

**FACTORS DETERMINING PROJECT IMPLEMENTATION OF HEALTH PROJECTS
IN GEDO REGION, SOMALIA.**

OUMA MARREN ANYANGO

**A Research Project Submitted in Fulfilment of the Requirements of the Award of the
Master of Arts Degree in Project Planning and Management of the University of Nairobi**

2016

DECLARATION

This research Project is my original work and has not been submitted to any other university or institution for examination.

Signature -----

Date.....

NAME: OUMA MARREN ANYANGO

REG. NO.: L50/71816/2014

This research Project has been submitted for examination with my approval as the university supervisor.

Signature.....

Date.....

DR. JOHN MBUGUA

DEPARTMENT OF EXTRA-MURAL STUDIES

UNIVERSITY OF NAIROBI

DEDICATION

I sincerely dedicate this work to my late Mother, Wilfrida Ouma who has been my pillar of strength and my Brother, Mr. Walter Ouma who has lived to see what he had longed for in me (the pursuit of knowledge) become a reality. To my husband James and our children Malcom, Melissa and Madren, let the light of knowledge shine in you all!

ACKNOWLEDGEMENT

I consider myself very honored to have had so many wonderful people guide me through the process of this Project. I express my deepest gratitude to my supervisor, Dr John Mbugua, for guiding me right from the inception of this project to its successful completion. I acknowledge his valuable guidance, support and critical reviews of the project and the report and above all the moral support he has provided. Special thanks to the entire faculty lecturers and staff who kindly and diligently shared with me their knowledge and experiences throughout this course.

I also extend my gratitude to the managers of World Vision, Somalia, who took time out of their busy schedules to give me the much needed feedback for my research. To my classmates, my heartfelt thanks for your unending support.

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ABBREVIATIONS AND ACRONYMS

ARP	Area Rehabilitative Programming
ICT	Information and Communication Technology
IT	Information Technology
NCA	Norwegian Church Aid
NGO	Non-Governmental Organization
SRP	Somali Rehabilitation Programme
UNOPS	United Nations Office for Project Services
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme

ABSTRACT

The study sought to investigate the factors that determine effective implementation of health projects in Gedo region of Somalia. The specific objectives were to: establish how communication determines project implementation; assess how planning determines project implementation; establish how financial support influence project implementation; and assess how monitoring and evaluation efforts determines project implementation. This research study adopted descriptive research design in an attempt to investigate the factors that determine effective project implementation. The target population of this study was 55 employees of World Vision working under health projects in Gedo region of Somalia. The researcher determined the instrument's content and construct validity through the help of expert judgment (the supervisor). The researcher used Cronbach alpha to test for reliability. Primary data was gathered directly from respondents through questionnaires. Descriptive and inferential statistics was used for data analysis. The study found that poor communication minimizes chances of creating an understanding, an approval of the implementation and sharing information between the project team and communicating to the whole organization thus resulting in ineffective project implementation. The study found that World Vision Somalia has a plan for implementation stages that helps in assessing keenness of an organization for change as well as the efficacy of the proposed change targets. The study found that there was enough financial support for project implementation at World Vision Somalia thus effective project implementation since finances are essential in the running of a project initiative in terms of facilitating execution of implementation tasks. It found that making allowances for adequate monitoring and evaluation gives the project manager and field officials the ability to anticipate problems, to oversee corrective measures, and to ensure that no deficiencies are overlooked thus resulting in effective project implementation. The study recommends that World Vision should improve integrated communications plan to improve project implementation. The organization should allocate sufficient funds to projects and ensure there is independency in utilization of the funds.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

At its most fundamental, project management is about people getting things done,' (Barnes 2012). It describes the activities that meet specific objectives and can be used to introduce or improve new or existing products and services. Projects are separate to business-as-usual activities, requiring people to come together temporarily to focus on specific project objectives. As a result, effective teamwork is central to successful projects. Project management focuses on controlling the introduction of the desired change. A project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates a definite beginning and end (Horine, 2005). The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists. Temporary does not necessarily mean short in duration. Temporary does not generally apply to the product, service, or result created by the project; most projects are undertaken to create a lasting outcome.

Globally, effective project implementation is looked at in many ways to include a large variety of criteria. However, in its simplest terms, effectiveness of project implementation can be thought of as incorporating four basic facets. A project is generally considered to be successfully implemented if it comes in on-schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion), and is accepted and used by the clients for whom the project was intended (client satisfaction criterion). By its basic definition, a project comprises a defined time frame to completion, a limited budget,

and a specified set of performance characteristics (Schultz & Slevin, 2009). Further, the project is usually targeted for use by some client, either internal or external to the organization and its project team. It seems reasonable therefore, that any assessment of project implementation effectiveness should at least include these four measures among others.

In America, project management is about changing from the known to unknown, because the future is uncertain and may highly affect people's positions in organizations (Cummings and Worley, 2005). In many instances organization employees do not support change unless compelling reasons convince them to do so. In order to manage change, it's good to guide change efforts, it is useful to assess organization's readiness for project implementation. Readiness for change involves an assessment of the discrepancies that exist as well as the efficacy of the proposed change targets. Armenakis (1993) defines readiness for change as "the cognitive precursor to the behaviors of either resistance to or support for a change effort". Employees become concerned and act to what is happening in their environment and make assumptions based on how they perceive that change. The assumptions made end up to be obstacles of an organization's readiness for projects (Wheatly, 1992). People naturally fear uncertainty; thus, resistance is common. Understanding obstacles of an organization's readiness for project implementation is required to understand change process.

In India, Internationally accepted practices in strategic financial analysis are followed. Good quantitative and qualitative analytical financial synthesis is the grass root for successful and sustainable strategic operations. Without strategic financial analysis any unit cannot achieve sustainability. Sustainability means relying on commercially priced and internally generated funds rather than on donors for growth (Garg, 2006). Employees will figure out what is happening and come up with conclusions about what can come out of the proposed strategies.

Through this process, employees will form perceptions about the organization's readiness for project, which may be indicative of organization's ability to successfully make strategies work.

Selznick (1957), postulates that South Africa has been in the process of radical transformation. Within this environment government organizations rethink their strategies, redesign their structures and adjust their management practices in order to anticipate frequent changes and to respond proactively to meet anticipated demands. As an organization, the South African Police Service is able to transform itself to affect, forecast and activate rather than merely respond to environmental forces. The strategic management process provides such a mechanism. It represents a logical, systematic, and objective approach for determining the future direction of the South African Police Service. There is no proven plan of action for achieving the organization's desired outcomes within a dynamic environment without a project (Schaap, 2006). A successful project and the equally successful implementation of the project are the most reliable signs of good management

In Namibia, Management of institutions formulates strategies to guide operational activities on a yearly basis. Focus is on developing strategies that are effective in facilitating continuous improvement of operational activities at the institutions. The country's challenge is how to maintain consistency in managing the implementation process of strategic decisions (Sipopa, 2009). Schaap (2006) contends that managers are mainly comfortable with planning activities than with implementation, organizing, leading and control. This suggestion is supported by some managers who believe that project implementation is the responsibility of operational personnel. These managers view strategic planning as the only critical activity that deserves their attention.

In Kenya, Awino and Ndegwa (2011), state that employees need to be involved in formulating strategies and this will make them own the strategies. Implementing project means taking

actions for a project to be operational. There seems to be consensus among various writers regarding the obstacles on Implementation of strategies (Kamanda, 2006). Hansen, Boyd and Kryder (1998) identified additional implementation obstacles such as failing to periodically alter the plan or adapt it to changes in the business environment, deviation from original objectives and lack of confidence about success. Formulating a project is different from the process of implementation. According to Kamanda (2006), intended project is not always realized and not all realized project is intended. Employees are more concerned when implementing a project than formulating it. This is because they know that once the project comes into effect it will affect them either positively or negatively.

Since the collapse of central Government of Somalia in 1991, Gedo region has been in a state of chronic emergency, with frequent periods of severe emergency since the initiation of NCA's activities in 1993. Health implementation services have been severely restricted and trained personnel have been attracted by better opportunities elsewhere thus migrating from Somalia. However, World Vision in conjunction with the technical and administrative role of councils of elders and district councils have played a major role in overseeing the development management groups (DMGs) set up in all of the region's districts. DMGs are now regarded by the UNOPS/SRP as the local link through which donors and UN agencies could implement their projects on the ground in the Gedo region (UNOPS/SRP, 1998). Factors like inability to manage change effectively; lack of a model to guide implementation effort; and poor project communication was identified as affecting project implementation. This was witnessed in a study done by Soludo (2006) in Somalia which found that when projects lacks control of the implementation plan, employees develop poor attitude towards the project making implementation difficult.

World Vision Somalia has worked with the children of Somalia, their families and communities since 1992 through a variety of emergency and rehabilitative programming to address the emergency needs of communities while addressing some of the underlying causes of vulnerability in those same communities. Since 1993, World Vision has been working in areas of Somalia with the highest levels of child poverty. Beginning in 2008, World Vision launched the Area Rehabilitative Programming (ARP) model to build community resilience through multi-sector relief, rehabilitation and development programming in defined geographic locations. Today, World Vision Somalia hosts three ARPs in Puntland and Somaliland, with plans to launch additional programs as funding becomes available.

The health projects of World Vision primarily focuses on medical consultations and treatment of IDP and host communities as well as immunization of children, pregnant and lactating mothers, screening and rehabilitation of moderately acute malnourished children on an on-going basis. The hardware aspect of the Health component involved the rehabilitation of Doolow town clinic, Gedo region, which was completed and operationalized in March, 2013. These programs are providing life-saving and rehabilitative programming in the sectors of child protection, education, health, livelihoods, nutrition, shelter, food aid, and WASH (WFP, 2012). The activities under the World Vision sector focuses on reducing vulnerability of IDPs and host communities to waterborne and vector-transmitted diseases resulting from deficient environmental health conditions, unsafe disposal of faeces, water-borne diseases, unsafe water sources, poor sanitation and hygiene practices. The implementation of the project is done by provision of oversight of the project activities through supervisory visits to the sites. The sector specific project managers and the Partners Program Officer will work with partners on the ground (UNDOS, 1995).The Regional Accountant will provide support by ensuring the partners

receive funds on time to keep the project activities on course. Furthermore, the technical advisors for Health, World Vision and Livelihood provide periodic technical oversight to the project implementation teams.

1.2 Statement of the problem

Project implementation consists of challenging processes in the project management plan to satisfy the project specifications. This involves coordinating people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan (PMBOK, 2008). The ability to implement projects can be more important than the project itself. Investors have come to realize that implementation is more important than the vision of the project (Charan & Colvin, 1999). Charan (1999) observed that despite the importance of project implementation process, far more research has been carried out into project preparation rather than into project implementation process, while Rutan (1999) concluded that literature is dominated by a focus on long range planning and project content rather than the actual implementation of projects, on which little is written or researched. A well-articulated project, great product, or breakthrough technology can put an organization on the competitive map, but only solid implementation can keep it there. Without effective implementation, no business project can succeed (Hrebiniak, 2005). Understanding the factors that determine effective project implementation therefore becomes critical in successful implementation of projects.

