
**ST. MARY'S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

# ANALYSIS OF FACTORS AFFECTING IMPLEMENTATION OF THE YOUTH CHALLENGE INITIATIVE PROJECT: THE CASE OF YOUTH NETWORK FOR SUSTAINABLE DEVELOPMENT

**BY**
**KALKIDAN MEHERET**

**JUNE 2021**

**ADDIS ABABA, ETHIOPIA**

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**THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILMENT OF THE REQUEREMENTS FOR THE DEGREE OF MASTER OF ARTS IN PROJECT MANAGEMENT**

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## DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Dr. Chalchew Getahun. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part of in full to any other higher learning institution for the purpose of earning any degree.

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## ENDORSEMENT

This thesis, titled "Analysis of Factors Affecting Implementation of the Youth Challenge Initiative Project: The Case of Youth Network for Sustainable Development" has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a University advisor.

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Advisor Signature

St. Mary's University, Addis Ababa June, 2021

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## ACRONYMS AND ABBREVIATIONS

| | |
|---|---|
| AYSRH | Adolescent and Youth Sexual and Reproductive Health |
| CSA | Central Statistical Agency |
| NGO | Non-Governmental Organization |
| OLS | Ordinary Least Square |
| PMBOK | Project Management Body of Knowledge |
| PMI | Project Management Institute |
| SPSS | Statistical Package for Social Sciences |
| SRH | Sexual and Reproductive Health |
| VIF | Variance Inflation Factor |
| YCI | Youth Challenge Initiative |
| YNSD | Youth Network for Sustainable Development |

## ABSTRACT

This research was conducted to analyze factors affecting implementation of the Youth Challenge Initiative project in the case of Youth Network for Sustainable Development. Study objectives include: examine the influence of planning on the Youth Challenge Initiative project implementation; investigate the effect of communication for effective implementation of the Youth Challenge Initiative project; and find out how monitoring and control influences performance of the Youth Challenge Initiative project implementation. Descriptive survey research design was employed to undertake the study and address the research questions. Inferential analysis was used for statistical measures of regression to bring to the fore possible relationships between the variables under study. A total of 45 project employees drawn from 14 NGOs were targeted for the study. Due to small size of the total population, the study has not implemented any sampling technique rather took total population as a sample. A quantitative approach involving close-ended questionnaire was used as a measuring instrument to examine the respondents' point of view on the research questions. The major findings of the study indicated that among the 3 variables of the study, planning for implementation has the highest influence on effectiveness of the project implementation followed by monitoring and control which also has a significant effect on effectiveness of the project implementation. Communication practices have positive and significant effect on the project implementation but comparatively it has the smallest effect when compared to planning; and monitoring and control. Effectiveness of project implementation varies due to variation in practices of planning, communication; and monitoring and control; and jointly variation from these three practices significantly affect the project implementation. The study concludes that strong performance in project implementation planning is an important consideration for successful implementation of the project; Project implementing agencies that have good practices of communication with stakeholders of the project and exchanging information are successful in project implementation; Regular monitoring and control systems enhance successful implementation of projects. An effective project implementation, monitor key project elements, make modifications based on review and process requests, and control the project budget.



**Key words:** implementation, effective project implementation, planning, communication, monitoring, control, youth challenge initiative

# CHAPTER ONE
# INTRODUCTION

## 1.1 Background of the Study

Project implementation is the process whereby "project inputs are converted to project outputs". May be looked at as putting in action the activities of the project, putting into practice what was proposed in the project document (i.e. transforming the project proposal into the actual project.) or management of the project or executing the project intentions (Culp,G.Smith,A.1992).

The implementation of projects is complex that its success depends on many internal and external factors. The basic requirement for starting the implementation process is to have the work plan ready and understood by all the actors involved. Technical and non-technical requirements have to be clearly defined and the financial, technical and institutional frameworks of the specific project have to be prepared considering the local conditions. The working team should identify their strengths and weaknesses (internal forces), opportunities and threats (external forces). The strengths and opportunities are positive forces that should be exploited to efficiently implement a project. The weaknesses and threats are hindrances that can hamper project implementation. The implementers should ensure that they devise means of overcoming them.

Another basic requirement is that the financial, material and human resources are fully available for the implementation" (NETSSAF 2008). Other actions need to be taken before work can begin to implement the detailed action plan, including: Scheduling activities and identifying potential bottlenecks; Communicating with the members of the team and ensuring all the roles and responsibilities are distributed and understood; Providing for project management tools to coordinate the process; and ensuring that the financial resources are available and distributed accordingly.

This study focuses on factors affecting implementation of the youth challenge initiative project implemented by the Youth Network for Sustainable Development (YNSD). Youth Challenge Initiative is designed with the ultimate long term goal of generating

innovate and cost-effective models for addressing existing and emerging Adolescent and Youth Sexual and Reproductive Health (AYSRH) challenges in Ethiopia. The project seeks to strengthen meaningful youth movement as change agents. Hence, by supporting evidence based Sexual and Reproductive Health (SRH) interventions, the project addresses gaps in SRH information and services among young people, unleashes youth leadership potential by empowering them to become active agents for change, and empowers young people breaking down the barriers that prevent them from making informed decisions.

For achieving the stated outcomes, effective project implementation plays an important role. Hence, this study will analyze the potential factors that could increase implementation performance and achievement of the intended project outcomes by identifying the critical attributes necessary for achieving the desired efficient level. The undertaken study will suggest ways to improve efficiency as well as to take care of certain critical factors that may lead to failure of the project.

## 1.2 Background of the Project and the Study Organization

The Youth Challenge Initiative project was initiated in October 2016 with support from the David and Lucile Packard Foundation to the Youth Network for Sustainable Development. The initiative aims to enhance SRH among young people aged 10-29 years in Ethiopia through supporting youth-led and youth-focused organizations. The project is divided in III phases. Phase I of the project focused on an introductory workshop on the youth challenge initiative concept, a call for proposals, a project appraisal period, selection of potential project implementers, a project induction workshop and a training on project cycle management. The preliminary phase was aimed at enhancing the quality of project proposals and screening for strong youth-led or youth-focused institutions. On the second phase of the project, Youth Network for Sustainable Development had sub-granted the selected youth led and youth focused organizations to implement projects at grass root levels. The third phase of the project is a continuation of phase II which aims at scaling up the project to reach more young people in the selected implementation sites.

The project has been implemented in selected towns and districts of Addis Ababa, Amhara, Oromia, and the Southern Regional States by 14 youth-led and youth-focused organizations that formed four alliances in their respective regions. The project has been coordinated at two levels - Youth Network for Sustainable Development has been the lead coordinator managing the projects created by the four regional alliances through providing capacity building, organizing workshops and conducting supportive supervisions. The four lead organizations oversee and execute project activities developed based on the needs assessment conducted in their respective project areas.

The four projects focused on promoting increased access to adolescent and youth sexual and reproductive health information and services through meaningful engagement and involvement of young people. Proposed activities were expected to entail (1) the meaningful participation of young people; (2) the incorporation of innovative ideas and techniques for tackling Sexual and Reproductive Health issues; and (3) the potential for scale-up and replication within or beyond current project implementation sites.

With funding from the Packard Foundation, the project has been primarily implemented by the Youth Network for Sustainable Development - a non-governmental, non-for-profit, indigenous organization which was founded in 2003. With over 160 youth organizations operating under its national umbrella network, Youth Network for Sustainable Development has worked with a variety of local, national and international organizations on a diverse array of projects aimed at enhancing the technical, material and financial capacity of its member organizations under its four major thematic areas which include youth empowerment, SRH, information communication technology and climate change.

In its role as the primary implementer of the project, Youth Network for Sustainable Development has been tasked with overseeing and managing a number of youth-led and youth-focused organizations, which address gaps in SRH information and service delivery at a local level. These small organizations were selected in a competitive bidding process during the first stage of the project design.

## 1.3 Statement of the Problem

The Youth Challenge Initiative intervention primarily strives to encourage youth investment in the design, implementation and evaluation of innovative programs/projects to inform the AYSRH strategy. Ultimately the main aim of the project has been to identify and implement new approaches for addressing AYSRH challenges in Ethiopia and to contribute to national efforts to reduce health risks associated with AYSRH. In doing so, the project has worked to elevate the capacity of select youth-led organizations to engage with the community, government, and non-governmental organizations to meaningfully transform all steps of the project cycle. The project also aims to reverse the declining trends of volunteerism and youth engagement in socio-economic interventions as well as to revitalize the youth movement as it was experienced during the campaign against HIV. While many other organizations are interested in exclusively targeting AYSRH objectives, Youth Network for Sustainable Development is motivated to address long-term issues related to the institutional capacity of youth-led and youth-focused organizations.

