when all of its technical, financial, and scheduling goals are met (Harvey, 2002). A project will ideally be deemed fully successful if it is finished on schedule, on budget, and operates exactly as intended by the designer (Harvey, 2002). Any project that is "on time, on budget, and high quality" is deemed a success because these three factors define the overall aims of a project. However, their interaction with one another is a challenge (Erik, 2003). The phrase "equilibrium" captures the difficulty: The amount of time and money we are ready to invest determines the quality of the product we produce. Once these three factors are in harmony, altering one will have an impact on the other two. The project manager cannot achieve the ideal balance of cost, schedule, and quality on their own. The decisions and trade-offs that make up the triple constraint are influenced by all stakeholders, especially those who are active in project selection (Erik, 2003). For a project to be managed effectively, tradeoffs between different performance characteristics must be acknowledged (Harvey, 2002).

Success in a project is generally defined as the completion of a task within the constraints of schedule, money, and quality. But for the past twenty years or more, this definition has been widely used. Project completion within the allotted time frame, within the budgeted cost, at the proper performance or specification level, with customer or user acceptance, with minimal or mutually agreed upon scope changes, without interfering with the organization's primary workflow, and without changing the corporate culture are now considered to be successful projects (Kerzner, 2009).

The iron triangle project success criteria of money, time, and quality performance were the only ones that could be used to objectively evaluate many conventional projects. Construction clients mostly preferred cost, time, and quality performance to further reinforce the iron triangle project success criterion. Because of these factors, even if there are contemporary project success criteria for conventional projects, both practitioners and researchers continue to evaluate conventional project performance using the iron triangle criteria. Other project success criteria (modern) are mostly subjective, and their optimal level of satisfaction cannot be clearly identified. This is in contrast to cost and time performance, which can be quantified in concise quantitative terms. All of these factors cast doubt on the modern project success criteria's applicability to traditional construction projects (Dosumu and Aigbavboa,2019).

Last but not least, a construction project is typically seen as successful if it is completed on schedule, within budget, in accordance with specifications, and to the satisfaction of stakeholders. As further indicators of project success, Takim and Akintoye (2002) cite functionality, contractor profitability, the lack of litigation and claims, and "fitness for purpose" for occupiers.

2.3 Factors Contributing for the Successful Implementation of Projects

Below are various literatures reviewed which focus on the factors contributing for the successful implementation of construction projects.

Enshassi et al. (2009) looked into the variables influencing how well construction projects in the Gaza Strip performed. Owners, consultants, and contractors—the three main project participant groups—were each given a total of 120 questionnaires. The survey results show that all three groups concur that delays caused by closed borders or roads that result in a shortage of materials, a lack of resources, poor project leadership abilities, an increase in material prices, a shortage of highly experienced and qualified workers, and subpar equipment and raw materials are the most significant factors influencing project performance.

Based on these findings, the paper makes three recommendations: 1) project participants should actively participate in decision-making; 2) project owners should work collaboratively with contractors and facilitate regular payments in order to overcome delays, disputes, and claims; and 3) continuous coordination and relationship between project participants are required through the project life cycle in order to solve problems and develop project performance.

According to Bitamba et.al, (2020), the design, client management, contractor productivity, timing, and the contract were the main elements influencing Congolese building projects.

The design-related elements were shown to be influenced by the design team's experience and expertise, whereas the client/owner-related aspects were found to be most significantly impacted by payment delays and the delivery of the construction site to the contractor. The productivity scheduling and contract-related factors for the contractor shared an equal average significant value of 0.67, while the client and management factors shared an equal average significant value of 0.68. Finally, in order to ensure adequate project performance and successful projects, this paper presents some recommendations to the Congolese construction sector.

There are a number of variables that determine how a project is implemented, and these have been covered by various authors from various angles. According to Metzger (1983), the most common issues included poor planning, an unclear contract, a problem definition that is unstable, inexperienced management, political pressure, inefficient change management, and unreasonable deadlines. According to this source, proper regulation of the following aspects may play a role in how successfully a project is implemented: 1. inadequate funding; 2. Inflation 3. Poor Planning, 4. Government bureaucracy and political pressure 5. Competence and organization of the contractor 6. Changes to the project's scope 7. Design 8. Modifications to the original plan 9. Business/geographical context

Durdyey, Theng, and Cheng (2018) conducted research on the variables affecting project performance and created a conceptual framework to illustrate the various elements and variables that influence the outcome and performance of the project. The conceptual framework was created by taking into account the factors that affect project performance and outcome. The model demonstrated that three factors—the project manager, organizational culture, and project management culture—have an impact on a project's outcomes. The authors came to the general conclusion that organizational culture, project management culture, and project manager performance and output (including time, cost, and quality) all have an impact on a project.

Alqahtani, et al. (2015) identified the key variables influencing the performance of the Western Australian construction sector in real time. The research employed a questionnaire survey to pinpoint ten crucial parameters. Examples of factors to be identified on behalf of contractors, clients, and consultants side include a lack of skills, financial challenges, a labor shortage,

unrealistic project completion deadlines, unforeseen ground conditions, poor contractor or consultant organization, poor communication, an underestimate of completion time, a slow decision-making process, and design errors made by designers. To rate the various delay causes, the relative importance index (RII) ranking approach had been used. According to the data examined, shortages of skilled labor were identified as the most significant delay factors affecting the construction industry in Western Australia, ranked by all respondents with a RII value of 0.8375. Financial difficulties came in second overall, with a relatively high RII value of 0.8313 compared to the other delay factors, and financial difficulties came in second overall.

Alqahtani et al. (2015) conducted research into what makes building projects successful. The author divided the success factor into general and project size-specific categories. When project success is being examined generally, project team motivation and dedication are the most crucial factors. The second most crucial aspect is the project manager's leadership and experience, followed by good communication between all project participants, dedication to the project's objectives, and effective schedule, cost, and quality management. On the other hand, when sizes were taken into account, the most crucial variables were senior management backing, the project manager's expertise and ability to lead, as well as the project manager's dedication to the project's objectives. It should be emphasized that whether or not size was taken into account, the final two elements are among the most crucial ones for construction projects, which emphasizes their significance. The results indicated that there is a weak to moderate linear relationship between the success variables when it comes to their association. When deciding on success criteria for a project, this correlation could be utilized to couple two or more factors. Finally, the author came to the conclusion that the project's size has a negligible impact on the associated success variables, meaning that the same criteria are almost equally important for projects of all sizes. When it comes to medium- and small-sized projects, effective organizational structure is less important than it is for large projects. The easiest way to interpret the relationship between success factors and project size is to have a set of elements that are relevant regardless of the project size and another set of factors that have a varying importance in different project sizes.

The key variables affecting the performance of construction projects in Akure, Nigeria, were discovered by Alqahtani et al. (2015). The performance of construction projects in Akure, as well as the attitudes of project clients, consultants, and contractors in the Nigerian construction industry, were studied using a structured questionnaire survey approach. The average index

method was used to determine the most significant factors that influence the construction project in the study area. The study therefore found ten significant factors that influence the building project, such as the rise in material prices (A. I=4.85), the scarcity of materials (A. I=4.70), the project team leader's ability to inspire (A. I=4.65), and the quality control of materials (A. I=4.60). Project team leaders' experience (A. I=4.60), the project team leader's technical skill (A. I=4.55), overall management actions (A. I=4.50), and the economic environment (A. I= 4.50) are all factors that affect how committed consultants are to ensuring that construction work is completed in accordance with specifications.

Building project performance coordination elements were found by Alaluol, Liew, and Zawawi (2016). An effective remedy for the underwhelming performance of construction projects is the coordination procedure. The goal of the study was to identify and rank the coordinating aspects that have an impact on how well construction projects operate in the context of Malaysia. The study identified 53 coordination components, ranked them using the Relative Importance Index-II, and looked at internal consistency using Cronbach's coefficient alpha. The internal consistency scales have values between 0.87 and 0.88, which is okay and higher than 0.7. The study included the five groups of coordination factors—planning and scheduling, resource management, records and documentation, contract implementation, quality assurance, and value engineering—as its last step. The top three most efficient coordination factors, according to RII Value, are as follows. Scheduling (RII = 0.97), a quality assurance plan (RII = 0.93), and everyone's involvement in plans (RII = 0.89).

Babu (2015) looked into the performance-related success variables for construction projects in India. To investigate the effects of different qualities and aspects influencing success, a structured questionnaire survey approach was taken into consideration. Here, the perceptions of the owners, consultants, and contractors were ascertained using the relative significance index method (RII). The study discovered 63 variables that are chosen to influence the success of construction projects. Owner, consultant, and contractor perceptions of the most important variables influencing the success of building projects were: Average delay due to closures causing a shortage of materials, the lack of resources, and project manager leadership abilities. The average delay caused by closures leading to a shortage of materials, according to owners, consultants, and contractors, appears to have been the most crucial success factor. It ranked first

among all factors with relative index (RII) values of 0.941 for owners, 0.896 for consultants, and 0.943 for contractors. The authors suggested that the construction sector should enhance its human resources through appropriate and ongoing training programmes about the performance of building projects.