One of the critical problems concerning NGO projects is the frequent and lengthy delays that occur during implementation. In order to improve this situation, it is necessary to first identify the major causes of poor implementation, or non-implementation. Several studies have already been done around project success and failure in organizations. For instance, Awino et al (2011)

conducted a study on effects of planned change projects of selected firms in the Kenyan insurance industry. They found that employee involvement always leads to a higher rate of success in the implementation of project change management coupled with higher productivity. Gichoya (2005) looked at the “Factors Affecting the Successful Implementation of ICT Projects in Government”, Karuti and Winnie (2001) studied the “The non-profit sector in Kenya - what we know and what we don’t know”, Adel (2009) looked into the “Causes of delays in public sector construction projects in developing countries.” However, none attempted to analyze the implementation of Non-Governmental Organizations projects especially World Bank projects in Somalia. To bridge gap on obstacles such as deviation on original objectives and lack of confidence about success, and to address the issues poised by the dynamism of projects, this study investigated the factors that determine effective project implementation at Gedo in Somalia.

1.3 Purpose of the Study

The purpose of the study was to investigate the factors determining project implementation: a case of Health Projects in Gedo Region of Somalia.

1.4 Objectives of the Study

The research was guided by the following objectives;

- i) To establish how communication determines project implementation.
- ii) To assess how planning determines project implementation.
- iii) To establish how financial support influence project implementation.
- iv) To assess how monitoring and evaluation efforts determines project implementation.

1.5 Research Questions

The research will be guided by the following research questions;

- i) How does communication determine project implementation?
- ii) To what extent does planning determine project implementation?
- iii) How does financial support determine project implementation?
- iv) To what extent does monitoring and evaluation determine project implementation?

1.6 Research Hypothesis

In order to answer the research questions that are set out, this study was guided by the following research hypotheses:

H₁ Communication significantly determines project implementation.

H₁ Planning significantly determines project implementation.

H₁ Financial support significantly determines project implementation.

H₁ Monitoring and evaluation significantly determines project implementation.

1.7 Significance of the Study

This study report can be of great importance to the non-governmental organizations since it can help them establish what determines effective implementation of projects, and this contributed to ensuring a higher rate of project success; this was important as it elaborated on the key elements to consider during the implementation of projects; it assisted them to know how to make implementation effective when doing their projects.

This study can also significant to academicians since information about the analysis of effective project implementation in the non-governmental organizations in Somalia was not available; therefore this study can be useful as it can be the basis upon which further research could be built on.

This study can also of great importance to the project management teams in other organizations since they got to understand the pillars of effective project implementation. With disciplined adherence to a system of inter-dependent variables, the project team avoided the incongruence that so frequently led to project failure and ensured that all project staff and stakeholders were secure in their knowledge of what had to be done and who was doing it.

1.8 Basic Assumptions of the Study

It was assumed that the respondents that the study targets presented truthful and accurate information that contributed in coming up with credible findings and conclusions. Another assumption that was used was that there were no other factors affecting project implementation. Factors affecting implementation were numerous in number; but for the sake of this particular study, attention was given on only four of these factors.

1.9 Limitations of the Study

The major limitation in this study was the inability of the researcher to study the whole population or a majority of it. Due to the size of the study population, only a sample of the population was studied; and the findings there-of was used to generalize the conclusions of the study to the whole population. The results were therefore be largely generalized. If the study was allocated more time and more resources, then it was prudent to carry out the research on all World Vision projects in Somalia too rather than sampling some few projects. This limitation

was mitigated against by ensuring that all sectors that World Bank deal in were well represented. The researcher also ensured that all the relevant data were collected within the available time.

1.10 Delimitations of the Study

The study was carried out within Gedo region, Somalia. The region was selected because the researcher knows the area well and could move around World Vision Health Projects in the region with ease. It investigated the factors that determine effective project implementation. Gedo region has a vast spatial, geographical, historical, demographical and cultural contexts as well as its state of fragility. It's one of the largest regions in Somalia with scattered population. The lifestyle is that of pastoral nomadic, meaning the area residents keep moving from one place to another. Therefore getting the respondents who were the beneficiaries of the health project to respond on the questions might have been an uphill task. The researcher needed adequate resources in terms of transportation and assistance from a person who understood the terrain of the region better.

1.12 Definition of Significant Terms used in the Study

Health Project	A unique set of coordinated activities, with definite starting and finishing points, undertaken to meet a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.
Project Implementation	In this context, it refers to the process that translates the planned projects into reality
Communication:	Refers to a process of sharing information, thoughts and feelings with which it is made possible to create an end

product from the project and transfer it to both customers and end users.

Planning: Refers to a process of how a project is to be accomplished within a certain timeframe, with defined stages and with designated

Financial Support: Refers to budgetary allocation to projects to ensure that the project are implemented within the required time frame.

Monitoring and Evaluation: Refers to the routine continuous tracking of the key elements and the episodic or periodic assessment of the project implementation process.

1.13 Organization of the Study

This project was organized into five chapters; chapter one had dealt with the background of the study. The chapter also discussed statement of the problem, purpose, objectives, research questions, research hypothesis, significance, assumptions, limitations, delimitations and organization of the study.

Chapter two covered literature review where; related studies and their findings were discussed. The chapter also covered the knowledge gaps in the literature review; the theoretical and conceptual frameworks of the study was also be presented.

Chapter three covered research methodology touching on research design, target population, sample size and procedure, research instruments; piloting, validity and reliability of the

instruments; data collection instruments, data collection procedures and methods of data analysis techniques.

Chapter four was on the analysis of the data collected from the field. Data was analyzed using means, standard deviation and other infographics representing the analyzed data. The analyzed data was be presented in tables. Further the chapter provided interpretation of the findings in write up to explain the tables.

Chapter five was the final chapter for the study, it described the summaries of findings with regard to the objectives of the study. Main findings were discussed at length with linkages to existing knowledge. The chapter finally provided a conclusion of the study and suggested possible recommendation of the study problem.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews all the literature related to the study variables. It reviews the concept of effectiveness of project implementation and discusses the independent variables (communication, planning, financial support, and monitoring and evaluation) and how they determine effectiveness of project implementation. The chapter also outlines the theories that anchor the study. Finally, the chapter offers a graphical representation of the association between independent and dependent variables in the form of a conceptual framework.

2.2 The Concept of Project Implementation

Project implementation has been defined many ways to include a large variety of criteria. However, in its simplest terms, project implementation can be thought of as incorporating four basic facets. A project is generally considered to be successfully implemented if it comes in on-schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion), and is accepted and used by the clients for whom the project was intended (client satisfaction criterion). By its basic definition, a project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics. Further, the project is usually targeted for use by some client, either internal or external to the organization and its project team. It seems reasonable therefore, that any assessment of project implementation should at least include these four measures among others.

Project information was obtained from a group of over 50 managers who had some project involvement within the last two years. Participants were asked to consider a successful project with which they had been involved and then to put themselves in the position of a project manager charged with the responsibility of successful project implementation. They were then asked to indicate things that they could do that would substantially help in project implementation. This procedure, sometimes called Project Echo, was developed by Alex Bavelas (2005). The information obtained from the responses indicated that one of the factors that was developed was related to the underlying purpose for the implementation and was classified Project Mission. Several authors have discussed the importance of clearly defining goals at the outset of the project. Bamberger (2009) classified the initial stage of project management as consisting of a feasibility decision. Are the goals clear and can they succeed? Askari's (2009) six-step implementation process begins with instructions to state the plan and its objectives. For both these authors, Project Mission has been found to refer to the condition where the goals of the project are clear and understood, not only by the project team involved, but by the other departments in the organization. Underlying themes of responses classified into this factor include statements concerning clarification of goals as well as belief in the likelihood of project success.

The other factor discerned was that of Top Management Support. As noted by Schultz and Slevin (2009), management support for projects, or indeed for any implementation, has long been considered of great importance in distinguishing between their ultimate success or failure. Beck (2006) sees project management as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans, or goals, for the organization. Further, Bowen (2005) shows that the degree of management

support for a project will lead to significant variations in the clients' degree of ultimate acceptance or resistance to that project or product. For the purposes of classification, the factor Top Management Support refers to both the nature and amount of support the project manager can expect from management both for himself as leader and for the project. Management's support of the project may involve aspects such as allocation of sufficient resources (financial, manpower, time, etc.) as well as the project manager's confidence in their support in the event of crises.

The other factor to be classified was that of Project Schedule Plans. Project schedule refers to the importance of developing a detailed plan of the required stages of the implementation process. Ginzberg (2008) has drawn parallels between the stages of the implementation process and the Kolb and Frohman's (2007) model of the consulting process views planning as a two-directional. In the boxing world, the saying goes that "Everybody has a plan... until you get hit." The same dynamic exists when managing a project. Just like a boxer in the ring, the life of a project manager is risky, complex, and sometimes just plain messy. Even with a comprehensive and detailed plan, there will be "punches" (issues) that challenge the project during its implementation. Like any good boxer, the project manager must learn how to manage the issues, navigate the complexity, and adapt the plan to reflect the most recent reality. An issue is an unresolved decision, situation or problem that will significantly impact the project and that the project team cannot immediately resolve. Issues management consists of having a process for identifying these problems and managing them until they are resolved. Resolving issues is frequently beyond the authority of the team (West, 2008). However, even if an issue needs to be escalated to the next level or delegated to another person to resolve, it still needs to be tracked by

the project manager. The project manager needs to be ready throughout the Project Implementation Phase to apply resources to address and resolve these issues.

The importance of strong people management cannot be overstated. Project managers work in teams and often are only able to achieve their goals as a result of the commitment, cooperation and contributions of the people on the project team. As a result, managing people can become the project manager's most important and most difficult job. Most often, when we think of project managers who are especially talented at managing people, we tend to focus on their mastery of “soft skills” of people management (Chikane, 2004). These are the project managers who are especially effective at motivating team members, communicating vision, empowering staff, recognizing achievements, listening, leading by example, resolving conflicts and building trust. All of these “soft skills” are related to the inter-personal competency of the project manager and are extremely important to project success. Therefore, project managers should strive to enhance their capacity to lead, motivate, inspire, mediate, communicate and encourage.

In people management, ‘hard skills’ are also critically necessary. A comprehensive project plan will not rely solely on the inter-personal skills of the project manager to ensure success in managing people. Instead, a comprehensive project plan will identify the concrete activities required to proactively manage all elements of the project team (Al-Kharashi, 2009). These concrete activities will be implemented during the Project Implementation Phase and will include: Acquiring Project Staff – As part of the function of managing the team, the project team leader must be clear on the systems for identifying staff candidates, interviewing candidates, identifying selection criteria and making final selections of project staff. Creating Staff Job Descriptions – Staff job descriptions include the list of project duties, roles and responsibilities for team members. Job Descriptions are not only used to recruit, orient and manage staff, but are

also use to evaluate individual team member performance (Ginzberg, 2008). Documenting Project Organization Charts – Project charts represent the reporting relationships among the project team. Developing Project Staff – What skills are needed? What are the training needs? Are there certification requirements? Conducting Performance Assessments – Performance assessments are the documented formal or informal assessment of the project team members' performance. After analyzing the information, project managers can identify and resolve problems, reduce conflicts, and improve overall team work (Al-Kharashi, 2009). Establishing Team Communication Norms – As the leader of the project team, the project manager must concretely plan the communications (via meetings, workshops, reports, memos, newsletters, blogs, etc.) that allow the project team to share information, actively work to identify issues and conflicts, and interact creatively to resolve these issues.

2.3 Communication and Project Implementation

At first look, the suggestion that communication aspects should be emphasized in the implementation process seems to be a very simple one. Even though studies point out that communication is a key success factor within project implementation (Gerry-Johnson, 2005), communicating with employees concerning issues related to the project implementation is frequently delayed until the changes have already crystallized.