In the Youth Challenge Initiative intervention, Youth Network for Sustainable Development has been managing selected youth-led and youth-focused organizations, which address the current SRH issues including sexually transmitted infections (STIs), unwanted pregnancy, unsafe abortion, teenage pregnancy and fistula—issues which are believed to disproportionately impact Ethiopian adolescents. In doing so, the organization has made significant achievements with regard to managing the project, implementation of activities and generating outputs.

However, the process evaluation report of the Youth Challenge Initiative Project conducted in March 2019 indicated some gaps exhibited on the project implementation. For instance, all implementing partners agreed that they were confronted with several challenges while developing the concept and designing the project. The most important challenge that they had faced with, was to get innovative ideas for the project as requested by the donor. They believe that if a proper need assessment involving all actors were conducted, they would have had a better innovative idea for the project

suggesting the current one is just adoption of existing practices. A proper need assessment requires financial resources and adequate time to synthesize identified problems (Youth Challenge Initiative project process evaluation, 2019).

The other challenge raised by the implementing partners was limited funding allocated for the project. According to these implementing organizations, the resources allocated for each project was inadequate to implement the targeted activities. Some of the projects reported that the grant made to implement the planned activity was inadequate and the partners were obliged to complete the tasks with their own sources or get support from other institutions. Hence, the project's effectiveness in implementing the project has been constrained by lack of budget for some important activities (Youth Challenge Initiative project process evaluation, 2019).

All of the implementing partners have appreciated Youth Network for Sustainable Development for the capacity building support they have received during the design and then implementation. However, the organization's support could have been better than what the evaluation team experienced, in terms of, for instance, more frequent visits to the project sites and providing a written feedback on the visits (Youth Challenge Initiative project process evaluation, 2019).

The intention behind this study is to analyze the factors that influence effective implementation of the project and relate them to the role of the NGO. By providing relevant information that would help improve the implementation of the project, this study will contribute towards creating an enabling platform for the implementing organization and other concerned parties in improving the project implementation and achieving the project outcomes.

## 1.4 Research Questions

- How does planning influence implementation of the youth challenge initiative project?
- To what extent effective communication influence implementation of the youth challenge initiative project?
- How does monitoring and control influence performance of the youth challenge initiative project implementation?

## 1.5 Objectives of the Study

### 1.5.1 General Objective

The overall objective of the study is to analyze factors affecting implementation of the youth challenge initiative project as implemented by Youth Network for Sustainable Development.

### 1.5.2 Specific Objectives:

- To examine the influence of planning on the youth challenge initiative project implementation;
- To investigate the effect of communication for effective implementation of the youth challenge initiative project; and
- To find out how monitoring and control influences performance of the youth challenge initiative project implementation.

## 1.6 Significance of the Study

The study will be helpful in understanding the factors attributed to project implementation. The findings of the study will serve as inputs in filling the gaps of the study organization and other concerned parties in relation to implementation of this project and other similar projects. Moreover, other NGOs working on similar initiatives will apply the best practices and lessons learned from this project to improve their project implementation performance and to deal with challenges which would affect effective implementation and success of projects. The study will also serve as a reference

document for other researchers who will conduct similar studies on youth related development projects.

### 1.7 Scope of the Study

The Youth Challenge Initiative project has been coordinated in four regions of Addis Ababa, Amhara, Oromia and Southern Regional States. Hence, the study is geographically scoped to all project implementing sites. Conceptually, the study is scoped to project management factors. Methodologically, the study is scoped to collection of data through questionnaire to reach large group of respondents.

### 1.8 Limitation of the Study

The study is limited to the beneficiary organizations that have been sub-granted by Youth Network for Sustainable Development to (co-)implement the Project. It doesn't include opinions of the donor and other project stakeholders (government and non-government organizations) whom the project has been partnering with. The other limitation of the study is the application of survey design, in a way that while using questionnaire as a data gathering tool, surveys might be inflexible since pharasing on a particular question seems to be confusing a number of respondents. Addressing issues in depth can also be a problem with surveys.

### 1.9 Organization of the Study

The study is organized in five chapters. The first chapter is an introductory part of the study which introduces the overall study. This part consists of background of the study, statement of the problem, research questions, objectives, significance, scope and limitations of the study. The second chapter focuses on review of theoretical and empirical literatures related to project implementation, planning, communication and monitoring and control. The third chapter is concerned with study design and methodology which includes population and sampling technique, sampling design, sources of data, data collection instruments, procedures of data collection, data analysis method and ethical consideration. The fourth chapter is devoted to data analysis and interpretation. And the last chapter consists of summary of major findings, conclusion and recommendations of the study.

# CHAPTER TWO
# REVIEW OF RELATED LITERATURE

This chapter reviews theoretical and empirical literatures; as well as the conceptual framework of the subject under study.

## 2.1 Theoretical Review

The evolving understanding of project success has been defined many ways to include a large variety of criteria. However, in its simplest terms, project success can be thought of as incorporating four basic facets. A project is generally considered to be successfully implemented if it 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 is intended (client satisfaction criterion) (Pinto and Slevin).

A model of factors that influence implementation performance of projects would help in the project design thereby easing identification, control and minimization of issues that increase the likelihood of project failure and strengthen those that increase the probability of optimal project performance and success. Once these factors are identified, it would be useful as diagnostic tools to correct deviations by building in warning systems and assist in improving the project performance and delivery (Muller et al, 2012). The following factors are reviewed for this study.

### 2.1.1 Planning

Planning when done effectively has been known to lead to success of projects using all the parameters of time, cost and quality (Hermano, et al 2013). Their review provided planning as plausible explanation for the success of development projects – that they are able to meet set targets due to effective planning. This View has been supported by Lecomber (2013), 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.

An important characteristic of effective planning is listening and considering the views and requirements of beneficiaries during the planning process. Where there is no input from local stakeholders and beneficiaries or their perspectives and experiences from other projects are not sought during the planning stage, they may tend to see the project as having been imposed on them and not meeting their immediate needs. The risk is that they may remain indifferent to the project whereas ownership is critical to optimal performance. Planning when comprehensively done and clearly thought through sets up a project for success from the start. It is imperative that stakeholders are brought on board from the initial planning stages and always be in the know as to which direction the project is going. Poor planning, lack of experience among the executing teams, scope creep, change in project design, project complexity and fraudulent practices may result in budget overruns. This may have a significant impact on project implementation and overall performance of projects. Whereas effective planning helps teams achieve targets, deadlines and stay organized and focused on the goal.

Planning has numerous benefits. This significant first step in the project process enables realistic timelines in implementation to be set. Having near accurate timelines and cost estimates also enable vivid documentation of various stages in the work plan and expected outputs. This makes tracking the project much easier as the implementation goes on. A suitable plan takes in to account all financial and non-financial resources and builds within a corrective mechanism so that remedial action is instituted when deviations are above normal (Goatham, 2013). Successful planning uses successful and optimal performing projects as benchmarks for other future projects. Effective project implementation is repeatable and requires a great deal of work to understand planning effort, team motivation, technical capabilities and project scope (Ashley et al, 2007). This enables institutionalization of learning. In this way unnecessary hurdles that come with building a project from scratch are circumvented. The more often a template is reused for project planning, near accurate timelines and budget estimates will be achieved.

Project Management Institute recommends between 10 and 15 percent provision for contingency in planning. It is also suggested that it is prudent to be a little pessimistic and

deliver early as opposed to being overly optimistic and delivering later than planned. Determining the scope of the project to be implemented may be difficult where a considerable amount of time is not spent upfront properly planning. Putting together requirements, coming up with detailed plans for project management, establishing and scheduling activities requires careful thought, co-ordination and lots of time (Baker et al., 2003). Without proper project planning activities, there may be lack of stakeholder buy in and commitment and inadequate resources. The result is an increase in success ratios throughout projects being carried out by particular NGOs that take planning seriously (Harding, 2012).

Project planning enables efficient allocation and use of available resources. Developing the work breakdown structure and cost breakdown structure and making the necessary adjustments along the way requires detailed planning to ensure a project is moving towards achievement of pre-set objectives. Successful projects seek to employ limited resources while maximizing output and effectiveness (Zwikael et al, 2014). Planning may seem time consuming at the start but will yield minimum rework and rescheduling later (Ika, 2012).

Project planning with clarity and correctness may turn out to be a repetitive process until we get it right, but it may save the project a lot of cost and time in future. The risks associated with poor planning necessitate that the planning exercise be as meticulous as possible to enable the project achieve success (Kerzner, 2009).

### 2.1.2 Communication

In a project environment, communication refers to the exchange or sharing of messages and information to convey meaning and knowledge between project manager, internal and the external stakeholders (Verma, 1996). Project management communication is a skill that is never perfected, can always be improved and is pivotal in being able to initiate and mobilize a project effectively. The PMI (Project Management Institute) suggest project managers should spend 90 per cent of their time communicating.