Building project execution includes a lot of challenges and complex performance, including time, cost, quality, and safety, according to Molla et al. (2020). This study outlined and evaluated the critical elements affecting the execution of public construction projects, particularly in Addis Abeba's Bole Sub-city. The study's findings indicated that the top five crucial criteria influencing the performance of the government-owned public building in the study area are cost, time, quality, productivity, and customer happiness.

According to the research done by Sumner (1999), a project's failure can be attributed to a variety of factors, including inadequate financial resources, a lack of motivation, a lack of clear project definition and organization, environmental factors, poor planning, subpar project management, and inadequate infrastructure.

2.4 Empirical Literature

According to the research conducted by (Stephen and Daniel, 2016), The implementation of NGO projects is heavily influenced by a number of important aspects, including project finance, the calibre of project management, the working environment, communication, adequate resource allocation, and project team organization. According to their analysis, there are more significant aspects that effect projects, including project product delivery, budget delivery, and time delivery, all of which have an impact on how well NGOs accomplish the project's aims and objectives. Key signs of a project that has been implemented successfully include budget and delivery dates.

Another study by Muringo (2012) discovered that project manager competencies affect the successful execution of donor-funded projects. It was discovered that, in comparison to technical and academic credentials, project manager soft skills had a greater impact on the project's success.

In a study on the analysis of successful project implementation, Ashley (2007) came to the conclusion that successful project implementation is repeatable and needs a lot of research to understand in order to achieve cost effectiveness and competitiveness. Planning effort, project

team motivation, project management commitment to goals, project manager technical skills, control system, and specification of the scope and task are listed as the key aspects.

Isensi (2006) examined the causes of project failure in Kenya and determined that bad project design, subpar methodologies, insufficient experience, underestimated project time, and subpar cost estimation were the main culprits. In a case study on time and cost overruns in local projects, Kagiri (2005) came to the conclusion that vendor incapabilities, inadequate project preparation, resource planning, incorrect interpretation of requirements, the definition of the work, timeliness, government bureaucracy, and poor risk allocation were the main causes of delay and cost overruns.

On the other hand, Karimi (2008) examined elements that are crucial to cost overruns and identified five aspects that contribute, including project definition, infrastructure, project management, the environment, and project organization. Mwangi (2006) did a case study on the significant local influences on project management. He came to the conclusion that unskilled project managers, poor communication, inadequate monitoring, and control mechanisms had a detrimental impact on the effectiveness of project management.

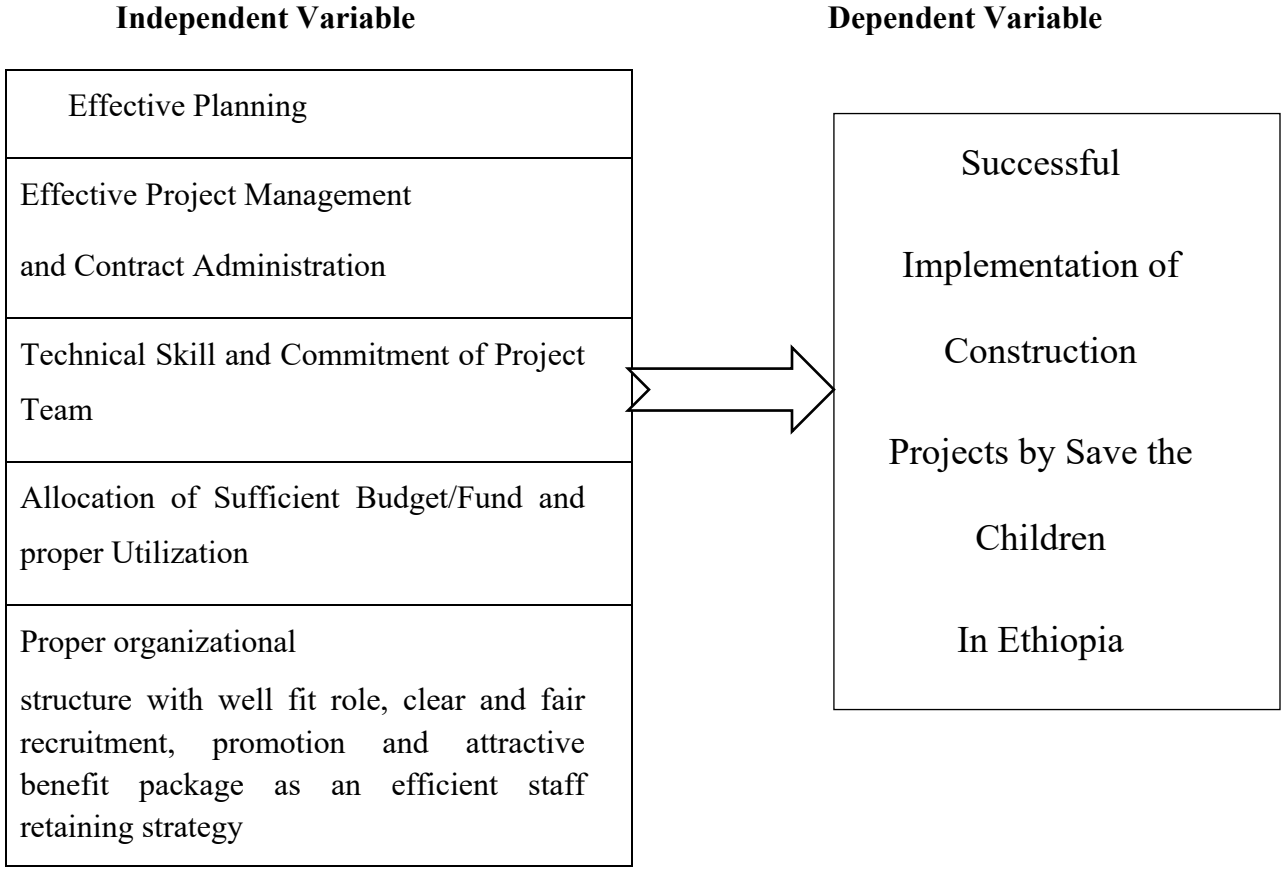
Karani (2007) conducted research on the variables affecting the dependability of project delivery. Cash flow issues, late payments to vendors, underestimation of the project's duration, unqualified people on the project team, insufficient work supervision, and an expansion of the scope of the project were among the major elements he cited. He came to the conclusion that the primary stakeholders in any project are responsible for these inputs and transformational process elements.

2.5. Gap in the Current Literature

Per the existing literatures reviewed most of the factors raised were specific to the area, Company or subject of the research work while they can be contextualized to other similar or related projects. In this regard this research while using the existing literatures as reference will try to assess the dominant or critical factors in Save the Children Ethiopia endeavor for Construction project implemented at a selected specific area.

By doing this, the study will make an effort to evaluate the elements that contribute to the implementation of construction projects successfully in the study organization in the locations taken into consideration for the research.

2.6. Conceptual Framework for the Successful Construction Implementation



The conceptual framework looked at how various factors under the study contribute for the successful performance of Save the Children International construction projects implemented at different locations of Ethiopia. As shown diagrammatically in the above figure, the conceptual framework of this study was built on the basis of five independent variables and one dependent variable. In order to respond to the research questions, the study makes use of a conceptual framework. According to the study, the successful execution of construction projects by SCI in Ethiopia will be conceptualized as being dependent on effective planning, project management, a technically competent and dedicated project team, sufficient financial resources and proper utilization of cost, and proper organizational structure with fair and attractive benefit packages as an effective technical staff retention strategy.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The multiple measures that will be done to complete the study are described in this chapter. It explains the research strategy used to tackle the research problems. According to Brown et al. (2003), the research endeavor is held together by its research design. The target demographic and sample, data gathering techniques, and data analysis techniques are all included in the research approach.

3.2 Research Design

According to Kothari (1990), research design refers to the tactics and plans for studies that span from broad hypotheses to particular plans for data collection and analysis. He continues by saying that the research topic or problem being studied, the audience for the study, and the researcher's own experience all have an impact on the research design.

The research design is the overarching strategy we use to bring together the many study components in a logical and convincing way, assuring that we will successfully address the research topic. It also acts as a roadmap for the processes of data collection, measurement, and analysis.

An approach to descriptive research was adopted in this work. The purpose of a descriptive study, according to Cooper and Schindler (2003), is to determine what, where, and how of a phenomenon. A descriptive research approach has been utilized because the goal of this study is to determine the factors impacting the implementation of construction projects in international nongovernmental organizations, in this case Save the Children International in Ethiopia.