A study on the links between project and communication aimed at identifying relationship that exists between project and communication in the organization (Gopinath and Becker, 2000). The study targeted 115 employees and used a sample size of 30 employees. It concluded that an entire discipline in organizations is devoted to the study of organizational project, including project implementation but they have paid little attention to the links between communication and project. This has made management not to communicate to the staff about the project

making implementation difficult. The study suggested that effective communication about a project should take place.

A comparative study about firm communication on issues of project aimed at the effect of communication on project implementation. A target population of 213 employees and a sample size of 65 employees were used (Rapert and Wren, 1998). The study concluded that organizations where employees have easy access to management through open and supportive communication climates tend to outperform those with more restrictive communication environments when it comes to project implementation.

A study on organizational communication and project implementation aimed at the effectiveness of communication on project implementation. The study used a target population of 150 employees and a sample size of 58 respondents. The study concluded that effective communication is a key requirement for effective project implementation (Peng and John, 2001). The study of Schaap (2006), about the role played by senior level leaders in project implementation aimed on the role of senior-level leaders in the Nevada Gaming Industry. Using a target population of 160 and a sample size of 30, the study concluded that over 38 percent of the senior-level leaders do not communicate the company's direction and business project to all of their subordinates.

Communication during projects can be of many different types such as oral, written and non-verbal (Chikane, 2004). Oral communication is mainly utilized in face-to-face meetings or over the telephone as well as in group meetings and affords a lot more flexibility to the speaker, such as the ability to communicate not only with voice but body language, attitude and nuance. The subtle nuances that can be communicated during verbal communication are not present during written communication. Written communication, on the other hand, is usually more precise. It

can be sent through correspondence such as memos, letters or notices. It can also be sent via Email or the project management information system (Chikane, 2004). The key to making written communication more effective is to first grab people's attention, and then give them a reason to want to read the rest of the communication.

A study on the important roles of communication in project management aimed at role by the top management in strategy implementation. The study targeted 230 employees and used a sample size of 50 employees. The study concluded that project communication is a supporting activity, with which it is made possible to create an end product from the project, and transfer it to both customers and end users; In order to create a positive and reliable service profile, communication is needed for both profiling and being profiled; Project communication is an informative tool, which communicates to all relative groups what is happening in the project; Orientation activities rely strongly on communication (Raps, 2005). This is important when different specialists working with project are given proper orientation; by the social nature of people, interaction with each other is needed in order to satisfy the social needs of human nature.

2.4 Planning and Project Implementation

Cutting corners in project planning is a recipe for disaster, no matter what the reason is. The initiation phase is critical to the success of the project as it establishes its core foundations. Effective project planning takes into consideration all aspects of planning including stakeholder engagement, benefits mapping, risk assessment, as well as the actual plan (schedule) itself. The three most cited factors for project failure are: lack of stakeholder engagement, lack of communication, and lack of clear roles and responsibilities.

These factors therefore, need to be considered very early on in the creation and planning of any project. An article published in *The Project Manager*, by Angela Lecomber, looked at the dynamic challenge of planning in the world of new and complex projects: The singular unifying characteristic new and complex projects possess is the inability for all stakeholders to ‘be on the same page’ in order to envision the same outcome. Good project managers therefore, will have identified all the stakeholders and ensure, through good communication, that stakeholders have clarity of the project’s objectives and outputs. Before detailed planning takes place, stakeholder agreement for the project’s outputs are obtained (this has long been recognised as a significant factor for project success). Detailed planning then commences by breaking down the components into sub-components to produce a product (deliverables) breakdown structure as far as breakdown is feasible.

Here lies some of the complexity that today’s projects face. The next step is to produce further detail of the activities, tasks and dependencies required (the work breakdown structure), together with the sequencing of activities needed to produce the many sub-deliverables or component products. Finally, we achieve a level of granularity needed to manage the project on a day-to-day basis. This is typically represented as a schedule (Lecomber, 2013). The closing paragraph concludes that “... we need to resist the modern cultural problem of impatience that often leads to cutting corners at the planning stage.” Although the article goes on to say that the above approach may still not be enough to ensure a successful outcome in new and complex projects (and looks at some recent developments and innovation in practical planning techniques for project management), it is important to at least get these fundamental processes right.

2.5 Financial Support and Project Implementation

Project Financing includes the processes required to ensure that the project is completed within the approved budget (PMBOK, 2008). The major processes are: Resource Planning, Cost Estimating, Cost Budgeting and Cost Control. Project Cost Management is primarily concerned with the cost of the resources needed to complete project activities. The principle objectives of which profit-oriented business organizations tend to pursue are wealth enhancement, maximization of profit, maximization of return on investment of shareholders and satisfying stakeholders. Though wealth enhancement may not be a perfect description of what businesses seek to achieve, it is almost certain that wealth is something which business cannot ignore. A particular business only has a certain amount of wealth (capital) and it will take only a limited number of “wrong” decisions to see the business collapse. Therefore, business needs decisions such that it would be worth more as a result of the decision. When valuing businesses, managers need to take into account future profitability, both long-term and short-term, and the risk attached with the investment.

The important issue for the success of an organization is not to whom specific responsibilities have been assigned, but rather that these functions are addressed in a timely fashion and are handled effectively. The functions of finance should be handled in accordance with the goal and objectives of the organization. In a profit-oriented enterprise, this goal should be maximization of the wealth of the shareholders. Cost is often measured in monetary terms. The success of projects is judged by the efficiency with which we achieve the project objectives and that efficiency is assessed by measuring against two constraints – Cost & Time (West, 2008). In assessing the project duration, the duration of individual activities and resource usage have been optimized and further reduction of project duration must increase the direct cost of the project

due to overtime and uneconomic use of the plants and machineries. Cost estimating is never simple. Project managers must recognize that time, cost and resource estimates must be accurate if project planning, scheduling, and controlling are to be effective. At the work package level, the person most familiar with the task should make estimates. The line supervisors who are responsible for getting the job done and who are experienced and familiar with the work should be asked to develop the estimates at this level (West, 2008). The advantage is that the line supervisors will be responsible to ensure that the work activities as estimated by them would be achievable.

There are two practical problems in estimating. First, you are simply too optimistic. It is human nature at the beginning of a new project to ignore the difficulties and assume best-case scenario - in producing your estimates (and using those of others) you must inject a little realism. In practice, you should also build-in a little slack to allow yourself some tolerance against mistakes. This is known as defensive scheduling. Second, you will be under pressure from senior management to deliver quickly, especially if the project is being sold competitively or the project is fast track as specified within the terms and conditions of contract (Brown, 2011). Historical estimates has some inherent danger because they assume the past represents the future and may miss uncertainties that are associated with the new task. Any time estimates should reflect efficient methods for the resources normally available.

Estimating of time must consider if normal time is calendar days, working days, weekends, man-days and hours. Many schedules developed by project managers are over optimistic (or faulty) because they do not take into considerations public holidays and other non-working days. Therefore, in developing the schedule, project managers are advised to formulate the project calendar to take into consideration the possible non-working days and other risks associated with

schedule (workers can be sick, take leave, or raining days). Unfortunately, padding carries a price. While increasing the allowed time will reduce schedule risk, we will also increase the possibility of an increase in the budgeted cost – this is the time/cost trade-off. The objective of all planning should be to develop a “realistic plan” and if padding is required, it must be done on a “task-by task” basis (Brown, 2011). There will always be some variation in working times, caused by external factors outside the control of the project team.

Project Cost Budgeting involves allocating the project cost estimate to individual work items. A properly constructed budget must be capable of being baselined and used as the basis for performance measurement and control. It must reflect the way that resources are applied to achieve planned objectives over time (Horine, 2005). It must be structured in relation to the build-up of estimates, and to the collection of actuals. In converting an estimate to a control budget, two important differences should be considered. First, the organization and the categorization of costs suitable for preparing an estimate are often not compatible with realistic field cost control. Second, estimates must deal in averages, whereas tighter standards are sometimes desirable for control purpose.

In building the project budget we should consider providing certain buffer of extra money. Padding is a standard procedure in managing any project. There is no way that every risk can be fully calculated or anticipated. By assuming that the project might run over budget, we could have a cushion against unexpected incidents or cost overruns. As a project manager, you must have as much direct control of your budget as possible if you are going to be held accountable for the project outcome (Schultz & Slevin, 2009). A properly constructed budget must be capable of being baselined and used as the basis for performance measurement and control. It must

reflect the way that resources are applied to achieve planned objectives over time. It must be structured in relation to the build-up of estimates, and to the collection of actuals.

The budget assumes special importance in project environments as the only basis against which to measure achievement. Project operating budget is developed initially from the original project budget approved at the conceptual stage. Once the key stages of the project have been identified and the logic developed, the budget can be divided and apportioned to each stage. Operating budget is derived from the work breakdown structure, initially focused on the key stages of the plan. Cost for each key stages are assessed based on the level of details developed and identified at the time. As we layer the plan progressively, the operating budget for each key stage is developed. As the detailed budget for each key stage is derived, we must compare the total with the project budget and analyze the variance (Stier & Kjellin, 2009). Any negative deviations must be subject to close scrutiny and action planning to determine what action, if any, be taken to contain the situation.

Effective control of cost gives the opportunity to forestall inevitable cost escalation, foresee potential problems and take advantage of possible savings. Cost is best controlled at source and designed into the project, not inspected in after the event. This allows us to resolve problems before they occur and to respond quickly to those that do occur. Project Cost Control includes monitoring cost performance, ensuring that only appropriate project changes are included in a revised cost baseline, and informing project stakeholders of authorized changes to the project that will affect costs. It must be remembered that cost, time and specification are inextricably linked. Most massive overspends on projects are caused by over-runs in time or unclear and ever changing specifications. Effective control of specification and time can make the cost control task much simpler. Several tools and techniques assist in project cost control. There must be

some change control system to define procedures for changing the cost baseline. Another tool for cost control is performance measurement. The Earned Value analysis is especially useful for cost control as it helps to determine what is causing the variance and to decide if the variance requires corrective action (Young, 2013). Computerized tools such as project management software and spreadsheets are often used to track planned cost vs. actual costs and to forecast the effects of cost changes.

2.6 Monitoring and Evaluation and Project Implementation

Monitoring and evaluation are thinly distinct elements within the project management cycle but are highly dependent and mutually of significant importance to project sustainability (UNDP, 1997). Monitoring is the process through which the essential aspects of project implementation such as reporting, usage of funds, record keeping and review of the project outcomes are routinely tracked with an aim of ensuring the project is being implemented as per the plan (Mackay, (2007). Monitoring is undertaken on a continuous base to act as an internal driver of efficiency within the organization's project implementation processes and its main agenda is to develop a control mechanism for projects (Crawford and Bryce, 2003). Evaluation is a definite and systematic approach geared towards reviewing an ongoing project to ensure that it meets the goals or objectives that were fundamental to its undertaking (Uitto, 2004). Monitoring and evaluation should offer comprehensive and relevant data that will support decision making.

Project evaluation serves various purposes; first, to inform decisions for project improvement by providing relevant information for decision making concerning setting priorities, guiding resource allocation, facilitating modification and refinement of project structures and activities and signaling need for additional personnel (Mulwa, 2008). Secondly, evaluation provides a process of learning. By learning from the past, one is able to improve the future. Further,

evaluation helps project managers to develop new skills, open up to the capacity of constructive self-criticism, to objectivity and to improve on future planning as a result. Through evaluations the organization in extension conducts a SWOT analysis since the strengths, weaknesses, opportunities and challenges of the projects are taken into account (Spaulding, 2014). Evaluation creates future benchmarks to guide evaluations of other projects. It also helps in creating a knowledge bank for management which is an ideal trend in contemporary world where organizations are leaning towards knowledge management in project management (Calder, 2013). Lastly through evaluations, project managers are able to assess how projects fared in terms of meeting the budgetary limits as well as in terms of efficiency.