Communication plays an important role for the success of any project. In any successful project where project management appeared to be done, the capabilities of communication are the main factor for the project success (Muller and Turner, 2010). Success in projects is strongly related to the way communication is planned and implemented (the plan presumably includes a good selection of project communication tools and techniques). However, the area of project communication tools and techniques is not stagnant. It is dynamically impacted both by ever newer technologies and by the context within which the project is implemented. When project managers and their teams plan project communications, it is very important for them to seriously consider the most preferred and convenient tools and techniques for communication. A basic tool to structure project communication is communications management plan which should be prepared in the planning phase of the project. This plan documents how the project manager will manage and control communications. Such a plan is especially important in complex projects or programs as well as in engagements conducted within a consortium of partners.

PMI states that clear and consistent communication is essential to the success of any project. Without effective communication, projects can incur more risk and fail to meet desired outcomes. Based on the findings of the PMI, one out of five projects is unsuccessful due to ineffective communication (PMI, 2013)

### 2.1.3 Monitoring and Control

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development or relief intervention with indications of the extent of progress and achievement of objectives and progress in activities and results generated by the use of allocated funds.

According to project Management Body of Knowledge (PMBOK), Project controls are the data gathering, management and analytical processes used to predict, understand and constructively influence the time and cost outcomes of a project or program through the communication of information in formats that assist effective management and decision making.

The monitoring and control process oversees all the tasks and metrics necessary to ensure that the approved and authorized project is within scope, on time, and on budget so that the project proceeds with minimal risk. This process involves comparing actual performance with planned performance and taking corrective action to yield the desired outcome when significant differences exist.

The monitoring and control keeps projects on track. The right controls can play a major part in completing projects on time. The data gathered also lets project managers make informed decisions. They can take advantage of opportunities, make changes and avoid crisis management issues.

Monitoring and Control process is continuously performed throughout the life of the project. Successful project execution requires adopting sound and relevant strategies throughout the project life cycle. Examples of effective strategies for monitoring and control include scope verification and change control, strategies to meet timelines and deliverables, cost control, strategies to meet the required quality standards, performance reporting, risk control, contract administration and complete monitoring and control phase review. Adopting the right strategies for project monitoring and control becomes important to ensure the seamless execution of projects as these tasks usually take place simultaneous to project execution. When done wrong, monitoring and control becomes intrusive and a drag on productivity and efficiency.

There seems to be consensuses across the project management field of study in the statement that monitoring and evaluation is a major contributor to project success. To crown it all, PMBOK presents a set of standard guidelines which are widely accepted and consistently applied, continually stresses the importance of monitoring and evaluation in achieving project success.

## 2.2 Empirical Review

A study conducted by Nyanje and Wanyoinke (2016) on factors affecting implementation of NGO projects identified various factors affecting the implementation of NGO projects. Exchange of information among stakeholders influences effective implementation of NGO projects. Communication within and across project teams should focus on sharing adequate and clear information. The perception communication creates should be common and mutually beneficial to the NGO project implementation. Hence, a failure in communication can negatively impact on project implementation. Therefore, the communication planning process should be inclusive to foster ownership by all stakeholders. This will help shorten the time taken to resolve issues or conflicts during project implementation.

Speed in deployment of project resources, adequacy of project scheduling and project stakeholders, understanding of project timelines influences NGO project implementation. Further, project funding, quality of project management, working environment, adequate resources allocation and organization of the project team are critical factors affecting NGO project implementation.

A study by Prabhakar (2008) pointed that monitoring and feedback is one of factors leading to project success. Likewise Papke-Shields et' al (2010) also noted that the probability of achieving project success seemed to be enhanced among other factors, by constantly monitoring the progress of the project. According to their study, monitoring and controlling was relevant in management of project scope, time, cost, quality, human resources, communication and risks. In agreement, Hwang and Lim (2013) also established that Monitoring and evaluating, budget performance, schedule performance and quality performance could lead to project success. Similarly one of the components of the project management methodology whose main aim is to achieve project success was monitoring project progress (Chin, 2012).

A research by Deriba (2016) proposed and tested the viability of using a well-established project management tool – beneficiary participation – to help solve the sustainability

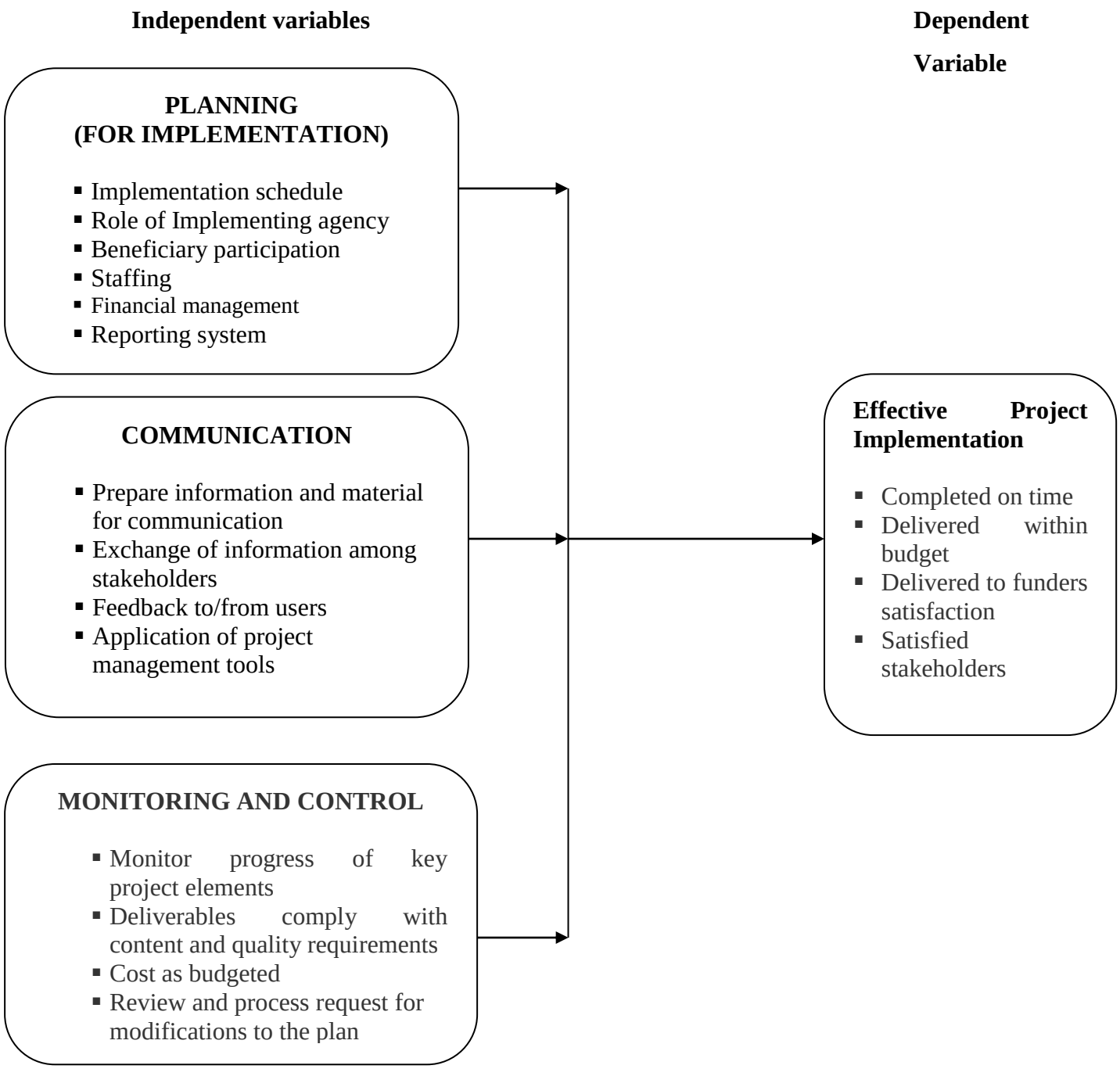
issue in a development project context. The researcher specifically found that genuine participation in the needs assessment and planning stages instills psychological ownership in project beneficiaries, which in turn leads to positive behavioral intentions that promote project sustainability. Therefore, development projects should consider demand-driven and management for stakeholders approaches, which seek to accentuate genuine participation by project beneficiaries in the needs assessment and planning stages of the project life cycle.

Beleiu et al (2013) analyzed that success factors determine the positive outcomes of implementing projects. They have to be identified before projects' implementation, from the conception phase. But projects' environments are dynamic, so success factors might change their level of influence in time. Thus, a permanent monitoring of these factors is needed and whenever necessary the project manager should influence certain factors in order to increase chances of accomplishing success criteria.