3.3 Target population

A significant group of people or objects that are the focus of a scientific investigation is known as a research population. The goal of research is to help the broader public. However, due to extremely large population sizes, it is occasionally impractical and costly for researchers to look at every member of the community. As a result, sampling techniques are often used by researchers.

The 91 employees working on programmes for Save the Children International in Ethiopia in the regional states of Gambella, Amhara, Somali, Oromia and Afar, Tigray and SNNP comprise the study's target population.

3.4 Sample Design

Sample size determination is the process of deciding how many observations or replicates to include in a statistical sample. The sample size is an important consideration in any empirical study that aims to infer information about a population from a sample. Actually, when choosing the sample size to be used in a study, the expense of data collection and the need for adequate statistical power are taken into account.

This study employed the purposive sampling method, a type of non-probability sampling in which the researcher makes decisions about the people to be included in the sample based on a number of criteria, such as expert knowledge of the research topic, capacity, and willingness to participate in the research (Palys, T. ,2008)). Using this approach, the researcher was exposed to a range of individuals who had varying perspectives on the problems related to project management and implementation.

The population for the study is composed of Construction/WASH Engineers, Supply Chain/Procurement Personnel's, Finance representatives, Human Resource Personnel, Budget Holders at FO and CO level as well as FO & CO Senior Managements who are in charge of high-level decision making in relation to implementation of the Construction Projects. 10 FOs with active construction projects under their supervision all the Engineers of the FO and all budget holders, FO Managers, Area Directors and directly involving staffs from Procurement, Finance and Human Resource department were taken for the study. They are 91 in number which means 91 Questionnaires will be distributed for the data collection for the study which means census data collection approach was employed for the data collection.

However, according to Cooper and Schindler (2003), a sample must have at least 30 respondents in order for generalization to be possible statistically:

From sampling perspectives, in this research nearly 52% of the target population, i.e,47 respondents were responded the questionnaire and it is as shown on the data analysis part in chapter 4 of this research work. As all of the concerned department represented in replying to the

questionnaire their response is considered as representative of the response of the target population an average.

3.5 Methods of data collection

To investigate the study objectives, secondary and primary data will be acquired and analyzed. The first step in the research process involved conducting a thorough web and academic database search of papers, reports, and professional material pertinent to the study field. After the secondary data was analyzed to provide the overall context, the primary data collection, processing, and interpretation began. Secondary data will be gathered in order to ensure relevance to the study problem, prevent duplication of effort, and provide a thorough picture of the present knowledge base in the problem area. Primary data will also be acquired in order to provide first-hand information. Collect primary data using a questionnaire.

Utilizing the questionnaire, the qualitative data (non-numerical data) will be gathered. The answers to the open-ended questions, which were verbatim recorded, will be used to compile this data. Both quantitative and qualitative data will be acquired through the use of open-ended and closed-ended questions, where the responses were graded on both a numerical and non-numerical scale. The elements that helped achieve the objectives of the study were included in the creation of these instruments.

3.6 Data Analysis Methods

The information gathered will be examined using methodologies for both quantitative and qualitative data analysis. Quantitative approaches will employ descriptive analysis. Using descriptive analysis, such as frequencies and percentages, quantitative data will be displayed as tables and graphs. The data from the questionnaire will be coded and entered into the computer using the Excel programme. Both of the closed-ended items will need to be coded in order to do simple descriptive analysis and generate reports on the state of the data. In order to analyses open-ended questions, the study will use content analysis.

3.7 Data Quality Assurance

3.7.1 Validity

Validity refers to how well a measurement captures the characteristics the researcher wants to measure and includes data that is pertinent to the research issue. By offering each subject an equal chance to score, the sampling approaches were made sure to be valid and devoid of bias. All of the factors being measured were covered by the lengthy questionnaires.

For validation, a comparison between the conceptual framework (own variables) and theoretical framework (others' statements) was made.

3.7.2 Reliability

The degree to which a measurement is repeatable and consistent is what reliability refers to. This indicates that the same information was gathered repeatedly while the same phenomenon was being observed.

Using a pilot research, the questionnaire's validity will be assessed. Therefore, the questionnaire will be tested on a number of selected SCI employees. The dependability of the study is ensured by first giving the respondents the question exactly as it is, then moving each question around and having them fill it out again with consistent responses. Cronbach's Alpha Should be over 0.70 to produce a reliable scale and any scale less than this alpha coefficient should be eliminated according to Burns (2008).

3.8 Ethical Considerations

In order for the respondents to feel comfortable providing their response on time, they were approached after the study's goal had been thoroughly explained. Each participant is invited to voluntarily contribute to the data collection by helping to complete the questionnaire and provide their responses. The respondents will not suffer any harm as a result, and more crucially, their opinions will remain completely private and anonymous. Furthermore, because the research is being conducted for academic purposes, the questionnaire has no relationship to the respondents.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter explains how the data gathered from respondents was analyzed and presents the conclusions that followed. The researcher has collected information from pertinent employees of the organization at both the country office and field office levels, with a focus on those employees who are heavily involved in construction projects, such as construction/WASH engineers, procurement and finance professionals, and high-level decision makers with regard to the same. The researcher has also included human resource, which has an impact on the structure, recruitment, promotion, and retention of qualified professionals in the organization.

Questionnaires were developed in a way suiting the Likert scale response model and the analysis done using Excel software so as to present the findings and also to recommend necessary issues to be considered in realizing success of construction project implementation by the organization in its implementation areas.

4.2 Descriptive statistics and Questionnaire used for the research.

The questionnaire was created using a five-level Likert scale, with 1 signifying strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree. A total of 73 questions with Likert scale responses were arranged, and one last question was added as an open-ended supplement to one of the core questions, asking about any overlooked or important factor respondents might suggest for the organization's construction implementation to be successful.

From the expected sample size of 30 respondents and if time allowed may be collected from up to 50 respondents,47 respondents answered the questionnaires though the link developed for the questionnaire as well as for the response.

Accordingly, the respondents' responses are analyzed using Microsoft 365 Excel software sheet tool the questionnaire developed for the research work in order to collect the required data from the targeted respondents as attached at the end part of the paper as appendix for reference.

4.3 Respondent Profile

The responders' profile includes information about their gender, age, level of education, workplace/department in the organization and their work experience in the organization.

The gender of the respondents is as indicated in table 4.1 below, shows that 83% of men and 17% of women responding.

The majority of respondents, 70% are between the ages of 21 and 40; the remaining respondents, 30% are above 40 years of age.

Educational level of respondents indicate that all of the respondents are with Bachelor's degree and above of which 40 % hold Bachelor degree and 58% have Master's degree and the remaining 2% with PhD degree level.

Table 4.1 General Information of Respondents (Source: Own Survey, June 2023)

General Information of Respondents			
Profile of the Respondents		Frequency	Percent, %
1.. Gender	Male	39	83
	Female	8	17
	Total number of respondents	47	100.00
2. Age	Age below 20 Years	0	0
	Age between 21-30 Years	14	30
	Age between 31-40 Years	19	40
	Age between 41-50 Years	9	19
	Age above 50 Years	5	11
	Total number of respondents	47	100.00
3. Level of Education	<= Grade 12	0	0
	Diploma	0	0

	BSc/BA Degree	19	40
	Master's Degree	27	58
	PhD	1	2
	Total number of respondents	47	100.00
4. Workplace/Department both at CO and FO level	Construction/WASH	22	47
	Procurement	7	15
	Finance	2	4
	Human Resource	3	6
	Field Office Management	9	19
	Country Office Management	4	9
	Total	47	100.00
5. Work Experience in Save the Children	Experience ,1-3 years	15	32
	Experience,4-6 years	10	21
	Experience,7-9 years	10	21
	Experience,10 and above years	12	26
	Total	47	100.00

Most of the respondents are directly related with the task of the research topic, i.e. construction/WASH engineers who cover 47% of the respondents (22 in number) and following, Field Office level senior management and Procurement professionals and CO senior level management representatives with 19%, 15% and 9% coverage of the responses respectively. The least represented respondents who have also their meaningful impact for the success of construction implementation are Human Resource and Finance and they cover the remaining 6% and 4% of respondents respectively.

Out of the 47 respondents, 32% of the respondents have 1-3 years' experience, 26% have more than 10 years' work experience and 42% of respondents have 4 to 9 years' experience in the organization.

4.4 Construction Planning and Related Issue

4.4.1 Before Project Selection

Table 4.2 Agreement on construction planning management on successful implementation of construction projects.