A monitoring and evaluation system is a component designed to screen, track and make a comparison of the project outcomes against the stated or planned targets (Cummings and Worley, 2005). It is a comprehensive undertaking that offers guidance in the screening and tracking of an ongoing project, recording data and systematically evaluating the data for comparison purposes in line with the project's set goals and objectives (Kerzner, 2013). M&E system is an integral system of reflection and communication supporting project implementation that should be planned for and managed throughout a project's life.

Key aspects of monitoring and evaluation are the setting up of the system, implementing the system, involving all stakeholders and communicating the results of the monitoring and evaluation process. A monitoring and evaluation system should be as relevant as possible to the organization to ensure its reliability and independence (Garg, 2006). An effective monitoring and evaluation system should be able to offer conclusive information that can effectively be utilized towards better project success (Mulwa, 2008). Through the system, any stakeholder should be able to identify the potential benefits of the project, ways of enhancing screening and tracking of

the project as well as offer an outline of the successes, challenges and opportunities for future projects undertakings.

In order to foster the support of the employees, an effective monitoring and evaluation system should seek to enhance the communication and interaction among the personnel which will help to build up teamwork within the project (Blackstock, Kelly, & Horsey, 2007). Similarly, the involvement of the project stakeholders should not be downplayed as these are the people who own and are directly affected by the project successes and impacts.

Effectiveness of the M&E system focuses on expected and achieved accomplishments, processes, examining the results chain, contextual factors and causality, in order to understand achievements or the lack of achievement. Project objectives of a development project should be consistent with the requirements of beneficiaries and organization's strategies, and also the extent to which they are responsive to the organization's corporate plan and human development priorities such as empowerment and gender equality. Development initiatives and its intended outputs and outcomes should also be consistent with national and local policies and priorities (Sipopa, 2009). Monitoring and evaluation activities enable the stakeholders determine whether the body undertaking project implementation has adequate legal and technical mandate to implement projects on their behalf (Soludo, 2006). Post completion assessment is done to correlate between plans and real impact of the project. Evaluation looks at what the project managers planned, their accomplishments so far and how they achieved them (Mulwa, 2007). This can be done at the early stages of the project life or at the end of the implementation

Resources allocated to projects should be used economically since they are limited. When running a project and are concerned about its replicability or about going to scale, then it is very important to get the efficiency element right. Use of monitoring and evaluation system is

therefore a basis for evaluating the effectiveness of project delivery processes (Hansen and Kryder, 1998). They describe monitoring and evaluation system as the assessment of project success and use objective factors, including time, cost and quality objectives, and subjective factors, which are concerned with the assessment of stakeholders' satisfaction. Successful project managers diligently and regularly review progress against the schedule, budget and quality elements of the project. Regular reviews allow problems to be identified early so that corrective action can be taken to keep the project on track. The reviews can provide a clear and adequate provision for monitoring and evaluation events (Hansen and Kryder, 1998).

Monitoring and evaluation budget can be obviously delineated within the overall project costing to give the monitoring and evaluation function the due recognition it plays in project running (Mackay, 2007). Efficiency of project planning improves overall Monitoring and evaluation of project, management and implementation and therefore various projects are started with the sole goal of changing positively the socio-political and economic status of the residents of a given region. The project information must be obtained in an orderly and sequential manner as the project is on-going (Mulwa, & Nguluu, 2003). Monitoring is done in accordance to the prior set targets and all its activities are as predetermined during the planning phase. These activities ensure that everything is on track and can let the project managers detect early enough when deviations occur. If monitoring is conducted as expected, it is a very important management tool that acts as a basis for project evaluation since through it the concerned parties establish the sufficiency and adequacy of the available resources and whether they are optimally used and in the case of human resources if they are competently constituted so as to do what was planned (Hansen and Kryder, 1998). Basically, project monitoring involves a careful and ongoing

assessment of how the project is being implemented against initially set plans, activities, and other deliverables.

It is important to ensure project sustainability and for this to be achieved, four essential dimensions must be considered; Institutional sustainability is where functional institutions will be self-sustaining after the project ends, Household and community resilience focuses on resilient communities which are readily able to anticipate and adapt to change through clear decision-making processes, collaboration, and management of resources internal and external to the community, Environmental sustainability considers that an environmentally sustainable system must maintain a stable resource base, avoid over exploitation of renewable resources and preserve biodiversity and Structural change where the structural dimensions of poverty are addressed through the empowerment of poor and marginalized rural households (Gerry-Johnson, 2005). Other factors, such as external policies and institutional context, will also have a direct influence on project monitoring and evaluation, but are typically outside project control (Kolb and Frohman, 2007). For example, the sustainability of community based projects-supported interventions is likely to be compromised in areas characterized by weak institutions, lack of markets, lack of income-generating opportunities, or in fragile states experiencing civil conflict (World Bank, 1980).

The following strategies could be effective to ensure sustainability of the project. Projects must systematically identify, analyze and respond to risks in a way that ensures continuation of project benefits after completion of the project. Projects should seek ways to strengthen the capacity of individuals, households, communities and formal and informal institutions that will help them cope with future shocks (Bowen, 2005). Projects should cause 'no harm' to the environment and

should meet “the needs of the present without compromising the ability of future generations to meet their own needs.”

Monitoring and evaluation helps to determine and measure the impact of an intervention. Impact refers to the direct or indirect, intended or unintended positive or negative changes produced by a development intervention. Measuring the impact involves ascertaining the effects of an activity on economic, social, environmental and other development indicators. Assessment of impact is important because it generates useful information for decision-making process and supports accountability for delivery of results.

2.7 Theoretical Review

The study was based on two theories: Human Relations Theory; and Management by Objectives (MBO) Theory. The theories are explained below.

2.7.1 Human Relations Theory

The roots of Human relations theory (HRT) can be traced to the Hawthorne Studies conducted by Elton Mayo and Kurt Lewin in the 1920s and 1930s at the Hawthorne works of the Western Electric Company, near Chicago in the United States. The human relations approach sees an organization as a cooperative enterprise wherein worker morale is a primary contributor to productivity, and so seeks to improve productivity by modifying the work environment to increase morale and develop a more skilled and capable worker.

The Human relations theory is anchored on four basic principles; Decentralization - The strict notion of hierarchy employed by classical management theorists is replaced with the idea that individual workers and functional areas (departments) should be given greater autonomy and decision-making power. This requires greater emphasis on lateral communication so that

coordination of efforts and resources can occur. This communication occurs via informal communication channels rather than the formal, hierarchical ones; Participatory Decision-Making - Decision-making is participatory in the sense that those making decisions on a day-to-day basis include line workers not normally considered to be “management.” The greater autonomy afforded individual employees and the subsequent reduction in “height” and increase in span of control of the organizational structure requires that they have the knowledge and ability to make their own decisions and the communication skill to coordinate their efforts with others without a nearby supervisor; Concern for Developing Self-Motivated Employees - The emphasis on a system of decentralized and autonomous decision-making by members of the organization requires that those members be highly “self-motivated.” So one goal of managers in such an organization is to design and implement organizational structures that reward such self-motivation and autonomy (Jensen and Meckling, 2004). Another is to negotiate working relationships with subordinates that foster effective communication in both directions.

The theory states that though hierarchy is not the most efficient or effective way to structure an organization. Instead, a relational project emphasizes the necessity of informal communication to make sure that the interdependent functions of an organization are successfully coordinated. Human relations approaches argue that individuals require jobs that are sufficiently challenging and complex so as to engage the worker, provide novelty and opportunities to succeed, grow, and learn (Jensen and Meckling, 2004). According to the theory, leadership outcomes depend up quality of the relationship between the leader and his or her subordinates; how structured the task the leader's group has to perform is; and the formal power or authority invested in or delegated to the leader.

This theory is relevant to this study because there is a relationship between the leader and his or her subordinates during project implementation. Jensen and Meckling (2004) indicates that the idea of project management is the relationship that exists between stakeholders at all levels of the project management process. In this study there was a relationship between organizations' and its employees and these relationships can affect project implementation in the organization.

2.7.2 Management by Objectives (MBO) Theory

The theory of Management by Objectives was developed by Peter Drucker (1954). The concept of MBO is closely connected with the concept of planning. The process of planning implies the existence of objectives and is used as a tool/technique for achieving the objectives. Modern managements are rightly described as 'Management by Objectives' (MBO). The MBO concept suggests that objectives should not be imposed on subordinates but should be decided collectively by all concerned with the management (Gerry-Johnson, 2005). This gives popular support to them and the achievement of such objectives becomes easy and quick.

Management by Objectives (MBO) is the most widely accepted philosophy of management today. It concentrates attention on the accomplishment of objectives through participation of all concerned persons. MBO is based on the assumption that people perform better when they know what is expected of them and can relate their personal goals to organizational objectives. Superior subordinate participation, joint goal setting and support and encouragement from superior to subordinates are the basic features of MBO (Gerry-Johnson, 2005). It is a result-oriented philosophy and offers many advantages such as employee motivation, high morale, effective and purposeful leadership and clear objectives before all concerned persons.

According to the theory, various hierarchies within companies need to be integrated; need for commitment, responsibility and maturity; and need for a common challenge. An MBO system calls for each level of managers to identify their goals for every area they are responsible for. These goals are shared then with their individual units. Shared targets guide individuals in fulfilling their role. The role of the management now is to monitor and evaluate performance. The focus is on future rather than on past (Gerry-Johnson, 2005). They check progress frequently and over a set period of time. There is external and internal control in this system with routine assessments. An evaluation is done to understand as to which extent the goals have been met.

In relation to this study, staffs were given the objectives to achieve. An important aspect of the MBO approach was that there is agreement between employees and managers regarding project measures which is open to evaluation. The principle was that when employees are involved with the goal setting for projects and choosing the course of action to be followed by them, they are more likely to fulfill their responsibilities (Gerry-Johnson, 2005). There was a link between organizational goals for projects and performance targets of the employees.

2.8 Conceptual Framework

At a conceptual level, project implementation is determined on different levels. Lecomber (2013) argues that poorly planned projects are hard to implement. The conceptual framework for this study considers project implementation as a critical component of project management. According to this framework, project implementation is determined by communication, planning, financial support and monitoring & evaluation.