## 2.3 Conceptual Framework

The conceptual framework shows the underlying process applied to guide this study. The conceptual framework is adapted from the study by Nyanje & Wanyoinke (2016); modified in a way to suite this study. *Figure 2.1* illustrates the level of implementation of the independent variables on effective project implementation.

*Figure 2.1 Conceptual Framework*



# CHAPTER THREE
# RESEARCH DESIGN AND METHODOLOGY

## 3.1 Introduction

This chapter outlines the research design and methodology that was used to carry out the study. The chapter deals with the target population and sample size, data collection instruments, as well as the data analysis techniques and how eventually data was presented.

## 3.2 Research Approach and Design

### 3.2.1 Research Approach

The research approach implemented for this study was quantitative approach that allowed the researcher to answer the research questions quantitatively using quantitative data sources. It was used to capture quantifiable patterns of the study data collected through questionnaire.

### 3.2.2 Research Design

Cooper and Schindler (2003) summarizes the essentials of research design as an activity and time based plan; always based on the research question; guides the selection of sources and types of information; a framework for specifying the relationship among the study variables and outlines the procedures for every research activity. For this study, descriptive survey research design was employed to address the study questions. Descriptive research method can be useful in the ascertainment and description of characteristics of variables as they exist, that means the researcher does not control or manipulate any of the variables, but only observes and measures them. Survey design was used to gather information on a population at a single point in time. The study used survey design to obtain quantitative data from project managers, officers and coordinators of project beneficiary organizations.

### 3.3 Target Population and Sample Size

#### 3.3.1 Target Population

The study targeted Project Managers, Officers and Coordinators from the Youth Challenge Initiative Project beneficiary organizations. A total of 45 project employees that have been involved in the project implementation were drawn from 14 NGOs that have been sub-granted by the Youth Network for Sustainable Development to implement the project.

#### 3.3.2 Sample Size

The study targeted 14 beneficiary organizations of the youth challenge initiative project; and there are only 45 responsible staff members: Project Managers, Officers and Coordinators assigned for the project. Since size of the study population is small, the study has not implemented any sampling technique. Rather, the study has used total population for the study; as a result total population equals sample size.

### 3.4 Source of Data and Data Collection Instruments

This study has used both primary and secondary sources of gathering data and information.

Questionnaire was used as the main instrument for data collection. Questionnaires are convenient for the task that they could be easily and conveniently administered with the study sample. Data collected through the use of well-structured questionnaire is less costly, less time consuming and easy to analyze. For the purpose of this study, a quantitative approach involving close-ended questionnaire was used as a measuring instrument to examine the respondents' point of view on the research questions. Close-ended questionnaires can be administered to groups of people simultaneously.

The 5 point Likert type scale method uses a range of responses: 'Strongly Disagree', 'Disagree', 'Neutral', 'Agree', and 'Strongly Agree', with a numeric value of 1, 2, 3, 4 and 5, respectively. Likert scale was used because it is easy to understand and responses are easily quantifiable. The usage of this particular scaling method ensures that the

research study illustrates the ability to assess the responses and measure the responses quantitatively so that a pattern or trend may be produced in order to assess research questions.

To support the findings obtained through questionnaire, the study has used secondary sources, such as books, journals, online sources as well as the study organization's documents related with the project.

### 3.5 Data Analysis and Presentation

This study used quantitative data analysis method. After the data have been collected, descriptive statistics and econometric model were employed to analyze the data. The data were analyzed using SPSS 25. Descriptive statistics was used as basis for analysis, presentation and interpretation of data. Analysis was done using frequency counts, percentages, mean and standard deviation. Analysis of data was differentiated per variable and objective of the study. The information generated was presented in form of tables and Charts.

Inferential analysis was used for statistical measures of regression to bring to the fore possible relationships between the variables under study. The study objectives were designed based on regression analysis. As a method of regression analysis, the study has implemented Ordinary Least Square (OLS) method. The assumptions of linear regression model were tested to check goodness of the model.

The results of the regression analysis were presented as follows by adopting linear model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \ldots\ldots + \beta_n X_n + \varepsilon_i$$

Where;

Y is the dependent variable which is explained by the independent variables

$\beta_0$ is constant

$\beta_1 \ldots \beta_n$ are the coefficient of the independent variables $X_1$ to $X_n$.

$\varepsilon i$ is an error term

Specifically, model for this study can be expressed as follows;

$PI = \beta_0+\beta_1 PL+\beta_2 CM+\beta_3 MC+\varepsilon_i$

PI = Project Implementation

PL= Planning, CM= Communication, MC = Monitoring and control

### 3.6 Variables Description and Measurement

#### 3.6.1 Dependent Variable

**Project implementation (PI)**

Project implementation is converting project inputs into project outputs based on the project document (i.e. transforming the project proposal into the actual project.) or management of the project or executing the project intentions (Culp and Smith, 1992). 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 is intended (client satisfaction criterion) (Pinto and Slevin, 1998). Project implementation is measured as mean of responses about practice of indicators based on 5-point likert scale.

#### 3.6.2 Independent Variables

Independent variables for the study were selected based on Muller et al, (2012) that suggests project implementation is mainly affected by project management activities especially project implementation planning, communication, and monitoring and control. Higher performance of these practices improves project implementation.

**Planning**

Planning when done effectively has been known to lead to success of projects using all the parameters of time, cost and quality (Hermano, et al 2013). Their review provided planning as plausible explanation for the success of development projects – that they are able to meet set targets due to effective planning. In addition, an important characteristic of effective planning is listening and considering the views and requirements of

beneficiaries during the planning process. This study has measured planning by using mean of its indicators that are measured by using 5-point likert scale.

**Communication**

According to (PMI, 2008), communication refers to the exchange of messages and information to convey meaning and knowledge between project manager, internal and the external stakeholders. It includes the process required to ensure timely and appropriate generation, collection, distribution, storage, retrieval and ultimate disposition of project information. Communication is computed as mean of its indicators.

**Monitoring and Control**

The Monitoring and Control process oversees all the tasks and metrics necessary to ensure that the approved and authorized project is within scope, on time, and on budget so that the project proceeds with minimal risk. This process involves comparing actual performance with planned performance and taking corrective action to yield the desired outcome when significant differences exist. Features of monitoring and control were measured by using 5-point likert scales; and variable, monitoring and control, was computed as an average practice of its features.

## 3.7 Validity and Reliability Analysis

### 3.7.1 Validity Analysis

Bryman and Bell (2007) defined validity as how much any measuring instrument measures what it is intended to measure. They also suggest that the important issue of measurement validity relates to whether measures of concepts really measure the concept or not. This study addressed content validity through the review of literatures.

### 3.7.2 Reliability Test

To test reliability, Cronbach's alpha index is used. According to Nunnaly (1978), 0.5 is a sufficient value, while 0.7 is a more reasonable value. The result of reliability test is presented in table 3.1 below.

*Table 3. 1 Reliability Analysis*

| | Reliability Statistics | |
|---|---|---|
| Variable | Cronbach's Alpha | N of Items |
| Planning | .897 | 6 |
| Communication | .889 | 4 |
| Monitoring and control | .805 | 3 |
| Project implementation | .829 | 4 |
| Overall | .815 | 17 |

Source: Own Survey, 2020

As indicated in table 3.1 above, all Cronbach's alpha indexes are above 0.7 suggesting that the responses are consistent to measure variables in the study.

### 3.8 Ethical Considerations

Before the data collection, permission from the organization was requested from the study organization. During the distribution of the questionnaire, respondents were informed about the purpose and the benefit of the study along with their full right to refuse or accept the participation. The respondents were told their response would be kept confidential and their identity shall not be exposed. Every person involved in the study was entitled to the right of privacy and dignity of treatment, and no personal harm were caused to subjects in the research. Information obtained is held in strict confidentiality by the researcher. All assistance, collaboration of others and sources from which information was drawn were acknowledged.

# CHAPTER FOUR
# DATA ANALYSIS AND INTERPRETATION

## 4.1 Introduction

This chapter provides major findings and results of the study and discusses those findings and results against the literature reviewed and study objectives.

This study was conducted with an objective of identifying factors affecting implementation of the Youth Challenge Initiative Project in the case of Youth Network for Sustainable development. Based on this general objective, the study has drawn three specific objectives: identifying influences of planning, communication; and monitoring and control on the project implementation. To this end, to collect data for the study, 45 questionnaires were distributed to employees who have been involved in the project implementation. Among the questionnaires distributed, 38 (84.4%) were returned properly filled and usable for the study. The data was analyzed using descriptive and econometric methods.