Indicators/Statement of Construction implementation related factors	1 Strongly Disagree	2 Disagree	3 Neutral,	4 Agree	5 Strongly Agree
	Freq (%)	Freq (%)	Freq (%)	Freq (%)	Freq (%)
The organization has regular construction Projects in order to achieve the construction implementation by the organization.	0(0)	3(6.4)	5(10.6)	22(46.8)	17(36.2)
The Organization has a plan for its construction project implementation based on the past and present performance record /experience	1(2.1)	3(6.4)	5(10.6)	25(52.2)	13(27.7)
The organization usually understands how much of and what categories of construction projects are planned to be implemented throughout the operation areas of its intervention for the intended period of operation	1(2.1)	3(6.4)	5(10.6)	26(55.3)	12(25.5)
It regularly compares the expected/planned construction projects and the actual implemented construction projects	1(2.1)	0(0)	9(19.1)	20(42.6)	17(36.2)
The organization planning period is suitable for the timely implementation	1(2.1)	8(17)	9(19.1)	20(42.6)	9(19.1)

of the construction projects in consideration of geographic situation, seasonal weather condition, donor requirements, budget availability etc.					
The construction plan emerges from the actual need of the beneficiary community	1(2.1)	1(2.1)	5(10.6)	26(55.3)	14(29.8)
The construction experts carried out need assessment before they include the construction works as part of the planned activity	1(2.1)	2(4.3)	7(14.9)	16(34)	21(44.7)
The organization has standard operation procedures (SOP) for its construction project planning	0(0)	0(0)	2(4.3)	13(27.7)	32(68.1)
The organization fully implemented standard operating procedure (SOP) in all the operation areas for all of its construction planning	1(2.1)	2(4.3)	6(12.8)	23(48.9)	15(31.9)
There is an organized work plan that is mutually understood by all employees in your department before project implementation	2(4.3)	10(21.3)	5(10.6)	22(46.8)	8(17)
The project detailed work plan is thoroughly discussed before project implementation	1(2.1)	8(17)	7(14.9)	18(38.3)	13(27.7)
Poor planning in projects affect projects completion on time, cost and its quality	1(2.1)	0(0)	2(4.3)	6 (12.3)	38(80.9)

As shown on the above Table 4.2 on average 80.63% of the respondents agreed that the organization has regularly construction plan and well know what type of constructions were executed and compared its plan with the executed construction projects for its further planning

purpose. Nearly 75% of the respondents agreed that the planning period was suitable, and works were planned through need assessment of the beneficiary community by professional expertise.

Almost most of the respondents (95.8%) agreed that the organization has standard operating procedure for its construction project planning which considered valuable for the successful implementation of the projects. On average 70% of the respondents agreed that the organization executed works through SOP and through understanding of the work plan by the construction employees before the execution of each project.

Almost most of the respondents (93%) agreed on the fact that poor planning has negative impact on the implementation of construction project with in the allocated /available budget, expected duration and with acceptable quality which was exhibited in some of the projects implemented by the organization.

4.4.2 During Bid document Preparation and Bid Process Management

Table 4.3 Agreement on bid document and bid process management on successful implementation of construction projects.

Indicators/Statement of Construction implementation related factors	**1 Strongly Disagree**	**2 Disagree**	**3 Neutral,**	**4 Agree**	**5 Strongly Agree**
	Freq (%)	**Freq (%)**	**Freq (%)**	**Freq (%)**	**Freq (%)**
The bid documents are fully and exhaustively prepared by the FO Engineers in consideration of actual need of the target community/beneficiary	1(2.1)	1(2.1)	7(14.9)	19(40.4)	19(40.4)
Late submission of bid documents to CO for review affected the revision quality as well as the implementation period by wasting execution time through revision and back and forth communication	1(2.1)	2(4.3)	5(10.6)	20(42.6)	19(40.4)
Technical skill gap highly affected the timely preparation and submission of full component of bid documents in an acceptable way and appropriate time to do so	4(8.5)	1(2.1)	4(8.5)	20(42.6)	18(38.3)

Table 4.3 above shows that on average 82% of the respondents agreed that the bid document for the construction projects were prepared by the FO Engineers though there were lack of technical skill complemented with late submission of the bid documents for review by senior technical experts at the CO level which affected the quality of the work as well as appropriate time required for the work as the late submission and the next review took ample time which would have been used for the through revision and timely execution of the projects if it was done on time.

4.4.3 At Bid document Evaluation and Contractor Selection Process

Table 4.4 Agreement on bid document evaluation and contractor selection process on successful implementation of construction projects

Indicators/Statement of Construction implementation related factors	**1 Strongly Disagree**	**2 Disagree**	**3 Neutral,**	**4 Agree**	**5 Strongly Agree**
	Freq (%)	**Freq (%)**	**Freq (%)**	**Freq (%)**	**Freq (%)**
The organization has clear and applicable selection criteria in acquiring contractors for the implementation of construction projects	1(2.1)	0)0)	3(6.4)	19(40.4)	24(51.1)
It has prequalified contractors in sufficient number and commitment	5(10.6)	11(23.40	9(19.1)	18(38.3)	4(8.5)
The organization adopts open bid where sufficient number of prequalified bidders not available	1(2.1)	7(14.9)	6(12.8)	18(38.3)	15(31.9)
The organization uses Eligibility, Technical and Financial criteria based on its own combined analysis criteria	1(2.1)	0(0)	1(2.1)	12(25.5)	33(70.2)
The organization has procurement committee in responsibility of selecting the winner bidder for the bid in consideration so as to acquire competent executor of the project	1(2.1)	0(0)	1(2.1)	13(27.7)	32(68.1)

The organization meet challenges in its bidding process due to low capacity of the contractors in terms of financial, technical and other related factors required for the successful selection of competent contractors for the intended project	1(2.1)	2(4.3)	5(10.6)	25(53.2)	14(29.8)

On average 94% of the respondents agreed that the organization has procurement committee for the selection of competent contractors with clear and transparent evaluation criteria consisting of eligibility, technical and financial criteria with final result decided on the combined result of both technical as well as financial score of the bidders which was believed to contribute for the successful implementation of the construction projects by the organization.

Nearly 47% of respondents agreed that there were sufficient number of prequalified contractors while around 39% of respondents did not agree or questioned the sufficiency of the prequalified contractor availability which clearly indicated that the organization suffer lack of sufficient number of prequalified bidders for its construction project implementation which also was agreed by 70% respondents that the organization used open bid due to insufficiency of the prequalified bidders though such open bid process took ample time ,cost and effort from the very beginning of bid document availability to evaluation and award stage tasks with its delaying impact on the execution of the projects. 83% of the respondents also agreed that low capacity of contractors in terms of financial technical and other related factors were challenges faced by the organization and were seen as hindrance for the success of the project implementation.

4.5 Financial /Budget Related Issue

Table 4.5 Agreement on financial gap on successful implementation of construction projects

Indicators/Statement of Construction implementation related factors	**1 Strongly Disagree**	**2 Disagree**	**3 Neutral,**	**4 Agree**	**5 Strongly Agree**
	Freq (%)	**Freq (%)**	**Freq (%)**	**Freq (%)**	**Freq (%)**
The organization repeatedly face high/exaggerated contractors offer for its request for quotation through tender procedure	1(2.1)	3(6.4)	6(12.8)	26(55.3)	11(23.4)
The inflation/dynamic market change in the construction inputs (Labor, Machinery and Equipment and Material) caused frustration in competing contractors in regard to offering reasonable offer	1(2.1)	0(0)	5(10.6)	17(36.2)	24(51.1)
The organization repeatedly in shortage of available fund compliant with the dynamic market situation in order to execute the projects per their allotted budget	0(0)	7(14.9)	8(17)	21(44.7)	11(23.4)
The organization compelled to negotiation with contractors to get discount for its project implementation	1(2.1)	2(4.3)	10(21.3)	22(46.8)	12(25.5)
Contractors are usually satisfied and interested to work with our organization due to attractive offer and no repeated request for discount of their offer	5(10.6)	14(29.8)	12(25.5)	14(29.8)	2(4.3)

On average 83% of the respondents agreed that the organization faced repeatedly exaggerated contractors offer and the reason for that was agreed the inflation of resources like human,

material (most of them were industrial), machinery and equipment required for the execution of the construction projects.

70% of the respondents agreed that there were shortage of sufficient fund /budget from donors' side and due to this the organization was compelled to negotiation with contractors for their discounted offer in line with available budget secured.

In this regard 40.4% of the respondents agreed that most of the contractors were less satisfied to work with the organization due to the unattractive offer and request of the discount by the organization for the same reason while 34.1% of the respondents disagree on the same fact.

4.6 Project Management, Contract Administration and Project Team

The organization is committed and meets the construction quality of its construction projects during construction project implementation.