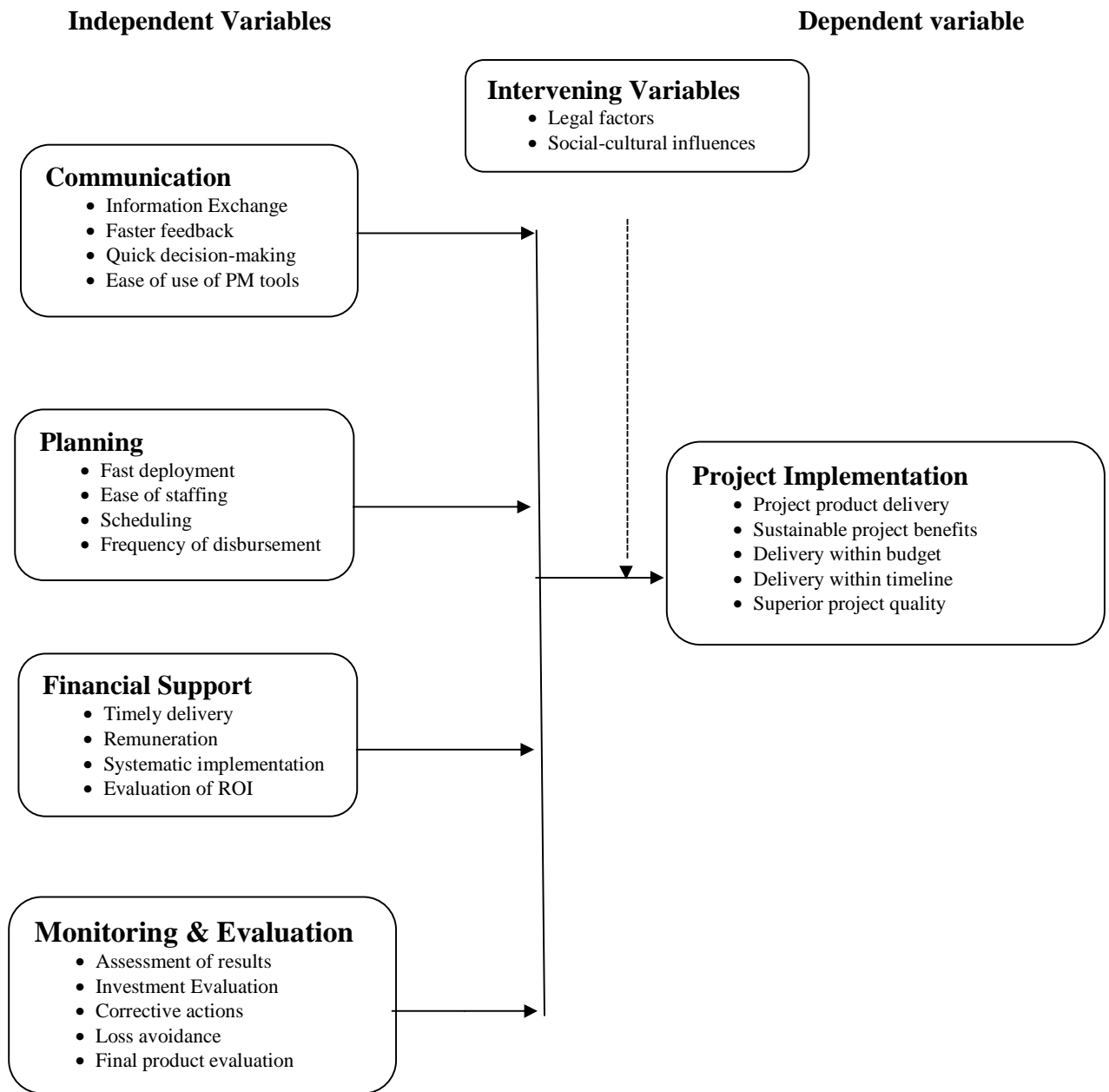


Figure 1: Conceptual Framework

From the conceptual framework, the dependent variable (Project Implementation) depends on the independent variables (communication, planning, financial support, and monitoring and evaluation). Projects should be well communicated to employees for effective implementation. If planning is not well done, implementers will not implement projects effectively. If implementers

are not given enough financial support, implementation is bound to fail. Monitoring and evaluation is critical. If there is no episodic or periodic assessment, implementers will not effectively implement projects. There needs to be a routine continuous tracking of the key elements of the project implementation process from the management.

2.9 Summary of Literature Review

The chapter reviewed existing literature on determinants of effective project implementation. Project implementation has to incorporate four basic facets which are time criterion, monetary criterion, effectiveness criterion and client satisfaction criterion. Two theories, namely; Human Relations Theory; and Management by Objectives (MBO) Theory were discussed. Human Relations Theory has shown that relationship between the leader and his or her subordinates is very important for effective project implementation. An important aspect of the Management by Objectives (MBO) approach is that there is agreement between employees and managers regarding project implementation measures which is open to evaluation. The chapter finally presents a conceptual framework reflecting the relationship between independent and dependent variables.

2.10 Research Gap

A review of literature reveals that a lot of research on analysis of project implementation has been undertaken in developed countries context and their applicability in the developing countries such as Somalia is yet to be explored. Developing countries in Asian continent have carried some studies on effective implementation while in Kenya the studies have focused on reasons for project failures rather than what determines effective implementation. Ashley *et al* (2007) did a study on the analysis of project implementation success and concludes that effective

project implementation is repeatable and requires a great deal of work to understand it for achieving cost effectiveness and competitive position. Their study did not look at the determinants of project implementation. Torp *et al* (2004) also carried a study on effective implementation factors for project performance on assessment of large public projects in Norway. The objective was to ensure quality-at-entry of major government funded project before funding is appropriated. The study still did not identify the determinants of effective project implementation.

In kenya, Karani (2007) carried a study focusing on factors impacting delivery reliability of projects not the determinants which is the focus of the current study. Isensi (2006) analyzed factors that lead to failure of projects in Kenya and established that poor design, poor methods, inadequate experience, underestimation of project duration and poor cost estimation as the factors that caused failure of most projects. Gharashe (2009) concluded in his study on analysis of factors influencing projects in Kenya that the quality of project management, operating environment, worker motivation, communication, inadequate resources and organization of the project team as factors affecting project implementation. These studies have focused on the reasons for project failure. None has attempted to analyze the implementation of Non-Governmental Organizations projects especially World Vision projects in Somalia. In order to fill this gap, the study investigates the factors that determine effective project implementation in Gedo region Somalia.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology used in this study. It covers the research design, target population, sampling procedures and techniques, sample population, construction of research instruments, piloting of research instruments, validity & reliability and data collection methods. The section concludes with a discussion on the ethical considerations and the proposed data analysis and techniques.

3.2 Research Design

This research study adopted a descriptive survey research design in an attempt to investigate the factors that determine effective project implementation. A descriptive survey research design allows for an in-depth analysis and understanding of a particular phenomenon as it exists in the present condition (Cooper and Schindler, 2008). In descriptive survey research design, objectives are predetermined allowing data collection relevant and sufficient to the study problem (Kothari, 2004). By combining both quantitative and qualitative data collection procedures, descriptive survey research design allowed a researcher to gather exhaustive information in a way that reduces cost of the data collection.

3.3 Target Population

A study population is a well-defined or specified as a set of people, group of things, households, firms, services, elements or events which are being investigated (Ngechu, 2004). Thus, the population should fit a certain specification, which the researcher will study and the

population should be homogenous. The target population of this study composed of 55 employees of World Vision working under five health projects in Gedo region of Somalia. The projects are: Health Centers/MCH, OPD (Outpatient), EPI (Expanded Program for Immunization), Outreach activities and Nutrition projects. The target population is distributed as shown in Table 3.1.

Table 3.1: Target Population

Category	Population
Health Centers/MCH	11
OPD (Outpatient)	14
EPI (Expanded Program for Immunization)	9
Outreach activities	16
Nutrition projects	5
Total	55

3.4 Sample Size and Sampling Procedures

The study adopted a survey study which was conducted on all the personnel working under health projects of World Vision in Gedo region of Somalia. This is because the target population is small which fits for a survey (Cooper & Morgan, 2008).

3.4.1 Sample Size

The sample size for the study consisted of all the 55 employees working under five health projects of World Vision in Gedo region of Somali.

3.4.2 Sampling Procedures

Five categories of projects were purposively sampled which were Health Centers/MCH, OPD (Outpatient), EPI (Expanded Program for Immunization), Outreach activities and Nutrition projects and they are given in Table 3.1. All the employees in each category were sampled giving a sample size of 55 respondents.

3.5 Data Collection Instrument

The research instrument was constructed in a way that were easy and simple to understand the information needed in each question. To achieve this, the research instrument consisted of five sections. The first section sought personal information of the respondents while the rest of the sections sought information based on the study objectives. To be precise, the second, third, fourth and fifth sections sought information about communication, planning, financial support and monitoring and evaluation respectively.

3.5.1 Pilot Testing of the Instrument

Piloting test was conducted with a sample of 5 respondents working in education projects in the same study area who were selected randomly. The pilot study was necessary to determine reliability of the instruments and enable the researcher to determine whether the respondents understands the questions. A questionnaire was used for this pre-test.

3.5.2 Validity of Research Instruments

Validity refers to the extent to which an instrument measures what it intends to measure (Sekaran and Bougie, 2011). It is the degree to which results obtained from the analysis of the data actually represents the phenomena under study. The researcher determined the

instrument's content and construct validity through the help of expert judgment (the supervisor) who assessed the instrument and find out if it answers the phenomenon under study. The researcher removed bias in the research instrument by constructing it in line with the objectives of the study.

3.5.3 Reliability of Research Instruments

Data reliability is the extent to which data collection techniques or analysis procedures will yield consistent findings (Saunders et al, 2009). The reliability of the instrument was estimated after the pilot study using Cronbach's reliability coefficient (Mugenda & Mugenda, 2003). Reliability estimates provided researchers with an idea of how much variation to expect. According to Fraenkel and Wallen (2000), reliability of at least 0.70 or higher is recommended for Social Science Research. Therefore, if Cronbach's reliability coefficient is more than 0.7, the instruments are deemed reliable. From the findings, Cronbach's Alpha was 0.762 which is more than 0.7. Thus, the instrument was deemed reliable and therefore the researcher went ahead and collected data for the study.

3.6 Data Collection Procedures

Primary data was gathered directly from respondents and for this study; the researcher used a questionnaire. The researcher administered the questionnaire personally to the respondents. The advantage of researcher administered questionnaires was that the questions can be clarified to the respondents during data collection. This ensured that the respondents understands the questions, thereby enabling the researcher obtain the right kind of information required to meet the study objectives.

3.7 Data Analysis Technique

Prior to data analysis, the questionnaires was checked for completeness; entries was checked for consistency and coding was done into SPSS version 20. Descriptive and inferential statistics, and factor analysis were used to analyze data. Descriptive statistical techniques was used to describe and summarize data. The results were then interpreted and the findings represented in tables and analyzed through percentages, mean scores and standard deviations.

In order to conduct inferential statistics, the study used multiple linear regression equations, and the method of estimation was an Ordinary Least Squares (OLS) to develop a link between the factors that determine effective project implementation. Ordinary least squares (OLS) is a statistical method of estimating the unknown parameters in a linear regression model by minimizing sum of observed responses and the predicted responses, thus, providing minimum-variance mean-unbiased estimation (Silverman, 2010).

The analysis was at a confidence of 95% significance level. Correlation analysis was used to describe the degree to which one variable relates to the other. The study adopted the following regression model to determine the relationship between variables;

$$Y = F (X_1, X_2, X_3, X_4)$$

$$Y = \alpha_0 + \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + \alpha_4 X_4 + \varepsilon$$

Where: Y= Project implementation

X₁ = Communication

X₂ = Planning

X₃ = Financial support

X₄ = Monitoring and evaluation

α₀ = Constant

ε = Margin of Error

3.8 Ethical Consideration

Ethics are norms governing human conducts which have a significant impact on human welfare (Kothari, 2007). It involves making a judgment about right and wrong behaviour. Cohen et al. (2007) state that it is the responsibility of the researcher to carefully assess the possibility of harm to research participants, and the extent that it is possible; the possibility of harm should be minimized. The author further states that, the researcher must take all reasonable precautions to ensure that the respondents are in no way directly harmed or adversely affected as a result of their participation in a research project.