## 4.2 General Information

This section of the study presents general information about the respondents. The study has assessed age, gender, education and experience of respondents. The result of the general information is presented in table 4.1 below.

As depicted in table 4.1 below, majority (47.4%) of the employees are at age category of 31-40 years. following this age group, respondents at age group of 41-50 years constitute 36.8% of the respondents. the smallest group (5.3%) of the respondents are at age above 50 years and followed by employees at age below 31 years that includes 10.5% of the respondents. The result of age composition shows that the projects are implemented by employees who are at age of analytical skills and experiences.

The study also establishes the respondents' gender category to ensure that persons from both genders were objectively involved in coming up with the study results. As presented in table 4.1 below, majority (63.2%) of the respondents were males and 36.8% of the respondents were females. This suggests that the projects are mainly managed by males.

This may imply that gender balance has not been maintained while assigning people in the project.

*Table 4. 1 General Information*

| | | Count | Percent |
|---|---|---|---|
| Age | Below 31 years | 4 | 10.5 |
| | 31-40 years | 18 | 47.4 |
| | 41- 50 years | 14 | 36.8 |
| | Above 50 years | 2 | 5.3 |
| Gender | Male | 24 | 63.2 |
| | Female | 14 | 36.8 |
| Education | Bachelor's degree | 23 | 60.5 |
| | Master's degree | 15 | 39.5 |
| Experience in project related fields | Below 3 years | 6 | 15.8 |
| | 3-5 years | 15 | 39.5 |
| | 6-10 years | 13 | 34.2 |
| | above 10 years | 4 | 10.5 |

*Source: Own Survey, 2020*

The study sought to establish educational level of respondents to infer the respondents' knowledge and aptitude in providing meaningful responses to the questionnaire. The study identified 2 educational qualifications; Bachelors Degree and Masters Degree. Among the respondents, 60.5% of the respondents have highest educational level of Bachelors Degree and 39.5% of the respondents have Masters Degree. This entails that the projects are managed by employees with appropriate academic background to support the project implementation activities.

Finally, general information assessed about the respondents is their experience in project related activities. The result of data analysis showed that majority (39.5%) of the respondents have the experience for 3 to 5 years. Following this experience level, 34.2% of the respondents have the experience for 6 to 10 years. Only 10.5% of the respondents have the experience for more than 10 years. This implies that the majority of study

participants have had quite reasonable working experience to provide reliable information related to the study.

### 4.3 Descriptive Analysis

#### 4.3.1 Practices of Planning

This section of the chapter presents practices of planning for implementation of the project. According to Zwikael et al (2014), Project planning enables efficient allocation and use of available resources and developing the work breakdown structure and cost breakdown structure; and making the necessary adjustments along the way requires detailed planning to ensure a project is moving towards achievement of pre-set objectives. Successful projects seek to employ limited resources while maximizing output and effectiveness.

The level of practices of project implementation planning is analyzed using descriptive statistics such as frequencies, percentages, mean and standard deviation and the result is presented in table 4.2 below.

The study has assessed the practices by using 6 indicators; implementation schedule, role of implementing agency, participation of beneficiaries, staffing, financial management, and reporting system. As depicted in table 4.2 below, the mean score for responses about planning for project implementation is closer to 4.00 suggesting that on overall the project implementation is well planned.

Regarding the individual practices of planning, the highest mean score (3.89) is observed for adequacy of staffing for the project implementation activities. This finding indicates that sufficient staffs were assigned for the project implementation. The second highest mean score (3.84) was observed for role of the project implementing agency. This result suggests that the role of the implementing agency is clearly stated. Mean score for responses about the project implementation schedule is 3.76 which indicates that majority of respondents agreed that the project has a clear and detailed project implementation schedule. This finding shows that the schedule for project implementation is rationally

stated. Smallest mean scores (3.61) was computed for planning for financial management in the project implementation.

Although the overall result shows that financial management for the project implementation is properly planned, 2.6% of the respondents strongly disagree and 15.8% of the respondents disagree suggesting financial management planning problem for the project implementation in some NGOs.

*Table 4. 2 Practices of Planning for Implementation*

| | Responses | Count | Percent | Mean | Standard Deviation |
|---|---|---|---|---|---|
| The project has an implementation schedule | D | 8 | 21.1 | 3.76 | 1.00 |
| | A | 23 | 60.5 | | |
| | SA | 7 | 18.4 | | |
| The implementing agency has clear role for the project implementation | D | 4 | 10.5 | 3.84 | .72 |
| | N | 1 | 2.6 | | |
| | A | 30 | 78.9 | | |
| | SA | 3 | 7.9 | | |
| Beneficiaries of the project participate on the project implementation | SD | 4 | 10.5 | 3.63 | 1.00 |
| | N | 4 | 10.5 | | |
| | A | 28 | 73.7 | | |
| | SA | 2 | 5.3 | | |
| The project plan included adequate staffing for the project implementation | D | 4 | 10.5 | 3.89 | .73 |
| | A | 30 | 78.9 | | |
| | SA | 4 | 10.5 | | |
| The project has strong financial management | SD | 1 | 2.6 | 3.61 | .92 |
| | D | 6 | 15.8 | | |
| | N | 2 | 5.3 | | |
| | A | 27 | 71.1 | | |
| | SA | 2 | 5.3 | | |

| | | | | | |
|---|---|---|---|---|---|
| There is reporting system for activities of the project | D | 4 | 10.5 | 3.63 | .75 |
| | N | 8 | 21.1 | | |
| | A | 24 | 63.2 | | |
| | SA | 2 | 5.3 | | |

Source: Own Survey, 2020

The descriptive statistics about the practices of planning for project implementation shows that adequate human resource for the project implementation is assigned, role of the implementing agencies is clearly stated, the project implementation schedule is well prepared, beneficiaries participate in project implementation, reporting system is included in the project implementation plan and financial management is properly planned.

### 4.3.2 Practices of Communication

PMI (2008) states that "project communication management includes the process required to ensure timely and appropriate generation, collection, distribution, storage, retrieval and ultimate disposition of project information". In this section of the study, the assessment results of practices of communication in the project implementation are presented. Descriptive statistics of the practices is presented in table 4.3 below.

*Table 4.3 Practices of Communication*

| | Responses | Count | Percent | Mean | Standard Deviation |
|---|---|---|---|---|---|
| Information and communication materials are adequately prepared for the project | D | 4 | 10.5 | 3.74 | .86 |
| | N | 8 | 21.1 | | |
| | A | 20 | 52.6 | | |
| | SA | 6 | 15.8 | | |
| There is an exchange of information among stakeholders of the project | N | 6 | 15.8 | 3.95 | .52 |
| | A | 28 | 73.7 | | |
| | SA | 4 | 10.5 | | |
| In the project there is | D | 3 | 7.9 | 3.84 | .82 |

| | | | | | |
|---|---|---|---|---|---|
| feedback to/from stakeholders | N | 7 | 18.4 | | |
| | A | 21 | 55.3 | | |
| | SA | 7 | 18.4 | | |
| Project management tools are applied in the project | N | 9 | 23.7 | 3.92 | .63 |
| | A | 23 | 60.5 | | |
| | SA | 6 | 15.8 | | |

Source: Own Survey, 2020

As shown in the table, communication is indicated by adequacy of communication materials, exchange of information among stakeholders of the project, feedback exchange; and application of project management tools during the project implementation. The mean scores for indicators are well above 3.00 and closer to 4.00 which indicates there is high practices of communication in the project. In the study small values of standard deviation were observed suggesting the similar practices by all NGOs in the study.

Among the indicators of communication in the project, mean score is highest (3.95) for exchange of information among stakeholders of the project. This is followed by application of project management tools with mean value of 3.92. These value shows that there is high practice of exchange of information among the project stakeholders; and project management tools are well applied. As mean score of 3.84 indicates, there is practice of exchanging feedbacks in the project. However, 7.9% were in disagreement and 18.9% were neutral about the practice of exchanging feedbacks to/from stakeholders in the project. This implies that some improvement needs to be made on this area. For availability of materials for information and communication, mean score of 3.74 observed, which suggests that the project has adequate material for communication. This may indicate that reviewing and updating the materials based on the changing conditions of the project might be essential.

As presented in table 4.3 above, the result of descriptive statistics suggests that the project has good practice of communication: information and communication materials

are adequately prepared for the project; there is exchange of information among stakeholders of the project; there is feedback to/from stakeholders; and project management tools are applied in the project.

### 4.3.3 Practices of Monitoring and Control

Prabhakar (2008) pointed that monitoring and controlling process oversees all the tasks and metrics necessary to ensure that the approved and authorized project is within scope, on time, and on budget so that the project proceeds with minimal risk. This process involves comparing actual performance with planned performance and taking corrective action to yield the desired outcome when significant differences exist. The practices of monitoring and control in the project implementation by the NGOs are presented in table 4.4 below by using descriptive statistics.