Table 4.6 Agreement on Project management, Contract administration and Project team on successful implementation of construction projects

Indicators/Statement of Construction implementation related factors	**1 Strongly Disagree**	**2 Disagree**	**3 Neutral,**	**4 Agree**	**5 Strongly Agree**
	Freq (%)	**Freq (%)**	**Freq (%)**	**Freq (%)**	**Freq (%)**
The organization is committed and diligent that it meets the construction quality of its construction projects during construction project implementation	1(2.1)	1(2.1)	1(2.1)	26(55.3)	18(38.3)
The organization has clear SOP, Checklists and guidance on Contract management	1(2.1)	0(0)	1(2.1)	18(38.3)	27(57.4)
The organization has Monitoring and Evaluation department for overall monitoring of the projects to impose accountability and share learning for future project implementation etc.	1(2.1)	1(2.1)	4(8.5)	26(55.3)	15(31.9)

Close follow up of construction contract implementation in regard to contract terms is highly applicable in the organization	1(2.1)	0(0)	1(2.1)	25(53.2)	20(42.6)
Project manager and team played a big role in regard to managing the limit available resource like time, quality of the project and the budget allocated for the work through close follow up, supervision and coordination of all stakeholders	1(2.1)	2(4.3)	5(10.6)	19(40.4)	20(42.6)
Infrastructure team at the CO level highly supported the FO project implementation through remote to actual site visit, review of the implementation work, approval of variations and reviewing of contractor's payment on a timely base so as to speed up the successful implementation as well as correcting quality gaps in order to meet the satisfaction of the beneficiary and organization	1(2.1)	0(0)	1(2.1)	17(36.2)	28(59.6)
Top Management of the organization played a key role as an overall strategy of organization in matters related to high level decision like no-cost extension, acquiring additional funds, waivering procedures when required	1(2.1)	1(2.1)	6(12.8)	23(48.9)	16(34)
Late and poor performance has penalty on contractors and if persistent will result in termination	1(2.1)	2(4.3)	7(14.9)	23(48.9)	14(29.8)
Government policy and political instability caused big obstacle for contractors to easily acquire and move construction resources from place to place and due to this project delay happened in so many of our projects	1(2.1)	1(2.1)	2(4.3)	18(38.3)	25(53.2)
Political instability, Government policy	1(2.1)	0(0)	1(2.1)	15(31.9)	30 (63.8)

and inflation caused a challenge to acquire construction materials like cement, reinforcement bar with reasonable and fair price and prone the contractors for security threats and financial loss					
The organization forced to consider price adjustment in order to complete the construction project due to the high market inflation in comparison with the actual offer of the contractors which also affected a limited available fund not achieve targeted number of the projects	1(2.1)	5(10.6)	10(21.3)	20(42.6)	11(23.4)
The organization adopted contractual measures in regard to contract administration like warnings, penalty on late and unjustified delays and termination where the contractors failed to deliver per the agreed up on contracts.	0(0)	0(0)	4(8.5)	28(59.6)	15(31.9)
Timely process and effecting of the construction payments to the contractor affects successful implementation of the construction project	2(4.3)	3(6.4)	3(6.4)	19(40.4)	20(42.6)
Proper management of advance payment, VAT, withholding taxes and retention payments and accruals and any related like performance bond and its release affects successful implementation of the construction project	0(0)	6(12.8)	10(21.3)	14(29)	17(36.2)
It prepares and records construction trucker for the regularly construction projects implemented in its intervention areas	0(0)	1(2.1)	2(4.3)	19(40.4)	25(53.2)

On average 93% of the respondents agreed that the organization used SOP, checklists, contractual documents and did close follow up, supervision and monitoring and evaluation of

construction project execution to assure the quality of construction projects which resulted in the successful implementation of the projects.

83% of the respondents replied/agreed that project manager with their team coordinated and managed the scarce resource allocated through close follow up for the successful implementation of its projects.

Most of the respondents (95.8%) agreed that infrastructure team of the CO supported the FO construction implementation trough remote to actual site visit, on job experience sharing, capacity building through training, claim resolution, payment review and variation approval which was contributed for the successful implementation of the construction projects.

Top management role was agreed by nearly 83% respondents and contributed for the success of the project implementation in facilitating high level decision issues like additional fund securing, no-cost extension of the funds, waivering of procurement procedures for the same target.

93.6% of the respondents agreed that Political instability, government policy related to construction industry caused huge financial loss and become security threat in restricting movement of personnel as well as materials for the projects and contributed for high inflation, and less availability of industrial material this by far contributed negatively for the successful implementation of the construction projects.

Nearly 80% of respondents agreed that the organization persistently administer the contract in regard to penalizing poor and late performance with proper evidence documentation, effecting payments on time, managing advances, taxes like VAT and withholding, retention payments after provisional and final handover and filing necessary project documents for audit and future reference purpose.

4.7 Organization Structure

4.7.1 Alignment of structure

Table 4.7 Agreement on well alignment of organizational structure contribute for the successful implementation of construction projects.

Indicators of the organizational/ Internal factors affecting Construction implementation	1 Strongly Disagree	2 Disagree	3 Neutral,	4 Agree	5 Strongly Agree
	Freq (%)	Freq (%)	Freq (%)	Freq (%)	Freq (%)
The existing structure is well role oriented and with clear roles and responsibilities	1(2.1)	1(2.1)	11(23.4)	27(57.4)	7(14.9)
The field level structure is aligned with the CO structure in a way that there is clear responsibility and accountability and hierarchical synergy so as to integrate resources for the effective and efficient use of the organization operation and successful implementation of construction projects	0(0)	4(8.5)	6(12.8)	28(59.6)	9(19.1)
Enough and detailed induction on the overall organization structure and specific to the staff's department given before the engagement of the staff in his/her role and responsibility	0(0)	9(19.1)	7(14.9)	23(48.9)	8(17)

The organization's structure was agreed by average 76% respondents that it is role oriented and well aligned CO structure with that of the FO in a way that there were clear responsibility and accountability in using resources effectively and efficiently which in this assessment believed contributed for the successful implementation of the construction projects by the organization.

Nearly 66% of respondents agreed that there was detail orientation on the overall organization structure and specific to the department engagement for the newly hired employees which believed contributed for the successful implementation of the construction projects by the organization.

4.7.2 Recruitment and Promotion

Table 4.8 Agreement on construction staffs' recruitment and promotion for the successful implementation of construction projects

Indicators of the organizational/ Internal factors affecting Construction implementation	1 Strongly Disagree	2 Disagree	3 Neutral,	4 Agree	5 Strongly Agree
	Freq (%)	Freq (%)	Freq (%)	Freq (%)	Freq (%)
The recruitment process of the construction professionals in the organization is conducted in a transparent and participatory way with concerned department for the role	0(0)	2(4.3)	5(10.6)	26(55.3)	14(29.8)
The salary/benefit package of the Construction professionals in the organization is as per the professional responsibility, educational level and work experience	14(29.8)	9(19.1)	14(29.8)	7(14.9)	3(6.4)
The promotion procedure and its implementation is fair, transparent, performance based, not-biased and to the success of the construction implementation and as a whole for the success of the organization	3(6.4)	7(14.9)	10(21.3)	20(42.6)	7(14.9)
Overall organization structure and HR administration and Benefit package highly encourage retaining of the well experienced, highly committed professionals in the construction department	12(25.5)	15(31.9)	6(12.8)	9(19.1)	5(10.6)

The recruitment process of the organization was agreed by 85% of respondents as transparent, participatory of the those concerned with the function's role which taken as good practice in acquiring well versed professional for the success of construction implementation. The benefit package/salary of the organization was agreed as not satisfactory by nearly 49% of the respondents and disagreed by 21.3% while the remaining 21.3% remained neutral which in short indicate dissatisfaction by employees with the benefit versus workload of the organization. In the same way as above, the promotion procedure and its implementation were agreed by 57.5% respondents as fair, transparent and performance based with no biases while 21.3% respondents disagree with this, and the rest 21.3% respondents become neutral which also indicate

dissatisfaction in this regard and require remarkable improvement and action. Overall organization benefit package, promotion procedure, HR administration were agreed by 57.4% of respondents as dissatisfied and not encouraging to retain highly experienced professionals in the organization while 29.7% respondents agreed as satisfied. Generally, such percentage of response indicates a need for change and action to contribute positively for the successful implementation of construction projects.

4.7.3 Engagement of Top Management in Decision

Table 4.9 Agreement on engagement of top management in decision for the successful implementation of construction projects

Indicators of the organizational/ Internal factors affecting Construction implementation	**1 Strongly Disagree**	**2 Disagree**	**3 Neutral,**	**4 Agree**	**5 Strongly Agree**
	Freq (%)	**Freq (%)**	**Freq (%)**	**Freq (%)**	**Freq (%)**
Top management engagement and concern for the construction project implementation have positive contribution as they are in a role of high-level decision in regard to approvals, staff motivation, policy amendment, donor related issues like budget /fund deficit issues, no-cost extension of the project period and dispute resolution etc.	0(0)	1(2.1)	4(8.5)	31(66)	11(23.4)
Lack of top management support in construction implementation contributes negatively for the failure of successful implementation of the construction projects	0(0)	5(10.6)	3(6.4)	21(44.7)	18(38.3)
The late approval or long time taken to decide on payment and related documents affects the successful implementation of the construction projects	0(0)	7(14.9)	0(0)	17(36.2)	23(48.9)

The top management engagement in decision making on issues like payment approval, staff motivation/promotion, policy amendment that favor successful implementation of construction, fund securing, high level dispute resolution functions were agreed as satisfied by 89.4% of respondents.