The researcher recognized that the issue under study is sensitive because it involved the relationship between an employee and the employer. To achieve this, the questionnaires did not require the respondent's names or details that revealed their identity. The researcher explained to the respondents that their responses were used strictly for academic purposes.

3.9 Operational Definition of Variables

This section dealt with the operational definition of study variables, along with other components of the conceptual framework. The independent variables were the communication, planning, financial support, and monitoring and evaluation. The dependent variable was project implementation.

Tables 3.2: Operational Definition of Variables

Objective	Type of variable	Indicators	Level of Scale	Data Collection	Data Analysis
To investigate the factors determining project implementation: a case of Health Projects in Gedo Region of Somalia.	<u>Dependent variable</u> Project implementation	-Project product delivery -Sustainable project benefits -Delivery within budget -Delivery within timeline -Superior project quality	5 Point Likert Scale	Questionnaire	Descriptive Regression Correlation
To establish how communication determines project implementation	<u>Independent variables</u> Communication	<ul style="list-style-type: none"> • Information Exchange • Faster feedback • Quick decision-making • Easy use of PM tools 	5 Point Likert Scale	Questionnaire	Descriptive Regression Correlation

To assess how planning determines project implementation	Planning	<ul style="list-style-type: none"> • Fast deployment • Easy staffing • Scheduling • Frequency of disbursement 	5 Point Likert Scale	Questionnaire	Descriptive Regression Correlation
To establish how financial support influence project implementation	Financial support	<ul style="list-style-type: none"> • Timely delivery • Remuneration • Systematic implementation • Evaluate ROI 	5 Point Likert Scale	Questionnaire	Descriptive Regression Correlation
To assess how monitoring and evaluation efforts determines project implementation	Monitoring and evaluation	<ul style="list-style-type: none"> • Assess results • Evaluate investment • Corrective actions • Loss avoidance • Final product evaluation 	5 Point Likert Scale	Questionnaire	Descriptive Regression Correlation

Source: Researcher, (2014)

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents research findings obtained from field responses and data. This section includes the demographic information, presentation of findings and analysis based on the objectives of the study and as explored by the questionnaires, where both descriptive and inferential statistics have been employed.

4.2 Response Rate

Out of the 55 questionnaires administered, 50 were filled and returned, which represents a 91% response rate. According to Mugenda and Mugenda (2003), a 50% response rate is adequate, and a response rate greater than 70% is very good. Hence the response rate was satisfactory.

Table 4.1: Response Rate

Response Rate	Frequency	Percentage
Responded	50	91%
Not Responded	5	9%
Total	55	100%

4.3 Demographic Information

The demographic information of the respondents included gender, age bracket, level of education, how long they had worked and their position in the organization.

4.3.1 Gender of the Respondents

The study sought to examine the gender of the respondents. The results are presented in Table 4.2.

Table 4.2: Gender of the Respondents

Gender	Frequency	Percentage
Male	26	52%
Female	24	48%
Total	50	100%

The study revealed that majority of respondents were male as shown by 26 (52%) response rate compared to 24(48%) of their female counterparts. This shows that both genders were adequately represented in the study and in project implementation at Gedo Region in Somalia.

4.3.2 Distribution of Respondents by Age

In order to determine the age of the respondents, they were asked to indicate their age bracket. The findings are illustrated in Table 4.3.

Table 4.3: Age Bracket of the Respondents

Age Bracket	Frequency	Percentage
Below 25 years	7	14%
25-30 years	10	20%
31-40 years	17	34%
41-50 years	12	24%
Above 50	4	8%
Total	50	100%

From the findings, majority of the respondents 17 (34%) indicated that their age ranged between 31-40 years, followed by 12 (24%) who indicated that their age range was between 41-50 years. The findings also revealed that 10 (20%) of the respondents were aged between 25-30 years; 7 (14%) were below 25 years of age and 4 (8%) were above 50 years of age. From the findings, it can be inferred that the respondents were mature enough to provide reliable and sufficient information in relation to project implementation process.

4.3.3 Level of Education of the Respondents

The study requested the respondents to indicate their level of education. The responses are shown in Table 4.4.

Table 4.4: Level of Education

Level of Education	Frequency	Percentage
Tertiary/College	3	6%
Undergraduate	30	60%
Postgraduate	17	34%
Total	50	100%

From the study findings majority of the respondents 30 (60%) indicated that they had university first degree (undergraduates) as their level of education, followed by 17 (34%) of the respondents who had post graduate qualification and 3 (6%) who had diploma. None had certificate qualification as their highest level of education. The findings therefore indicate that the respondents are well educated and thus have the knowledge and skills necessary for project implementation in the organization.

4.3.4 Work Duration of the Respondents

The study further sought to establish how long the respondents had worked for World Vision in Somalia. This information is represented in table 4.5.

Table 4.5: Work Duration

Work Duration	Frequency	Percentage
Less than 1yr	6	12%
1-3 years	13	26%
4-6 years	15	30%
7-9 years	12	24%
9 years and above	4	8%
Total	50	100%

Based on the findings, majority of the respondents 15 (30%) had worked in the organization for a period ranging between 4-6 years followed by 13 (26%) who had 1-3 years of experience in the organization. While 12 (24%) of the respondents had worked in the organization for a period between 7 to 9 years, a small proportion 6 (12%) had an experience of less than 1 year and 4 (8%) had worked for 9 years and above. The findings therefore suggest that the respondents had worked for World Vision in Somalia and thus were experienced enough to provide valuable responses concerning factors determining project implementation at World Vision Somalia.

4.3.5 Position in the Organization

The respondents were requested to indicate their position in the organization. The findings are indicated in the Table 4.6.

Table 4.6: Position in the Organization

Position	Frequency	Percentage
Project Technical Advisors	5	10%
Project Coordinators	11	22%
Project Officers	14	28%
Field Staff	20	40%
Total	50	100%

The results obtained in Table 4.6 above indicates that majority of the respondents 20 (40%) held position as field staff in the organization, while 14 (28%) were project officers; 11 (22%) were project coordinators and 5 (10%) were project technical advisors. This implies that most of the employees in World Vision Somalia are field staff as they are mostly involved in the implementation process.

4.4 Information on Communication

This section presents information on lack of communication and statements on communication.

4.4.1 Communication

The respondents were requested to indicate if they found it difficult to finish projects in the specified time due to lack of communication. The findings are indicated in the Table below.

Table 4.7: Communication

Communication	Frequency	Percentage
Yes	41	82%
No	9	18%
Total	50	100%

From the findings, majority of the respondents 41 (82%) admitted to finding it difficult to finish projects in the specified time due to lack of communication while the rest did not. This indicates that most employees in World Vision Somalia found it difficult to finish projects as a result of poor or lack of communication. Poor communication or lack of communication can minimize chances of creating an understanding, an approval of the implementation and sharing information between the project team and communicating to the whole organization thus resulting in ineffective project implementation.

4.4.2 Statements on Communication

The respondents were asked to state the extent to which communication determine effective implementation of their projects. A five point Likert scale was used to rate the responses where: 5 – Great Extent, 4 – Moderate Extent, 3 - Neutral, 2 – Low Extent, 1 – No Extent. The findings in form of mean and standard deviations are indicated in Table 4.8.

Table 4.8: Statements on Communication

Communication	Mean	Std. Deviation
Exchange of information among stakeholders	3.03	0.802
Feedback to/from project staff to/from users	4.01	0.783
Availability of information for decision-making	3.33	1.061
Application of project management tools	4.37	0.835

From the findings, majority of the respondents agreed to a moderate extent with the statements that application of project management tools and feedback to/from project staff to/from users determine effective implementation of projects with mean scores of 4.37 and 4.01 respectively. However, majority of the respondents neutrally agreed with the statements that availability of information for decision-making and exchange of information among stakeholders determine effective implementation of projects with mean scores of 3.33 and 3.03 respectively. The findings therefore show that most employees in World Vision Somalia agree that application of project management tools and feedback to/from project staff to/from users determine effective implementation of projects. Project management tools and feedback from staff are therefore essential in that for any implementation, these tools have long been considered of great importance indistinguishing between their ultimate success or failure.

4.5 Information on Planning

This section covers information on organizational planning, effective implementation determination and statements on planning.

4.5.1 Organization Plan

The study asked the respondents to indicate if the organization plan for the implementation stage of the project. The responses are indicated in Table 4.9.

Table 4.9: Organization Plan

Organization Plan	Frequency	Percentage
Yes	50	100%
Total	50	100%

From the findings, all the respondents 50 (100%) indicated that the organization plan for the implementation stage of project. This findings show that the organization plan for implementation stages as it helps in assessing keenness of an organization for change as well as the efficacy of the proposed change targets.

4.5.2 Determination of Effective Implementation

The respondents were asked to state if planning determine effective implementation of projects at World Vision, Somalia. The Table below shows the findings.

Table 4.10: Effective Implementation Determination

Effective Implementation Determination	Frequency	Percentage
Yes	48	96%
No	2	4%
Total	50	100%

From the findings, majority of the respondents 48 (96%) indicated that planning determine effective implementation of projects at World Vision, Somalia while 2 (4%) did not. The findings reveals that most staff in the organisation agree that planning determine effective implementation of projects in that better planning leads to better project implementation process.

4.5.3 Statements on Planning

The respondents were asked to state the extent to which the following statements determine project implementation at World Vision. A five point Likert scale was used to rate the responses where: 5 – Great Extent, 4 – Moderate Extent, 3 - Neutral, 2 – Low Extent, 1 – No Extent. The findings in form of mean and standard deviations are indicated in the Table below.

Table 4.11: Planning

Planning	Mean	Std. Deviation
Speed in deployment of project resources	2.22	0.413
Effect on ease of project staffing	4.51	0.814
Effect on adequacy of scheduling	2.19	0.361
Impact on project stakeholders' understanding of project timelines	3.22	0.556
Effect on clarity of required frequency of funds disbursement	3.01	0.379

From the findings, majority of the respondents agreed to a moderate extent with the statement that effect on ease of project staffing with a mean score of 4.51. Furthermore, majority of the respondents neutrally agreed with the statements that impact on project stakeholders' understanding of project timelines and effect on clarity of required frequency of funds disbursement determine effective implementation of projects with mean scores of 3.22 and 3.01 respectively. However, majority of the respondents disagreed with the statements that speed in deployment of project resources and effect on adequacy of scheduling determine effective implementation of projects with mean scores of 2.22 and 2.19 respectively. The findings therefore show that majority of staff in World Vision Somalia disagree that the organization enhances speed in deployment of project resources and effect on adequacy of scheduling

determine effective implementation of projects. Effective planning is essential for the survival and implementation of projects, without which the implementation will fail.

4.6 Information on Financial Support

This section covers information on enough financial support and statements on financial support.

4.6.1 Enough Financial Support

The respondents were asked to indicate if there was enough financial support for project implementation at World Vision Somalia. Table 4.12 illustrates the findings.

Table 4.12: Enough Financial Support

Enough Financial Support	Frequency	Percentage
Yes	27	54%
No	23	46%
Total	50	100%

From the findings, majority of the respondents 27 (54%) indicated that there was enough financial support for project implementation at World Vision Somalia while 23 (46%) did not. The findings reveals that most staff in World Vision agree that there was enough financial support for project implementation at World Vision Somalia thus effective project implementation since finances are essential in the running of a project initiative in terms of facilitating execution of implementation tasks.