The study has used 3 indicators of monitoring and control that are relevant to the project: monitoring progress of key elements of the project, budgeting the cost of the project, and using review and process requests for modifications. Mean scores are closer to 4.00 suggesting that there is high practice of monitoring and control by the project.

The study has observed that mean scores for responses about monitoring progress of key elements of the project and using review and process request for modifications are 3.89. The result of individual practices shows that progress of key project elements are monitored by the project and review and process request is used to make modifications to the project plan. Mean score for properly budgeting cost of the project is 3.79, which is smallest mean among the indicators of monitoring and control.

*Table 4. 4 Practices of Monitoring and Control*

| | Responses | Count | Percent | Mean | Standard Deviation |
|---|---|---|---|---|---|
| Progress of key project elements are monitored by the project | D | 2 | 5.3 | 3.89 | .73 |
| | N | 6 | 15.8 | | |
| | A | 24 | 63.2 | | |

| | | | | | |
|---|---|---|---|---|---|
| | SA | 6 | 15.8 | | |
| Cost of the project is properly budgeted | D | 2 | 5.3 | 3.79 | .70 |
| | N | 8 | 21.1 | | |
| | A | 24 | 63.2 | | |
| | SA | 4 | 10.5 | | |
| Review and process request is used to make modifications to project plan | D | 3 | 7.9 | 3.89 | .86 |
| | N | 7 | 18.4 | | |
| | A | 19 | 50.0 | | |
| | SA | 9 | 23.7 | | |

Source: Own survey, 2020

### 4.3.4 Effective Project Implementation

This section of the study presents about effectiveness of project implementation. Effectiveness of project implementation is indicated by implementing the project based on the scheduled time, meeting budget plan, satisfying the stakeholders and meeting expectations of the funders. Effectiveness of the project is addressed by using descriptive statistics; high mean score showing effective project implementation and low mean scores suggesting ineffective project implementation. The result of descriptive analysis is presented in table 4.5 below.

*Table 4. 5 Effectiveness of Project Implementation*

| | Responses | Count | Percent | Mean | Standard Deviation |
|---|---|---|---|---|---|
| The project is implemented as per the scheduled time | D | 3 | 7.9 | 4.00 | .70 |
| | A | 29 | 76.3 | | |
| | SA | 6 | 15.8 | | |
| The cost of project is according to budget plan | D | 5 | 13.2 | 3.55 | .80 |
| | N | 9 | 23.7 | | |
| | A | 22 | 57.9 | | |
| | SA | 2 | 5.3 | | |

| | | | | | |
|---|---|---|---|---|---|
| The stakeholders are satisfied with the project | D | 3 | 7.9 | 3.89 | .65 |
| | N | 1 | 2.6 | | |
| | A | 31 | 81.6 | | |
| | SA | 3 | 7.9 | | |
| Funders are satisfied with the project | D | 4 | 10.5 | 3.71 | .84 |
| | N | 8 | 21.1 | | |
| | A | 21 | 55.3 | | |
| | SA | 5 | 13.2 | | |

Source: Own Survey, 2020

As depicted in table 4.5 above highest mean score (4.00) is observed for complying the time schedule for the project implementation. This suggests the project is mainly effective on implementation at the scheduled time. Following mean score of implementation as per the scheduled time, highest mean value (3.89) is computed for satisfied stakeholders for the project.

Further, the responses show that the funders are satisfied with the project as it is indicated by mean value of 3.71. Lowest mean score (3.55) is observed for practice of implementing the project with the pre-estimated cost. The result of descriptive statistics suggests that the project implementation is highly effective in complying with scheduled time and satisfying stakeholders; and effective in satisfying funders; and moderately effective in complying with cost of the project as budgeted.

### 4.4 Regression Analysis of Factors Affecting the Project Implementation

The practices of planning (for implementation), communication, monitoring and control, and the project implementation were assessed using descriptive statistics and presented in previous sections. This section of the study presents the effect of practices of planning, communication, and monitoring and control on the project implementation by using regression analysis based on OLS model. In the first section, results of post-estimation are presented.

### 4.4.1 Post Estimation Tests

The study has used OLS model to estimate factors affecting the project implementation. After estimating the effect by using the model, the study conducted classical model assumption tests; multicolinearity, heteroskedasticity, normality and linearity.

- **Multicollinearity Test**

Multicollinearity test was conducted by using variance inflation factor (VIF). According to Velnampy & Sivesan (2012), multicollinearity exists when VIF values are above 10. Result of multicollinearity test is presented in table 4.6 below.

*Table 4. 6 Multicollinearity Test*

| Variables | Collinearity Statistics | |
|---|---|---|
| | Tolerance | VIF |
| Planning | .868 | 1.151 |
| Communication | .918 | 1.090 |
| Monitoring and control | .816 | 1.225 |

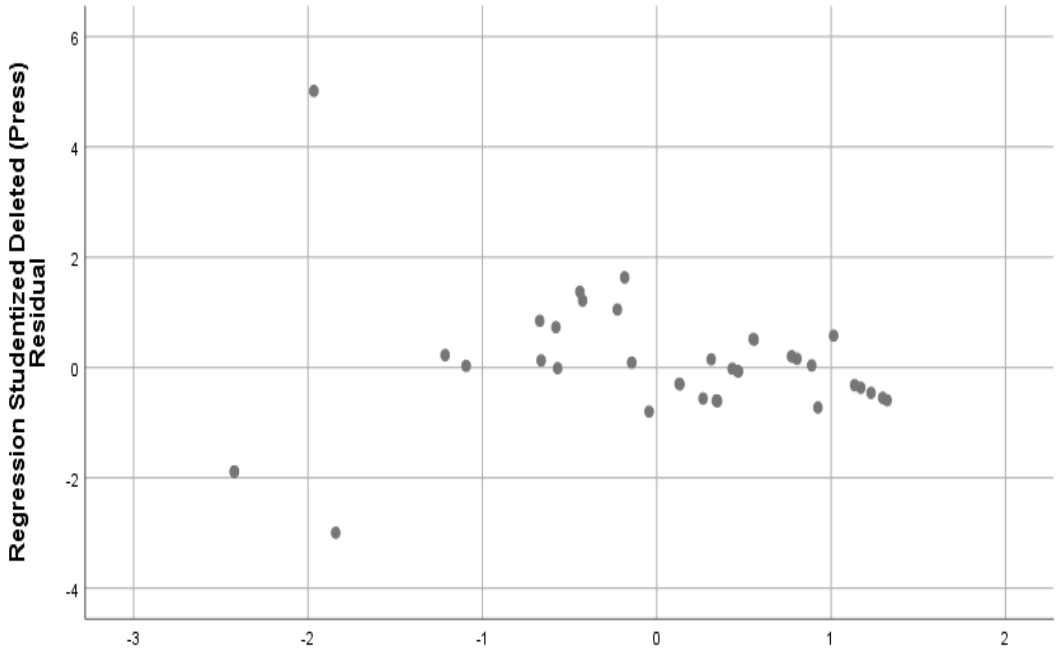
Source: Own Survey, 2020

As depicted in table 4.6 above, result of diagnostic test for multicollinearity presents that the VIF values are well below from value of 10. This suggests that there is no multicollinearity among the study independent variables.

- **Heteroskedasticity**

The result of heteroskedasticity test is presented in figure 4.1 below.

*Figure 4. 1 Heteroskedasticity Test*



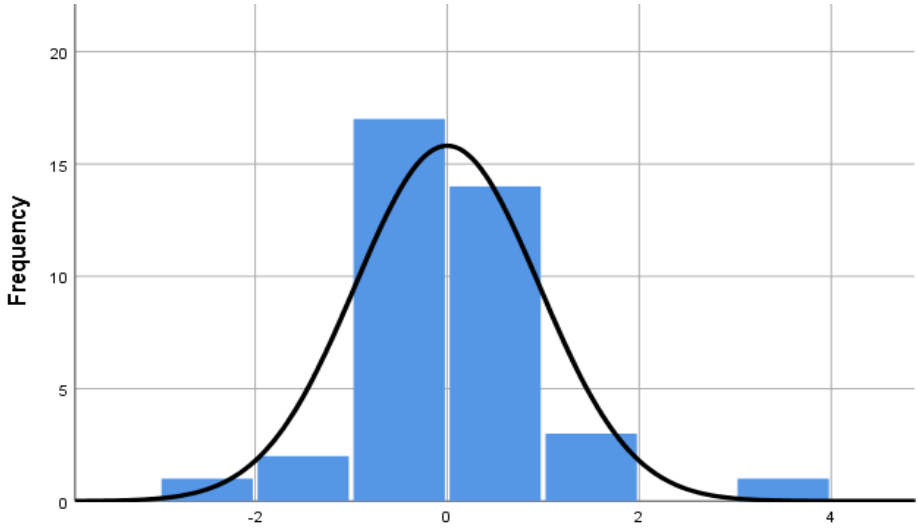

Source: Own Survey, 2020

As depicted in the figure 4.1 above, the residuals are scattered and do not form clear pattern suggesting that the model has no problem of heteroskedasticity.