On average 84% of the respondents agreed that late approval of the construction payments and related decision making will negatively contribute to the construction implementation and in the same manner lack of top management engagement in the sensitive issues of construction projects like inflation, dispute with suppliers etc. will hinder the successful implementation of construction projects.

4.8 Overall Successful Construction implementation/Performance Measuring Tools

4.8.1 Cost of the Project

Table 4.10 Agreement on cost of construction within the available budget and reasonable prices contribute for the successful implementation of construction projects.

Successful construction implementation / performance measuring tools	**1 Strongly Disagree**	**2 Disagree**	**3 Neutral,**	**4 Agree**	**5 Strongly Agree**
	Freq (%)	**Freq (%)**	**Freq (%)**	**Freq (%)**	**Freq (%)**
Most of construction projects were completed as per the planned budget	4(8.5)	14(29.8)	4(8.5)	25(53.2)	0(0)
Most of the construction projects were completed with reasonable additional amount of budget extra to the contract amount	2(4.3)	8(17)	8(17)	27(57.4)	2(4.3)
Most of the construction projects were with high deviation from the contract amount and resulted in budget shortage/deficit	2(4.3)	12(25.5)	11(23.4)	16(34)	6(12.8)

Overall costs for construction implementation including bid process to supervision and close out costs are within the planned and secured budget or fund range	0(0)	2(4.3)	6(12.8)	37(78.7)	2(4.3)
Financial capacity gap of contractors impacted timely purchase of construction materials required for the project execution	0(0)	3(6.5)	4(8.7)	25(52.2)	15(32.6)
Unavailability of required industrial materials even for high purchase price negatively impacted the implementation of the construction projects	0(0)	0(0)	3(6.5)	25(52.20	19(41.3)

Around 57% respondents agreed on the completion of the construction projects either as per the planned budget or within reasonable additional budget extra to the contract amount.

Nearly 47% of the respondents agreed that most of the projects resulted in budget deficit as they were completed with high deviation from the contract amount.

Financial capacity gap of contractors as agreed by nearly 85 % of respondents were found bottle neck for the timely acquiring of the required construction materials for the successful execution of the projects.

Almost nearly all respondents (93.5%) agreed the negative contribution of market unavailability of industrial materials even for high price for the smooth and successful implementation of construction projects.

4.8.2 Time of the Project

Table 4.11 Agreement on time management of the execution of the construction within reasonable and duration of the contract contribute for the successful implementation of construction projects.

Successful construction implementation / performance measuring tools	1 Strongly Disagree	2 Disagree	3 Neutral,	4 Agree	5 Strongly Agree
	Freq (%)	Freq (%)	Freq (%)	Freq (%)	Freq (%)
It is reasonable time taken for project planning of construction projects	2(4.3)	7(14.9)	3(6.4)	25(53.2)	10(21.3)
The time taken for bid process is as scheduled and within the allowed time range	1(2.1)	3(6.4)	3(6.4)	33(70.2)	7(14.9)
The time consumed by the contractors for most of our project is within the contract period	1(2.1)	16(34(	8(17)	19(40.4)	3(6.4)
Many of our construction projects were delivered very late due to so many reasons	1(2.1)	10(21.3)	7(14.9)	19(40.4)	10(21.3)
Political instability highly affects our implementation schedule	0(0)	0(0)	5(10.6)	15(31.9)	27(57.4)
Weather condition and geographic factors affects timely completion of construction projects	0(0)	2(4.3)	2(4.3)	25(53.2)	18(38.3)
Late process of construction payments hinders fast execution of construction projects	0(0)	4(8.5)	5(10.6)	25(53.2)	13(27.7)

On average 80% of respondents agreed that the time taken for planning as well as bid process was as planned and scheduled to do so.

46.8% respondents agreed that the time consumed for the execution of projects was as per the contract period while 36.1% remained disagreeing.

Around 62% respondents agreed there were so many reasons for late delivery of construction projects while 23.4% remained disagreeing.

Existence of Political instability, weather condition and geographic factors complemented with late approval of payment for the contractors were agreed by 87% of respondents as some of the contributing factors which hinder successful implementation of construction projects by the organization.

4.8.3 Quality of the Project

Table 4.12 Agreement on quality management of the execution of the construction contribute for the successful implementation of construction projects.

Successful construction implementation / performance measuring tools	**1 Strongly Disagree**	**2 Disagree**	**3 Neutral,**	**4 Agree**	**5 Strongly Agree**
	Freq (%)	**Freq (%)**	**Freq (%)**	**Freq (%)**	**Freq (%)**
The organization have SOP and Checklists to comply with the required quality in delivering the construction projects to the satisfaction of all stakeholders specifically user beneficiary community, local government authority donor and organization	0(0)	1(2.1)	0(0)	31(66)	15(31.9)
The construction projects implemented have fulfilled or based on safe programming principles of the organization	2(4.3)	2(4.3)	5(10.6)	25(57.4)	11(23.4)
Beneficiary community testified that they are happy with the implemented construction projects	1(2.1)	2(4.3)	3(6.4)	21(44.7)	20(42.6)
Many of projects have delivered per the standard in compliance to the BOQ and specifications as per the contract document and design for the work	1(2.1)	0(0)	3(6.4)	32(68.1)	11(23.4)
Where there is quality issue, the organization have taken appropriate	1(2.1)	0(0)	2(4.3)	29(61.7)	15(31.9)

and corrective measure					
Close supervision is highly in place for most of construction projects	1(2.1)	3(6.4)	3(6.4)	25(53.2)	15(31.9)
The logistic availability and practical arrangement of the same for supervision and follow up is a trend of the field offices and head office	1(2.1)	1(2.1)	4(8.5)	31(66)	10(21.3)
Experience and skill gap of the supervising technical experts influenced the quality of the implementation	1(2.1)	7(14.9)	6(12.9)	23(48.9)	10(21.3)
Capacity of the contractors' influence /impact quality	0(0)	3(6.4)	3(6.4)	24(51.1)	17(36.2)

On average 89.4% of respondents agreed that the organization utilized SOP, checklists, BOQ and specifications per the contract document and design and in addition of testimony of beneficiary community so as to maintain the successful implementation of construction projects without compromising quality standards.

Nearly on average 89% of respondents agreed that the organization have taken appropriate quality assurance measure where there was gap through close supervision by appropriate facilitation of the necessary logistic arrangements and in doing so maintained most of the construction projects quality which was also considered as one of the contributing actions for the successful implementation of the construction projects by the organization.

Around 79% of respondents agreed that capacity gap of the contractors and experience and skill gap of the technical experts of the organization were one of the causes contributing negatively for the successful implementation of the construction projects where the organization intervene to contribute for the beneficiary community of the country.

CHAPTER FIVE

MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this last chapter summary of the major findings, conclusion and recommendations are included. Based on the study's findings, conclusion and recommendation have been offered in order to enhance successful implementation effort of the organization in its construction projects intervention areas.

The study's amin goal was to assess contributing factors for the successful implementation of construction projects by the organization so that it will deal on narrowing any gaps identified in this regard.

In order to accomplish the study's goal, a descriptive research methodology was used. For the Questionnaire prepared respondents were selected through purposive sampling approach and the respondents' responses were received and were analyzed qualitatively. The results of the questionnaire provided satisfactory result as presented in the previous chapter.

5.2 Major findings

Here below presented in summary the findings generated from the response analysis in line with the objective of the project work.

5.2.1 Construction Planning, Project Management and Contract administration; Project team and Finance/Budget related.

- ✓ Most of the respondents indicated the necessity of Construction planning management, understanding of what to be done, how it will be done and when and with what resource were clearly indicated as contributing factors to be considered.
- ✓ Sufficient time taken for planning as well as accomplishing tasks as scheduled were factors agreed by respondents in regard to time management related to construction implementation.
- ✓ Timely preparation of bid document and continual bid process also agreed by most for its positive contribution of construction project implementation.
- ✓ Contractor selection process with well-defined evaluation criteria was one of the findings contribute for the smooth transition to construction execution stage.
- ✓ Project management to effectively and efficiently use the limited or scarce resource was highly agreed in line with the close contract administration during the execution of construction projects.
- ✓ Quality of construction were agreed to happen where there were SOP, Checklists, arrangement of necessary logistics for the close follow up and supervision of the construction projects which all of the respondents agreed in their response.
- ✓ Political instability, weather condition and geographic factors were time related issues either favored or unflavored smooth execution of construction projects complemented

with timely approval of payments requested by contractors for the successful execution of construction projects.