4.6.2 Statements on Financial Support

The respondents were asked to indicate the extent to which they agreed or disagreed with the following statements concerning project implementation and financial support. The responses were indicated using a Likert scale where: 5 – Great Extent, 4 – Moderate Extent, 3 - Neutral, 2 – Low Extent, 1 – No Extent. The Table below shows the responses.

Table 4.13: Statements on Financial Support

Financial Support	Mean	Std. Deviation
The organization ensures there is timely provision of funds for project implementation	2.43	1.683
There is delivery of project activities in terms of time-taken	3.21	1.704
There is independency in the budgetary decisions for project implementation unit	2.17	1.447
Effect on project staff relations – adequacy and timeliness of remuneration	4.02	0.352
Effect on overall implementation effort - systemic and efficiency	3.81	1.667
Sponsor evaluation and estimation of the return on investment	3.62	1.652

From the findings, majority of the respondents agreed to a moderate extent with the statement that effect on project staff relations (adequacy and timeliness of remuneration) with a mean score of 4.02. Majority of the respondents neutrally agreed with the statements that effect on overall implementation effort (systemic and efficiency), sponsor evaluation and estimation of the return on investment and there is delivery of project activities in terms of time-taken with mean scores of 3.81, 3.62, 3.21 and 3.17 respectively. However, most of the respondents disagreed with the statements that the organization ensures there is timely provision of funds for project implementation and there is independency in the budgetary decisions for project implementation unit with mean scores of 2.43 and 2.17 respectively. The findings therefore reveals that majority of staff in World Vision Somalia disagree that the organization ensures there is timely provision of funds for project implementation and there is independency in the budgetary decisions for project implementation unit. Sufficient funding is very crucial for projects to be effective and project implementation to take place.

4.7 Information on Monitoring and Evaluation

This section covers information on importance of monitoring and evaluation and statements on monitoring and evaluation.

4.7.1 Importance of Monitoring and Evaluation

The study asked the respondents to state whether monitoring and evaluation was considered an important factor during project implementation. Table 4.14 indicates the findings.

Table 4.14: Monitoring and Evaluation

Monitoring and Evaluation	Frequency	Percentage
Yes	50	100%
Total	50	100%

From the findings, all the respondents 50 (100%) indicated that monitoring and evaluation was considered an important factor during project implementation. This findings show that World Vision Somalia consider monitoring and evaluation as an important factor. Making allowances for adequate monitoring and evaluation gives the project manager and field officials the ability to anticipate problems, to oversee corrective measures, and to ensure that no deficiencies are overlooked thus resulting in effective project implementation.

4.7.2 Statements on Monitoring and Evaluation

The study asked the respondents to indicate the extent to which they agree or disagree with the following statements concerning monitoring and evaluation. A five point Likert scale was used to rate the responses where: 5 – Great Extent, 4 – Moderate Extent, 3 - Neutral, 2 – Low Extent, 1 – No Extent. The findings in form of mean and standard deviations are indicated in Table 4.15.

Table 4.15: Monitoring and Evaluation

Monitoring and Evaluation	Mean	Std. Deviation
Results and feedback from M&E are timely	2.11	1.612
User assessment of outcome/product is very useful	4.25	1.581
There is sponsor evaluation of the investment	2.57	1.141
Corrective action on deviations is clearly shown	4.46	1.708
Project product meets project objectives and user descriptions	3.93	1.009

From the findings, majority of the respondents agreed to a moderate extent with the statements that corrective action on deviations is clearly shown and user assessment of outcome/product is very useful with mean scores of 4.46 and 4.25 respectively. Majority of the respondents neutrally agreed with the statement that project product meets project objectives and user descriptions with mean scores of 3.93. However, majority of the respondents disagreed with the statements that results and feedback from M&E are timely and there is sponsor evaluation of the investment with mean scores of 2.57 and 2.11 respectively. The findings therefore reveals that majority of staff in World Vision Somalia disagreed that results and feedback from M&E are timely and there is sponsor evaluation of the investment. Monitoring and evaluation must therefore be undertaken on a continuous base to act as an internal driver of efficiency within the organization's project implementation processes.

4.8 Project Implementation

This section entails information on importance of project implementation, statements on project implementation and measurement of project implementation.

4.8.1 Importance of Project Implementation

The respondents were asked to rate the general weight and importance of project implementation. The results are illustrated in the Table below.

Table 4.16: Project Implementation

Project Implementation	Frequency	Percentage
Very important	38	76%
Important	10	20%
Average	2	4%
Total	50	100%

From the findings, majority of the respondents 38 (76%) rated project implementation as very important, 10 (20%) of the respondents rated project implementation as important while a small number of the respondents 2 (4%) rated project implementation as average. The findings show that most employees in World Vision Somalia considered project implementation important. Effective project implementation helps in putting the action plan into operation, achieving tangible change and improvements, ensuring that new infrastructure, new institutions and new

resources are sustainable in every aspect, ensuring transparency with regard to finances and ensuring that potential benefits are not captured by elites at the expenses of poorer social groups.

4.8.2 Statements on Project Implementation

The respondents were asked to indicate the factors that were most indicative to them showing that a given project had been effectively implemented. A five point Likert scale was used to rate the responses where: 5 – Great Extent, 4 – Moderate Extent, 3 - Neutral, 2 – Low Extent, 1 – No Extent. The findings in form of mean and standard deviations are indicated in Table 4.17.

Table 4.17: Project Implementation

Project Implementation	Mean	Std. Deviation
Project product delivery	3.02	1.318
Sustainability of project benefits	4.33	1.677
Budget delivery	4.57	1.320
Time delivery	3.42	1.659
Project product quality	4.44	1.381

From the findings, majority of the respondents agreed to a moderate extent that budget delivery, project product quality and sustainability of project benefits as the factors that were most indicative to them showing that a given project had been effectively implemented with mean scores of 4.57, 4.44 and 4.33 respectively. Majority of the respondents neutrally agreed that time

delivery and project product delivery as the factors that were most indicative to them showing that a given project had been effectively implemented with mean scores of 3.42 and 3.02 respectively. The findings therefore reveals that majority of staff in World Vision Somalia agree that that budget delivery, project product quality and sustainability of project benefits as the factors that were most indicative to them showing that a given project had been effectively implemented. Budget delivery, project product quality and sustainability of project benefits helps in defining the goals and objectives of a project thus making implementation successful, and their impact is felt across the project development process and in the final project results.

4.8.3 Measurement of Project Implementation

Budget delivery is one of the major factor in measuring and analyzing project implementation in many ways throughout a project, from planning, programming and design to bidding, construction, turnover, and post occupancy. First costs, cost-benefit ratios, and life-cycle costing on how a project's cost-effectiveness can be evaluated.

4.9 Inferential Statistics

The study further sought to indicate the description of the variables by use of averages and standard deviations in describing the relationship between variables. The Table below shows the results.

Table 4.18: Descriptive Statistics

Descriptive Statistics

	N	Mean	Std. Deviation
Project Implementation	50	4.1678	.43511
Communication	50	4.8661	.39042
Planning	50	4.3247	.32510
Financial Support	50	4.5562	.35966
Monitoring and evaluation	50	3.6541	.42187

There were 50 observations which were used in the study as indicated in Table 4.18. The mean and standard deviation for the dependent variable (Project Implementation) was 4.17 and 0.435 respectively. The mean score for communication was 4.87 with a standard deviation of 0.39, planning had a mean score of 4.32 and a standard deviation of 0.33, financial support had a mean score of 4.56 and standard deviation of 0.36 while monitoring and evaluation had a mean score of 3.65 and a standard deviation of 0.42. This shows that among the four independent variables, communication and planning are the strongest factors determining effective project implementation at World Vision Somalia.

4.9.1 Correlation Analysis

Pearson correlation was used in the study to scrutinize the factors determining effective project implementation at World Vision Somalia. Table 4.19 indicates the findings.

Table 4.19: Correlation Analysis

Pearson Correlation	Project Implementation	Communication	Planning	Financial Support	Monitoring and evaluation
Project Implementation	1				
Communication	.542**	1			
Planning	.625**	-.313*	1		
Financial Support	.287*	-0.243	.267*	1	
Monitoring and evaluation	.361**	.834**	-0.168	-.291*	1

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

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

As indicated in Table 4.19, a strong positive correlation was found between communication and monitoring and evaluation as indicated by a correlation of 0.834. This implies that proper designing of communication process significantly results to better monitoring and evaluation thus effective project implementation.

The findings show a strong positive significant correlation between planning and project implementation with a correlation of 0.625. This infers that appropriate planning by taking into attention planning aspects such as stakeholder engagement, benefits mapping and risk assessment can result to effective project implementation.

The findings also show strong positive correlation of 0.542 between communication and project implementation. This implies that the more effective communication is, the better the chances of implementing an effective project.

Furthermore, the findings reveal a strong positive correlation between project implementation and monitoring and evaluation with a correlation of 0.361. This reveals indicates that comprehensive and relevant monitoring and evaluation process can significantly influence the effectiveness of project implementation.

The findings show a strong positive significant correlation between financial support and project implementation with a correlation of 0.287. This suggests that better financial support in accordance with the goal and objectives of the organization results to effective implementation of projects.

4.9.2 Regression Analysis

The study used regression analysis to measure the strength of association between communication, planning, financial support and monitoring and evaluation and project implementation. The Table below shows the findings.

Table 4.20: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732 ^a	.536	.503	3.95751

a. Predictors: (Constant), Communication, Planning, Financial Support and Monitoring and Evaluation

From the Table given above, the R square is given as 0. 536 which is an indication that predictor variables (communication, planning, financial support and monitoring and evaluation) explicate 53.6% of project implementation leaving 46.4 percent unexplained.

Table 4.21: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	995.997	4	248.999	15.898	.000 ^b
	Residual	861.403	45	15.662		
	Total	1857.400	49			

a. Dependent Variable: Project Implementation

b. Predictors: (Constant), Communication, Planning, Financial Support and Monitoring and Evaluation

From Table 4.21 above, the significant value (P=0.000) show that there was a strong significant relationship between the independent variables (Communication, Planning, Financial Support and Monitoring and Evaluation) and dependent variable (Project Implementation). The P- value of 0.000 which is less than 0.05 denotes that the model of Project Implementation is significant at the 5 percent significance level.

Table 4.22: Coefficients Distribution

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.783	3.750		1.009	.317
1 Communication	.739	.248	-.525	-2.982	.004
Planning	1.308	.283	.468	4.615	.000
Financial Support	.319	.363	.087	.879	.383
Monitoring and Evaluation	.163	.155	.182	1.050	.298

a. Dependent Variable: Project Implementation

From the regression model:

$$Y = \alpha_0 + \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + \alpha_4 X_4 + \varepsilon$$

Where:

Y= Project implementation

X₁ = Communication

X₂ = Planning

X₃ = Financial support

X₄ = Monitoring and evaluation

The regression equation is presented below.

$$Y = 3.783 + 0.739 X_1 + 1.308 X_2 + 0.319 X_3 + 0.163 X_4$$

The equation above concluded that project implementation was extremely swayed by communication, planning, financial support and monitoring and evaluation. Given all the predictor variables constant at zero (0), project implementation will be 3.783.

The regression coefficient for communication is 0.739. This shows that the relationship between communication and project implementation is positive. This suggests that better and efficient communication enhances effective project implementation positively and vice versa.

The regression coefficient for planning is 1.308. This means that the relationship between planning and project implementation is positive. This indicates comprehensive planning lead to improvement in the implementation of effective projects and vice versa.