- **Normality Test**

One of the classical linear regression models assumption is that the error term should be normally distributed or expected value of the error term should be normally distributed or expected value of the errors terms should be zero (E(UT))=0). To conduct the normality test, histogram was used to identify normal distribution of residuals and the result is presented in figure 4.2 below.

*Figure 4. 2 Normality Test*



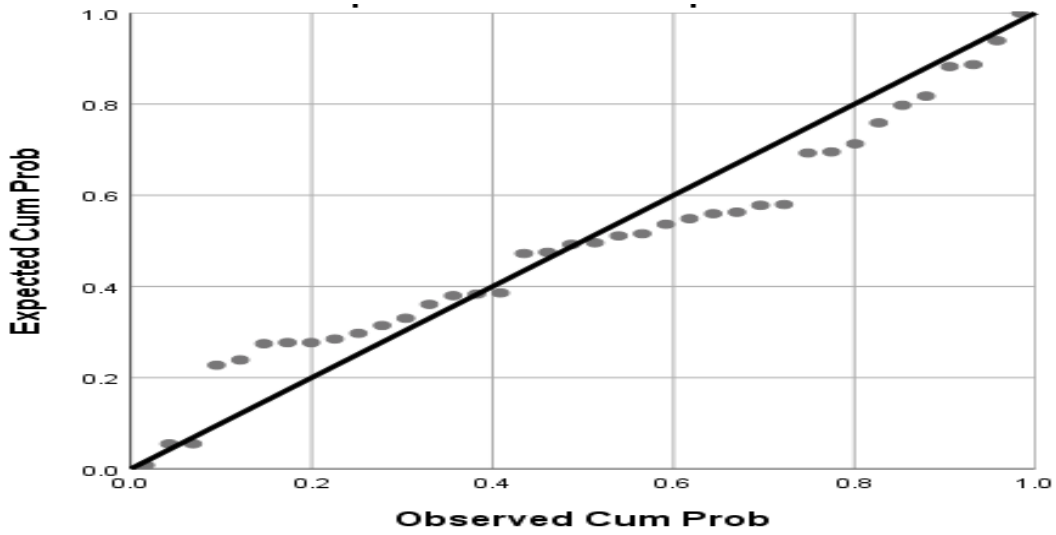

Source: own survey, 2020

As depicted in the figure 4.2 below, standard residuals are a little bit far away from the curve, many of the residuals are fairly close more to the curve and the histogram is bell shaped. This implies that the majority of scores lie around the center of the distribution so the largest bars on the histogram are all around the central value. Therefore, this indicates that the residuals are normally distributed.

- **Linearity Test**

Another classical linear regression models assumption is that the error term should be linear to expected value of the error term. As it is shown in the figure 4.3 below, the P-P plot of residuals reveals no large deviation in the spread of the residuals that almost all residuals lay on the linear straight line.

*Figure 4. 3 Linearity Test*




Source: Own survey, 2020

### 4.4.2 Estimation Result

This section of the study presents result of estimation of factors affecting the project implementation. The estimation result is about model summary, ANOVA and coefficients. The result of model summary is presented in table 4.7 below.

*Table 4. 7 Model Summary*

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .826[a] | .682 | .654 | .35766 |

Source: Own Survey, 2020

As depicted in table 4.7 above the value of R-square and Adjusted R-square is .682 and .654 respectively. These values show that 68.2% of effectiveness of project implementation is affected by factors in the model; planning, communication, and monitoring and control.

Further, as depicted in table 4.8 below, the result of ANOVA shows F-test is significant that suggests factors used in the model significantly affect the implementation of the project.

*Table 4. 8 ANOVA*

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 9.341 | 3 | 3.114 | 24.342 | .000[b] |
| | Residual | 4.349 | 34 | .128 | | |
| | Total | 13.691 | 37 | | | |

Source: Own survey, 2020

The individual effect of the factors is presented in table 4.9 below.

*Table 4. 9 Coefficients*

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | -1.159 | .660 | | -1.756 | .088 |
| | Pl | .741 | .090 | .852 | 8.211 | .000 |
| | Cm | .242 | .098 | .249 | 2.465 | .019 |
| | Mc | .324 | .100 | .347 | 3.244 | .003 |

Source: Own Survey, 2020

As depicted in table 4.9 above, all independent variables used in the model are statistically significant. Among the independent variables, project planning, and monitoring and controlling are significant at significance level of 1% and communication

is statistically significant at significance level of 5%. These results suggest project implementation is affected by practices of planning, communication, and monitoring and control.

Coefficients of all independent variables are positive implying that they positively affect project implementation. This finding implies that higher performance in planning, communication, and monitoring and control results on higher performance of project implementation. As depicted in the table 4.9 above based on t-statistics, the project implementation is mainly affected by planning followed by monitoring and control. Least effect is run from communication.

### 4.4.3 Discussion of Results

This section of the study presents discussion on the result of the data analysis based on the objectives the study.

#### 4.4.3.1Effect of Planning on Project Implementation

The effect of planning on project implementation is positive and significant at significance level of 1%. Therefore, the study supports the hypothesis that planning has positive effect on Youth Challenge Initiative project implementation. This finding suggests that NGOs that have higher practice of project implementation planning practices have higher performance of project implementation than the NGOs that have lower practice of project implementation planning practices. Planning the required human resource for project implementation, clearly stating role of the implementing agency, appropriate project implementation schedule, participation of beneficiaries in project implementation, and setting reporting and financial management systems in project implementation plans improve effectiveness of project implementation. This finding is similar to finding of Hermano, et al (2013) that concluded, planning when done effectively has been known to lead to effective project implementation using all the parameters of time, cost and quality. Project planning enables efficient allocation and use of available resources. Developing the work breakdown structure and cost breakdown

structure and making the necessary adjustments along the way requires detailed planning to ensure a project is moving towards achievement of pre-set objectives.

#### 4.4.3.2 Effect of Communication on Project Implementation

Communication is significant at significance level of 5%. This finding suggests that communication has significant effect on project implementation of the Youth Challenge Initiative Project. The estimation result further shows the coefficient is positive, which suggests that communication positively affects the project implementation. Therefore, the study supports hypothesis that communication has positive effect on project implementation. Adequately using information and communication materials; exchanging information among stakeholders of the project; giving feedback to/from stakeholders; and applying project management tools during the project implementation increase effectiveness of the project implementation. This finding is congruent with finding of Verma, (2016) which stated that clear and consistent communication is essential to the successful implementation of projects; and project implementation is unsuccessful due to ineffective communication. Further, Nyanje and Wanyoinke (2016) indicated that exchange of information among stakeholders influences effective implementation of NGO projects and communication within and across project teams should focus on sharing adequate and clear information.

#### 4.4.3.3 Effect of Monitoring and control on Project Implementation

Coefficient of monitoring and control is positive. The effect of the monitoring and control is statistically significant at significance level of 1%. This suggests monitoring and control has significant positive effect on project implementation of the Youth Challenge Initiative Project. Therefore, the study supported hypothesis that monitoring and control has positive effect on project implementation of the Youth Challenge Initiative Project. The practices of monitoring key project elements, making modifications based on review and process requests, and properly budgeting cost of the project supported the effective project implementation of Youth Challenge Initiative Project. Finding of this study is consistent with finding of Beleiu et al (2013) which suggested; successful project implementation requires adopting sound and relevant strategies throughout the project

life cycle. Hwang and Lim (2013) also concluded adopting the right strategies for project monitoring and control becomes important to ensure the seamless execution of projects as these tasks usually take place simultaneous to project execution.

# CHAPTER FIVE
# CONCLUSION AND RECOMMENDATION

## 5.1 Summary of Major Findings

This study was conducted with the main objective of analyzing factors affecting implementation of Youth Challenge Initiative Project. From the broader objective, the study has drawn three specific objectives: to examine the effect of planning; to investigate the effect of communication; and to find out the effect of monitoring and control on the Youth Challenge Initiative project implementation. To meet these objectives, the study had collected data by using structured questionnaires and analyzed the data by using descriptive and regression analysis.