- ✓ Experience and skilled technical professional support and coordinated close supervision of project team played its part for successful construction implementation integrated with proper planning and availability of necessary budget.
- ✓ Negotiation with contractors repeatedly occurred due to high price offer of the contractors in fear of fluctuation.
- ✓ Necessity of securing sufficient finance/budget is also considered as one of the factors for the success of the construction implementation.
- ✓ According to the respondents, inflation and fund gaps were what were perceived as contributing as hindrance elements for the smooth and successful implementation of construction projects by the organization. Cost of the projects should be in line with the extent of the work to be completed.

5.2.2 Organizational Structure related.

- ✓ Alignment of organization structure in line with the role of employees was highly emphasized if well aligned will contribute positively otherwise will result in failures.
- ✓ Transparency of recruitment and promotion process complemented with attractive benefit package and good HR administration were raised as contributing for the retaining of well experienced professional which by far contribute for the successful implementation of the construction projects. In this case the respondent's average response indicated that there was gap in this regard and the concerned decision makers of the organization should act on improving necessary packages and procedures.
- ✓ Top management involvement in the decision-making situation was highly mentioned as necessary and valuable for the construction implementation success while lack of fast action and delay in decision was seen as hindrance for the same.
- ✓ The active role of senior/top management in securing additional budget/funds, favorable government policy and financial capacity of contractors were seen as positively attributing for the success while the opposite of them caused failures in the engagement of the construction projects.

5.3 Conclusions

- ✓ Poor planning makes it difficult to carry out construction projects effectively. The study's conclusions indicate that SCI has a well-organized project work plan that is approved by all employees before the project is put into action. Before a project is put into action, the specific work plan is also addressed. A project's completion time, cost, and quality can all be impacted by poor project planning. It is also well accepted that due to inadequate planning, SCI does not always complete projects on schedule.

- ✓ Well qualified bid document preparation with all necessary components in due time and continual tender process facilitation with clear schedule and criteria and the subsequent evaluation of the bid will result in successfully identifying the winner bidder and to proceed with the next step task of construction execution.

- ✓ Where there is gap in financial resource negotiation should be considered or else securing of additional fund from donors or any relevant source worthy in this regard.
- ✓ Project management with team spirit and necessary support of the experienced professionals and senior management bodies complemented with close supervision and contract administration can be concluded as contributing factors for the successful implementation of construction projects.
- ✓ The dissatisfaction of the construction employees in the HR administration specifically related to benefit package like Salary and related and also unclear or not transparent promotion procedure there resulted in high turnover of the employees-i.e. employees cannot be retained for long in such environment,
- ✓ Well versed organizational structure with clear role and responsibility at each level was also considered contributing for the success of implementation of construction projects.
- ✓ Top management support, motivation, active engagement in high decision requiring matters like fund securing; no-cost extension, waiver and payment approval, staff development etc. were worthy factors noted in the study.
- ✓ Cost management to complete the construction work based on the planned budget if possible or with reasonable additional budget was considered what to aim to successfully implement the construction projects.
- ✓ Utilization of proper time in planning before execution of projects as well as scheduling works to be executed within acceptable construction duration was worthy noted in the study as factors contributing for the successful implementation of the construction projects by the organization.
- ✓ External factors like political instability, weather condition and geographic factors were seen have impact on the delay of construction projects implementation.
- ✓ Quality control tools like SOP, Checklists, snag lists, BOQ and Specifications with design documents complemented with experienced technical professional follow up and supervision and the facilitation of necessary logistics for the same was considered as one of the strategies to realize quality of construction projects implemented by the organization.
- ✓ Technical capacity as well as financial capability of contractors was also taken as one of the contributing factors for the successful implementation of the construction projects by the organization for the beneficiary community.

5.4 Recommendations

The below are some of the contributing factors taken and summarized as recommendations for the successful implementation of construction projects:

- ✓ The project employees must understand the work plan for the construction project, and there must be procedures in place to review the project's requirements before beginning implementation, which is anticipated to lead to successful construction implementation.
- ✓ Timely organizing the project with necessary field assessment in relation to identifying the real need of the beneficiary community
- ✓ Preparation of complete bid document with clear and transparent evaluation criteria

- ✓ Project management with expertise team and contract administration in line with standard contract document and SOP with utilization of checklists for supervision and follow up.
- ✓ Timely flagging up of any gaps in regard to quality related and work volume reduction or increase issues.
- ✓ Fast and proper action when dispute occurred by all concerned specifically top management decision in matters require their intervention.
- ✓ Fair, transparent and role oriented organizational structure in place
- ✓ Attractive benefit package and motivation and promotion and staff development environment free of bias and based on roles and responsibility of the work position and workload imposed on the employees.
- ✓ Sufficient allocation of budget and wisely utilization of the same with consideration of value for money
- ✓ Timely availability of required resources like human, material, machinery and equipment
- ✓ Wise utilization of construction duration with workable schedule and close follow up and supervision in line with solving any claim or dispute arise therein.
- ✓ Quality assurance with available tools for the same and determined commitment in realizing it.

Finally, as there are few or not so much research works specifically on construction project implementations in our country despite there are a lot of INGOs, I recommend further research should be carried out in assessing factors related to beneficiary community, government line structure and the integration resulted in this aspect and how it can contribute for the successful implementation of construction by INGOs.

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ANNEX: Research Questionnaire
Addis Ababa University, School of Commerce
Department of Project management

Dear respondent,

My name is Mulatu Bufebo, and I am carrying out academic research on **the assessment of factors contributing for the successful implementation of Construction Projects in INGOs: the case of Save the Children International, Ethiopia for** the partial fulfilment of the requirements for the **Degree of Master of Arts** in **Project Management from Addis Ababa University.** The validation of the research objectives depends on your genuine and timely response by completing the attached Demographic (Part I) and Construction Implementation related questionnaires (Part II with four sub sections). Please be assured that the information acquired shall be used purely for academic purpose only and will be kept strictly confidential. Please indicate your level of agreement or disagreement by using (√ or x) mark on the appropriate box given corresponding to each statement Please state your opinion on the space provided for open question and no need of writing your name. Your co-operation and assistance will be highly appreciated.

If you need any clarification or information reach me through my Mobile Number: 0969439899 and E-mail: bufebomulatu@gmail.com and/or mulatu.bufebo@savethechildren.org

DIRECTIONS TO FILL THE QUESTIONARRIES

- Genuine responses are appreciated as they make the analysis more realistic
- Please put a "✓" mark on the boxes provided for each question
- Please provide only one answer for one question.
- The questionnaire shall be returned within a few days as much as possible

THANK YOU FOR YOUR WILLINGNESS TO FILL IN THIS QUESTIONNAIRE

Part I: General Information

Note the abbreviations are to mean CO=Country Office level Expert FO= Field Office level Expert HR=Human Resource Department/Expert PO=Program Operation Department Mgt=Management DCD=Deputy Country Director

1	Gender							
	Male		Female					
2	Age							
	<20 Years		21-30 Years		31-40 Years		41-50 Years	Above 50 Years
3	Level of Education							
	<= Grade 12		Diploma		BA/BSC		MSC/MBA	PHD
4	Workplace							
			Construction/WASH, FO		Supply Chain/Procurement, FO		Finance, FO	Budget Holder, FO
					FO Mgt.		Area Director	HR, FO
			Construction/WASH, CO		Supply Chain/Procurement, CO		Finance, CO	Budget Holder, CO
					Senior Management, CO			HR, CO
5	Work Experience in SCI							
			1-3 years		4-6 years		7- 9 years	10 and more Years

Part II: Research Questions

I. What are the major factors affecting Construction project implementation by Save the Children, Ethiopia?

Please indicate your level of agreement on the following sentences by using the Following Rating Scales.1; Strongly Disagree, 2; Disagree, 3; Neutral, 4; Agree and 5; Strongly Agree