There was also a positive regression coefficient for financial support having a coefficient of 0.319. This imply that when the viability of financial support is high, there is always a clear indication of project completion and related proper management of the funds, hence more effectiveness in project implementation and vice versa.

The study found a positive relationship between monitoring and evaluation and project implementation having a regression coefficient of 0.163. This shows that having effective monitoring and evaluation influences the effectiveness of project implementation positively and vice versa.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter represents a summary of the main findings that were presented in chapter four, summary, conclusion and recommendations suggested by the researcher. The findings are discussed as per objective and shows how objectives agree or disagree with literature reviewed.

5.2 Summary of Findings

The study found that 82% of the staff at World Vision Somalia found it difficult to finish projects as a result of poor or lack of communication. The study found that poor communication or lack of communication can minimize chances of creating an understanding, an approval of the implementation and sharing information between the project team and communicating to the whole organization thus resulting in ineffective project implementation. Therefore, application of project management tools (M=4.37) and feedback to/from project staff to/from users (M=4.01) determine effective implementation of projects. The study found that project management tools and feedback from staff are essential in that for any implementation, these tools have long been considered of great importance indistinguishing between their ultimate success or failure.

The study found that World Vision Somalia has a plan for implementation stages that helps in assessing keenness of an organization for change as well as the efficacy of the proposed change targets. This was supported by all of the respondents (100%). Furthermore, 96% of the respondents stated that planning determine effective implementation of projects, in that better planning leads to better project implementation process. However, the study found that the

organization does not enhance speed in deployment of project resources (M=2.22) and effect on adequacy of scheduling (M=2.19) determine effective implementation of projects. Effective planning is essential for the survival and implementation of projects, without which the implementation will fail.

Furthermore, 54% of the respondents stated that there was enough financial support for project implementation at World Vision Somalia thus effective project implementation since finances are essential in the running of a project initiative in terms of facilitating execution of implementation tasks. However, the organization does not ensure that there is timely provision of funds for project implementation (M=2.43) and independency in the budgetary decisions for project implementation unit (M=2.17). Sufficient funding is very crucial for projects to be effective and project implementation to take place.

The study found that that World Vision Somalia consider monitoring and evaluation as an important factor. This was supported by all the respondents (100%). It found that making allowances for adequate monitoring and evaluation gives the project manager and field officials the ability to anticipate problems, to oversee corrective measures, and to ensure that no deficiencies are overlooked thus resulting in effective project implementation. The study further found that results and feedback from M&E are not timely (M=2.11) and there is no sponsor evaluation of the investment (M=2.57). Finally, the study found that monitoring and evaluation must be undertaken on a continuous base to act as an internal driver of efficiency within the organization's project implementation processes.

5.3 Discussion of the Findings

The study found a strong relationship between communication and project implementation. It found that that better and efficient communication enhances effective project implementation positively. These findings agree with John (2012) who postulates that the success or failure of project implementation, whether in Africa or other developing regions, depends very much on effective communications between the stakeholders, funding agencies, host governments and project beneficiaries. Hart (2006) notes that ‘development project implementation involves interaction among diverse actors from local stakeholders trying to improve their condition, to development practitioners implementing strategies to help make the improvements possible, and various other actors in between’. Unfortunately, as observed in TenStep, Inc. (2012), ‘many of the problems that surface on a project are actually the results of poor communication’.

According to Panos (2007), ‘communication involves processes of dialogue, exchange of information and resources, and the capacities that enable understanding, negotiation and decision making’. Simply put, communication gives the project beneficiaries a voice, or empowers them, so that they can participate effectively in discussions of projects or programmes that affect them. Despite efforts to address the problem of programme communication by various development and humanitarian agencies, this remains a serious challenge. Therefore, communications issues continue to affect project implementation. What becomes abundantly clear is that even though these case studies span over two decades, they share one common element of weakness; namely poor communication and inadequate empowerment of the stakeholders.

The study also found a strong association between monitoring and evaluation and project implementation. It found that presence of effective monitoring and evaluation influences the effectiveness of project implementation positively. According to UNAIDS (2008), monitoring

and evaluation and research; and using information to improve project implementation results. Monitoring and evaluation is essential in management, measurement and evaluation of outcomes, providing information for governance and decision making during project implementation process. Kelly et al. (2008) found that good monitoring and evaluation are the ones which are: dynamic, participative, reflective and evolving. First, dynamic systems encourage `learning by doing` and are promoting regular ways of seeking dynamic feedback from multiple sources about the benefits, problems and impacts of the intervention.

5.4 Conclusion

Regarding the first objective, the researcher sought to determine the influence of communication to project implementation. The study found out that the level of communication in the organization determines to a great extent the effectiveness of project implementation. The study found that poor or lack of communication result to difficulty in finishing projects. According to Souder *et al.* (2011), the need for adequate communication channels is extremely important in creating an atmosphere for successful project implementation. Communication is not only essential within the project team itself, but between the team and the rest of the organization as well as with the client. Souder *et al.* (2011) further noted that communication also helps not only to feedback mechanisms, but the necessity of exchanging information with both clients and the rest of the organization concerning project goals, changes in policies and procedures and status reports.

The study also concluded that there exists a positive relationship between planning and project implementation. This study findings concurs with the literature review which showed that

planning is key to successful project implementation since it possess ability to make good decisions (Tuner *et al*, 2010). However, the study found that the World Vision Somalia does not enhance speed in deployment of project resources and effect on adequacy of scheduling determine effective implementation of projects.

The study concluded that financial support is strongly related to project implementation. This result agrees with Somers & Nelson (2003) who found out that financial support has been consistently identified as the most important and crucial success factor in project implementation. There was enough financial support for project implementation at World Vision Somalia thus effective project implementation since finances are essential in the running of a project initiative in terms of facilitating execution of implementation tasks. However, the study found that the organization does not ensure that there is timely provision of funds for project implementation and independency in the budgetary decisions for project implementation unit. This is in agreement with Olander and Landin (2012) opined that untimely provision of funds has been identified as major causes of inaccurate cash flow prediction which makes it exposed to more risk, the extent of its impact is a major concern to the project's cost. Thus the study supports the fact that financial support influence implementation.

In regard to the last objective in the study, there was a positive relationship between management and evaluation and project implementation. The study found that that World Vision Somalia consider monitoring and evaluation as an important factor since adequate monitoring and evaluation gives the project manager and field officials the ability to anticipate problems thus resulting in effective project implementation.

5.5 Recommendations

- 1) The study recommends that World Vision should improve integrated communications plan to improve project implementation. The content of such communications plan should include clear explanation of what new responsibilities, tasks and duties need to be performed by the affected implementers. It also includes the why behind changed job activities and more fundamentally the reasons why the new project decision was made firstly. This will enhance communication of change during and after an organizational change on organizational developments to all levels in the appropriate manner.
- 2) The organization should allocate sufficient funds to projects and ensure there is independency in utilization of the funds.
- 3) World Vision should implement approaches such as effective reward management systems meant to enhance manager's commitment to performing their roles as well as incorporating lower ranks of employees in project design and implementation. The study also recommends that World Vision should embark on staff improvement through training and offering conducive environment for their work to improve their productivity which in turn will win support from the staff and thus make project implementation a reality.
- 4) The study recommends that management in World Vision should ensure that they employ and deploy qualified and competent individuals for M&E process. In addition, they should employ monitoring/supervision mechanism, to allow efficiency in project implementation.

5.6 Suggestions for further Research

This study was conducted to explore factors determining effective project implementation at World Vision in Somalia. In this regard there is still room for further investigation in this area, more studies should be carried out in other non-governmental organizations.

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APPENDICES

Appendix I: Introduction Letter

Marren Ouma

C/O University of Nairobi,

P.O Box, 36276

Nairobi, Kenya

Dear Sir/Madam

RE: REQUEST TO COLLECT DATA FROM YOUR ORGANIZATION

I'm a student at the University of Nairobi currently undertaking Masters of Arts in Project Planning and Management. I have successfully completed my course work and as part of the university requirements, I am supposed to undertake a research study.

My research will focus on the factors determining project implementation: a case of Health Projects in Gedo Region of Somalia.

The purpose of this letter is to request your permission to collect data for research purposes. All information collected will be treated with utmost confidentiality and will only be used for academic purposes.

I will highly appreciate your support and consideration.

Yours Sincerely,

Marren Ouma

Appendix II: Questionnaire

Instructions

For certain questions, you are required to choose by ticking (√) one answer among the alternatives. For certain questions, you are encouraged to specify other alternatives in the space provided or to fill the blank spaces. Also feel free to write helpful comments where appropriate in the margins.

Part. A: Demographics.

1. Gender of the respondent

Female () Male ()

2. What is your age bracket?

1. Below 25 years ()
2. 25-30 years ()
3. 31-40 years ()
4. 41-50 years ()
5. Above 50 ()

3. What is your level of education?

1. Primary ()
2. Secondary ()
3. Tertiary/College ()
4. Undergraduate ()
5. Postgraduate ()

4. How long have you worked for World Vision in Somalia?

- 1. Less than 1yr ()
- 2. 1-3 years ()
- 3. 4-6 years ()
- 4. 7-9 years ()
- 5. 9 yrs & above ()

5. What is your position in the organization?

- Project Technical Advisors ()
- Project Coordinators ()
- Project Officers ()
- Field Staff ()

Part. B: Factors Determining Project Implementation.

A. Communication

6. Do you find it difficult to finish projects in the specified time due to lack of communication?

Yes () No ()

7. For each of the statements provided, state the extent to which communication determines effective implementation of your projects?

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
Exchange of information among stakeholders					
Feedback to/from project staff to/from users					

Availability of information for decision-making					
Application of project management tools					
Others (please specify)					

B. Planning

8. Does your organization plan for the implementation stage of project?

Yes () No ()

9. Does it determine effective implementation of projects at World Vision, Somali?

Yes () No ()

10. To what extent do the following statements determine project implementation at World Vision?

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
Speed in deployment of project resources					
Effect on ease of project staffing					
Effect on adequacy of scheduling					
Impact on project stakeholders' understanding of project timelines					
Effect on clarity of required frequency of funds disbursement					

C. Financial Support

11. Is there enough financial support for project implementation at World Vision Somali?

Yes [] No []

12. For each of the statements provided, state the extent to which financial support determines effective project implementation?

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
The organization ensures there is timely provision of funds for project implementation					
There is delivery of project activities in terms of time-taken					
There is independency in the budgetary decisions for project implementation unit.					
Effect on project staff relations – adequacy and timeliness of remuneration					
Effect on overall implementation effort - systemacy and efficiency					
Sponsor evaluation and estimation of the return on investment					

D. Monitoring and Evaluation

13. Is monitoring and evaluation considered an important factor during project implementation?

Yes () No ()

14. Indicate the extent to which monitoring and evaluation determines effective project implementation.

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
Results and feedback from M&E are timely					
User assessment of outcome/product is very useful					
There is sponsor evaluation of the investment					
Corrective action on deviations is clearly shown					
Project product meets project objectives and user descriptions					

Section C: Project Implementation

15. How would you rate the general importance of project implementation?

Very important () Important ()

Average () Little importance ()

Not important ()

16. Which of the below factors are indicative to you to show that a given project had been effectively implemented.

5-Great Extent 4-Moderate Extent 3-Neutral 2-Low Extent 1-No Extent

Statement	1	2	3	4	5
Project product delivery					
Sustainability of project benefits					
Budget delivery					
Time delivery					
Project product quality					

17. How can you measure the implementation of projects?

Thank You for your cooperation