The study has reached on the following major findings:

- The study has assessed 3 factors which may affect project implementation. These include project implementation planning, communication, and monitoring and control. The result of the regression analysis shows the value of R-squared is 68.2% and the F-statistics is significant at significance level of 1%. The 68.2% of effectiveness of project implementation varies due to variation in practices of planning, communication; and monitoring and control and jointly variation from these three practices significantly affect the project implementation.

- The first specific objective of the study was to identify the effect of project implementation planning on effectiveness of the project implementation. The coefficient of planning is positive and statistically significant at significance level of 1%. The value of t-statistics is 8.211 and it is the highest score among the three factors.

- Secondly, the study has assessed the effect of communication on the project implementation. The coefficient of communication is 0.242 and it is significant at significance level of 5%. The value of t-statistics is 2.456 implying lowest score among all independent variables. This shows communication practice has positive

and significant effect on the project implementation but comparatively it has smallest effect when compared to planning and monitoring and control.

- Finally, the study has examined the effect of monitoring and control on the project implementation. The result of regression analysis shows that the coefficient of the variable, monitoring and control is 0.324 and statistically significant at significance level of 1%. This suggests that monitoring and control performance of the project implementing agency positively contributes to implementation of the project.

## 5.2 Conclusion

Based on the major findings, the study draws the following conclusions:

- The effect of planning has positive effect on effectiveness of project implementation. Strong performance in project implementation planning is an important consideration for successful implementation of the project. Project planning that support effective project implementation has practices of adequately planning human resource for the project implementation, clearly stating role of the implementing agency, appropriately scheduling the project implementation period, planning participation of beneficiaries in project implementation, and stating reporting system in the project implementation and including financial management in project implementation plans.

- Communication is also an important factor for effective project implementation. It positively contributes for successful implementation of projects. Project implementing agencies that have good practices of communication with stakeholders of the project and exchanging information are successful in project implementation.

- Monitoring and control is a very important factor for successful project implementation. Regular monitoring and control systems enhance successful

implementation of projects. An effective project implementation, monitor key project elements, make modifications based on review and process requests, and control the project budget.

### 5.3 Recommendations

Based on the conclusions drawn the study provides following recommendations:

- NGOs with weaker performance of project implementation are recommended to revise their practices of planning for project implementation. It is recommended that implementing agencies appropriately schedule the project implementation, assign adequate project staff, clearly state the role of the implementing agency; and include reporting and financial management systems in project implementation plans.

- For effective project implementation practices, it is important to ensure effective communication among the project stakeholders. Implementing agencies should establish clear and consistent communication with stakeholders by developing a good understanding of the unique needs of each stakeholder group. Project managers and coordinators must concretely plan communications that allow the project team and stakeholders to share information, actively work to identify issues, conflicts, and interact creatively to resolve these issues.

- The study recommends that project implementing NGOs with weaker practice of monitoring and control should adopt sound and relevant strategies to monitor progress of key project elements such as meeting the implementation schedule, budget and objectives of the project.

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## APPENDIX I – QUESTIONNAIRE

**St. Mary's University**

**School of Graduate Studies**

**Department of Project Management**

**"Analysis of Factors Affecting Implementation of the Youth Challenge Initiative Project: The case of Youth Network for Sustainable Development (YNSD)"**

This questionnaire is designed to collect data for a study aimed to analyze factors affecting implementation of the Youth Challenge Initiative Project. Information gathered through this questionnaire will be used only for the purpose of this study and will be kept confidential. Hence, you are kindly requested to respond the questions included in the questionnaire. Thank you for your time and cooperation.

**Instruction**: **Please tick( )where appropriate or fill in the spaces provided.**

**SECTION A: GENERAL INFORMATION**

1. What is your age group?

   Below 31 years [ ] 31-40 years [ ]

   41-50 years [ ] above 50 years [ ]

2. Gender

   Male [ ] Female [ ]

3. Education Level

   Diploma Levels [ ] Bachelor's Degree [ ]

   Master's Degree [ ] PhD [ ]

4. Experience in project related fields?

   Below 3 years [ ] 3-5 years [ ]

   6-10 years [ ] above 10 years [ ]

**SECTION B: FACTORS AFFECTING IMPLEMENTATION OF THE YOUTH CHALLENGE INITIATIVE PROJECT**

**PART I: Practices of Planning for Project Implementation**

The following statements are provided regarding practices of planning for implementation of Youth Challenge Initiative Project. Please indicate your level of agreement to the statement based on scale of 1 to 5, where, Strongly Agree (SA) = 5 Agree (A) = 4; Neutral (N) = 3; Disagree (D) = 2; Strongly Disagree (SD) = 1

| | **5** | **4** | **3** | **2** | **1** |
|---|---|---|---|---|---|
| The youth challenge initiative project has project implementation schedule | | | | | |
| The implementing agency has clear role for the project implementation | | | | | |
| Beneficiaries of the project participate in the project implementation | | | | | |
| The project plan included adequate staffing for the project implementation | | | | | |
| The project has strong financial management | | | | | |
| There is reporting system for activities of the project | | | | | |

**PART II: Practices of Communication in the Project Implementation**

The following statements are regarding the practice of communication in the implementation of the Youth Challenge Initiative Project. Please indicate your level of agreement to the statement relating to the level of practice about communication in the project implementation. Use a scale of 1 to 5, where, (SA) = 5; (A) = 4; (N) = 3; (D) = 2; (SD) = 1

| | **5** | **4** | **3** | **2** | **1** |
|---|---|---|---|---|---|
| Information and communication materials are adequately prepared for the project | | | | | |
| There is exchange of information among stakeholders of the project | | | | | |
| In the project, there is feedback to/from stakeholders | | | | | |
| Project management tools are applied in the project | | | | | |

**PART III: Monitoring and Control practices in the Project Implementation**

Please indicate your level of agreement to the statement provided to assess monitoring and control practices in the implementation of the Youth Challenge Initiative Project. Use a scale of 1 to 5, where; (SA) = 5; (A) = 4; (N) = 3; (D) = 2; (SD) = 1

| | **5** | **4** | **3** | **2** | **1** |
|---|---|---|---|---|---|
| Progress of key project elements is monitored in the project | | | | | |
| Cost of the project is properly budgeted | | | | | |
| Review and process request is used to make modifications to project plan | | | | | |

**SECTION C: EFFECTIVE PROJECT IMPLEMENTATION**

The following statements are provided to assess effectiveness of the project implementation. Please indicate your level of agreement on the statements by indicating the practice of the project implementation based on scales of 1 to 5, where; (SA) = 5; (A) = 4; (N) = 3; (D) = 2; (SD) = 1

| | **5** | **4** | **3** | **2** | **1** |
|---|---|---|---|---|---|
| The project is implemented as per the scheduled time | | | | | |
| The cost of project is according to budget plan | | | | | |
| The stakeholders are satisfied with the project | | | | | |
| Funders are satisfied with the project | | | | | |

Please give your suggestions on ways of optimizing effective implementation of the Youth Challenge Initiative project?

_____

_____

_____

**THANK YOU FOR YOUR PARTICIPATION!**

## APPENDIX II – YOUTH CHALLENGE INITIATIVE PROJECTS, AREAS AND IMPLEMEMTERS

| Project Title | Project Areas | Implementers |
|---|---|---|
| Empowering the Youth in Sexual Reproductive Health and Safe Livelihood Options in Shashemene and Arsi-Negele Towns | Arsi-Negele | Tamira Reproductive Health and Development Organization (TRHaDO) |
| | Shashemene | Egna Le Egna Organization |
| Innovative Approach for Youth SRH: Social Media Platform for Behavioral Change | Woldia University | Save Your Holy Land Association (SYHLA) |
| | Debre Birhan University | Fana Addis Tiwulid Ethiopia (FATE) |
| | Dessie University | Beza for Women's Community Based Development Association (BFWCDA) |
| Addressing the Sexual Reproductive Health Challenges of Domestic Migrant Youth and Targeted Students in SNNPR State | Hawassa | FikerBehiwot Orphan Children and Youth Association (FBOCYA) |
| | Yirgalem | Beza for the Generation (B4G) |
| | Hosaena | Health for All Reproductive Health and Anti AIDS Association (HARHAAA) |
| Promoting SRH for Holistic Development of Young People in Addis Ababa and Oromiya Regional States | Yeka Sub City , Addis Ababa | Mih Lewotatoch Charity Association |
| | Adama, Oromiya | Better Life for Women and Children Charity Organization (BLWCCO) |
| | Lideta Sub City, Addis Ababa | Endurance Youth Association(EYA) |
| | Yeka and Bole Subcities, Addis Ababa | ESHET Children and Youth Development Organization (ECYDO) |
| | Kirkos Sub City, Addis Ababa | Chilanchil Child & Youth Development Association (CCYDA) |
| | Yeka Sub city, Addis Ababa | Tena Kebena Association |