No	Indicators/Statement of Construction implementation related factors	1 Strongly Disagree	2 Disagree	3 Neutral,	4 Agree	5 Strongly Agree
6	**Construction planning management**					
6.1	The organization has regular construction Projects in order to achieve the construction implementation by the organization.					
6.2	The Organization has a plan for its construction project implementation based on the past and present performance record /experience					
6.3	The organization usually understands how much of and what categories of construction projects are planned to be implemented throughout the operation areas of its intervention for the intended period of operation					
6.4	It regularly compares the expected/planned construction projects and the actual implemented construction projects					
6.5	The organization planning period is suitable for the timely implementation of the construction projects in consideration					

	of Geographic situation, seasonal weather condition, donor requirements, budget availability etc.					
6.6	The construction plan emerges from the actual need of the beneficiary community					
6.7	The construction experts carried out need assessment before they include the construction works as part of the planned activity					
6.8	The organization has standard operation procedures (SOP) for its construction project planning					
6.9	The organization fully implemented standard operating procedure (SOP) in all the operation areas for all of its construction planning					
6.10	There is an organized work plan that is mutually understood by all employees in your department before project implementation					
6.11	The project detailed work plan is thoroughly discussed before project implementation					
6.12	Poor planning in projects affect projects completion on time, cost and its quality					
7	**Bid document Preparation and Bid Process Management**					
7.1	The bid documents are fully and exhaustively prepared by the FO Engineers in consideration of actual need of the target community/beneficiary					
7.2	Late submission of bid documents to CO					

	for review affected the revision quality as well as the implementation period by wasting execution time through revision and back and forth communication					
7.3	Technical skill gap highly affected the timely preparation and submission of full component of bid documents in an acceptable way and appropriate time to do so					
8	**Bid document Evaluation and Contractor selection process**					
8.1	The organization has clear and applicable selection criteria in acquiring contractors for the implementation of construction projects					
8.2	It has prequalified contractors in sufficient number and commitment					
8.3	The organization adopts open bid where sufficient number of prequalified bidders not available					
8.4	The organization uses Eligibility, Technical and Financial criteria based on its own combined analysis criteria					
8.5	The organization has procurement committee in responsibility of selecting the winner bidder for the bid in consideration so as to acquire competent executor of the project					
8.6	The organization meet challenges in its bidding process due to low capacity of the contractors in terms of financial, technical and other related factors required for the successful selection of competent contractors for the intended					

	project					
9	**Bid Contract Negotiation**					
9.1	The organization repeatedly face high/exaggerated contractors offer for its request for quotation through tender procedure					
9.2	The inflation/dynamic market change in the construction inputs (Labor, Machinery and Equipment and Material) caused frustration in competing contractors in regard to offering reasonable offer					
9.3	The organization repeatedly in shortage of available fund compliant with the dynamic market situation in order to execute the projects per their allotted budget					
9.4	The organization compelled to negotiation with contractors to get discount for its project implementation					
9.5	Contractors are usually satisfied and interested to work with our organization due to attractive offer and no repeated request for discount of their offer					
10	**Project Management and Contract Administration** The organization is committed and meets the construction quality of its construction projects during construction project implementation					
10.1	The organization is committed and diligent that it meets the construction quality of its construction projects during					

	construction project implementation					
10.2	The organization has clear SOP, Checklists and guidance on Contract management					
10.3	The organization has Monitoring and Evaluation department for overall monitoring of the projects to impose accountability and share learning for future project implementation etc.					
10.4	Close follow up of construction contract implementation in regard to contract terms is highly applicable in the organization					
10.5	Project manager and team played a big role in regard to managing the limit available resource like time, quality of the project and the budget allocated for the work through close follow up, supervision and coordination of all stakeholders					
10.6	Infrastructure team at the CO level highly supported the FO project implementation through remote to actual site visit, review of the implementation work, approval of variations and reviewing of contractor's payment on a timely base so as to speed up the successful implementation as well as correcting quality gaps in order to meet the satisfaction of the beneficiary and organization					
10.7	Top Management of the organization played a key role as an overall strategy of organization in matters related to high level decision like no-cost extension, acquiring additional funds, waivering					

	procedures when required					
10.8	Late and poor performance has penalty on contractors and if persistent will result in termination					
10.9	Government policy and political instability caused big obstacle for contractors to easily acquire and move construction resources from place to place and due to this project delay happened in so many of our projects					
10.10	Political instability, Government policy and inflation caused a challenge to acquire construction materials like cement, reinforcement bar with reasonable and fair price and prone the contractors for security threats and financial loss					
10.11	The organization forced to consider price adjustment in order to complete the construction project due to the high market inflation in comparison with the actual offer of the contractors which also affected a limited available fund not achieve targeted number of the projects					
10.12	The organization adopted contractual measures in regard to contract administration like warnings, penalty on late and unjustified delays and termination where the contractors failed to deliver per the agreed up on contracts.					
10.13	Timely process and effecting of the construction payments to the contractor affects successful implementation of the construction project					

10.14	Proper management of advance payment, VAT, withholding taxes and retention payments and accruals and any related like performance bond and its release affects successful implementation of the construction project					
10.15	It prepares and records construction trucker for the regularly construction projects implemented in its intervention areas					

II. What organizational factors you consider can have an adverse impact on the successful implementation of the construction projects by Save the Children, Ethiopia?

Please indicate your level of agreement on the following sentences by using the following rating scales.1; Strongly Disagree, 2; Disagree, 3; Neutral, 4; Agree and 5; Strongly Agree

No	**Indicators of the organizational/ Internal factors affecting Construction implementation**	**1 Strongly Disagree**	**2 Disagree**	**3 Neutral,**	**4 Agree**	**5 Strongly Agree**
	Organization structure					
11	**Alignment of Structure**					
11.1	The existing structure is well role oriented and with clear roles and responsibilities					
11.2	The field level structure is aligned with the CO structure in a way that there is clear responsibility and accountability and hierarchical synergy so as to integrate resources for the effective and efficient use of the organization operation and successful implementation of construction projects					
11.3	Enough and detailed induction on the overall organization structure and					

	specific to the staff's department given before the engagement of the staff in his/her role and responsibility					
12	**Recruitment and promotion**					
12.1	The recruitment process of the construction professionals in the organization is conducted in a transparent and participatory way with concerned department for the role					
12.2	The salary/benefit package of the Construction professionals in the organization is as per the professional responsibility, educational level and work experience					
12.3	The promotion procedure and its implementation is fair, transparent, performance based, not biased and to the success of the construction implementation and as a whole for the success of the organization					
12.4	Overall organization structure and HR administration and Benefit package highly encourage retaining of the well experienced, highly committed professionals in the construction department					
13	**Engagement of Top Management in Decision**					
13.1	Top management engagement and concern for the construction project implementation have positive contribution as they are in a role of high-level decision in regard to approvals, staff motivation, policy amendment, donor related issues like budget /fund deficit issues, no-cost extension of the project period and dispute resolution etc.					

13.2	Lack of top management support in construction implementation contributes negatively for the failure of successful implementation of the construction projects					
13.3	The late approval or long time taken to decide on payment and related documents affects the successful implementation of the construction projects					

III. Please indicate your level of agreement on the following sentences by using the following rating scales regarding to the well-known success measuring tools used to measure the successful implementation of construction projects by Save the Children, Ethiopia.

Please indicate your level of agreement on the following sentences by using the following rating scales.1; Strongly Disagree, 2; Disagree, 3; Neutral, 4; Agree and 5; Strongly Agree

No	**Successful construction implementation / performance measuring tools**	**1 Strongly Disagree**	**2 Disagree**	**3 Neutral,**	**4 Agree**	**5 Strongly Agree**
14	**Cost**					
14.1	Most of construction projects were completed as per the planned budget					
14.2	Most of the construction projects were completed with reasonable additional amount of budget extra to the contract amount					
14.3	Most of the construction projects were with high deviation from the contract amount and resulted in budget shortage/deficit					

14.4	Overall costs for construction implementation including bid process to supervision and close out costs are within the planned and secured budget or fund range					
14.5	Financial capacity gap of contractors impacted timely purchase of construction materials required for the project execution					
14.6	Unavailability of required industrial materials even for high purchase price negatively impacted the implementation of the construction projects					
15	**Time**					
15.1	It is reasonable time taken for project planning of construction projects					
15.2	The time taken for bid process is as scheduled and within the allowed time range					
15.3	The time consumed by the contractors for most of our project is within the contract period					
15.4	Many of our construction projects were delivered very late due to so many reasons					
15.5	Political instability highly affects our implementation schedule					
15.6	Weather condition and geographic factors affects timely completion of construction projects					

15.7	Late process of construction payments hinders fast execution of construction projects					
16	**Quality**					
16.1	The organization have SOP and Checklists to comply with the required quality in delivering the construction projects to the satisfaction of all stakeholders specifically user beneficiary community, local government authority donor and organization					
16.2	The construction projects implemented have fulfilled or based on safe programming principles of the organization					
16.3	Beneficiary community testified that they are happy with the implemented construction projects					
16.4	Many of projects have delivered per the standard in compliance to the BOQ and specifications as per the contract document and design for the work					
16.5	Where there is quality issue, the organization have taken appropriate and corrective measure					
16.6	Close supervision is highly in place for most of construction projects					
16.7	The logistic availability and					

	practical arrangement of the same for supervision and follow up is a trend of the field offices and head office					
16.8	Experience and skill gap of the supervising technical experts influenced the quality of the implementation					
16.9	Capacity of the contractor's influence /impact quality					

17. Please write down on the below space provided any other factors you think are factors that contribute for the successful implementation of construction projects by Save the Children, Ethiopia?

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Thank you for your kind cooperation and valuable response for the study!