ASSESSING SUCCESS FACTORS OF NON-GOVERNMENTAL ORGANISATION PROJECTS IN DISTRICTS IN GHANA: A CASE STUDY OF ASUOGYAMAN DISTRICT

BY

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DECLARATION

I hereby declare that this thesis is my original work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma at Kwame Nkrumah University of Science and Technology, Kumasi, or any other educational institution, except where due acknowledgment is made in the thesis.

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ABSTRACT

One of the critical problems concerning projects undertaken by governments, non-governmental organisations, individuals or philanthropist, the world over, is the frequent and lengthy delays that occur during implementation, the pace of change surpassing the original objectives of the project and balancing the competing project constraints such as scope, quality, schedule, budget, resources, risk, etc. These challenges, when not well managed, lead to failure of projects.

This study sought to assess success factors of NGO projects in the Asuogyaman District, in the Eastern Region of Ghana. The specific objectives of the study were to; identify project delivery strategies of NGOs; identify success factors that lead to project completion of NGOs in the district and to assess the impact of success factors on the overall project delivery of NGO projects in the District. Quantitative approach was adopted in which a targeted sample of 45 participants were included in the study by answering to a structured questionnaire.

The study found the following as some delivery strategies of NGOs in the district; set clear expectations, evaluate project after completion, develop project policies and management procedures, establish clear communication, etc. Furthermore, the following were some factors identified as success factors and critical success factors of NGO project implementations in the district; competence of the project manager & team members, project manager commitment to the goals of the project, effective communication between project stakeholders, user involvement, effective coordination of project activities, stakeholder satisfaction, clarity of project goals/objectives, etc. Finally, it was discovered that success factors impact positively on NGO project delivery in the following ways; delivering of project on time, within budget, according to requirements, keeping of project team focused and on track, etc.

The study recommends that project practitioners in NGOs should take a critical look at the delivery strategies and success factors which were identified as critical in their developmental project implementations to meet the expectations of all stakeholders.

Key Words: NGO, Success Factors, Critical Success Factors, Delivery Strategies, Project Management, Assessing, Asuogyaman District.

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LIST OF ABBREVIATIONS

NGO………………………………………………..Non-Governmental Organisation

CSF………………………………………………...Critical Success Factor (s)

WVI. ………………..…………………………………World Vision International

CRS ………………………………………………………Catholic Relief Services

USAID ……………………………...United States Agency for International Development

PAGE …………………………...Partnership for Accountability Governance in Education

VRA …………………………………………………………...Volta River Authority

POP …………………………………………………………………. Pencils of Promise

SPSS …………………………………………...Statistical Package for the Social Sciences

OXFAM …………………………………………………. Oxford Committee for Famine Relief

UKAID …………………………United Kingdom Agency for International Development

DANIDA …………………………………………...Danish International Development Agency

GONGOS …………………………………...Government Non-Governmental Organisations

DAs ……………………………………………………………District Assemblies

KPMG ……………………………………………………Klynveld Peat Marwick Goerdeler

PMBOK ……………………………………………...Project Management Body of Knowledge

HRM ……………………………………………………Human Resource Management

PEST ………………………………Political, Economic, Socio-Cultural & Technological

TAP …………………………………………………………Transitions And Perspectives

YMCA …………………………………………………Young Men Christian Association

AVIT…………………………………………………..Adomi Valley Institute of Technology

EYFG …………………………………………………Echoes of Youth Foundation Ghana

DDI …………………………………………………..Dodi Development Initiative

AUYA …………………………………………………...Africa United Youth Association

DS …………………………………………………………………..Delivery Strategy

SF……………………………………………………………………...Success Factor

GES ……………………………………………………...Ghana Education Service

GHS …………………………………………………………………Ghana Health Service

LGS …………………………………………………………Local Government Service

I.A. ………………………………………………………………...International Agency

AL/PS …………………………………………………………A'Level/Post-Secondary

SSSCE/WASSCE/OL ……………Senior Secondary School Certificate Examination/
West African Secondary School Certificate Examination/ O'Level

Gov.……………………………………………………………………Government

SGov. ………………………………………………………………Semi Government

NHIS ……………………………………………National Health Insurance Authority

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DEDICATION

I dedicate this thesis to my lovely wife, Mabel Apomabea Owusu and kids; Tracy Nana Yaa Sarfoa Agyarko, Bryan Nana Kwame Agyarko and Hansine Kjaer Agyarko. And to all my family members especially, my mum Miss Agnes Yaa Asantewaa and father, Mr. Wilson Agyekum Agyarko.

CHAPTER ONE

INTRODUCTION

1.1 Background to Study

The success and failure of projects remain an integral area of research in project management and up to now, a variety of hypothetical and pragmatic viewpoints have been published in international research journals and intensely discussed or argued. Governments and state institutions, individuals and Non-Governmental Organisations, all undertake projects in one form or the other. The sole aim of every project undertaken is to achieve success and not failure. But then, some of these projects undertaken by the aforementioned groups of people have been successful while a good number of them too have failed, especially, those of governments. Despite the high risk of project failure in many instances, there have been many other successful ones in the NGO sector. Many factors therefore account for the success of these NGO projects in Ghana, especially, those undertaken in rural areas, which have to be given due attention, hence the reason for this study.

Success factors are components of the project that have to be put in place to ensure the completion of the project. In simple terms, they create an enabling environment for the project to exist in the first place. John F. Rockart, in 1979 defines critical success factors (CSF) as: "key areas in which satisfactory results would ensure the successful competitive performance for the organization." CSFs is again defined by Rockat (1979), as "key areas where things must go right for the business to flourish."

NGOs play an important role in the implementation of development initiatives or activities. In spite of these key roles, NGOs function in unstable, natural, economic environments and interrelatedness of project success and social settings to help rebuild vulnerable societies (Weerawardena, et al., 2010). Non-Governmental Organisations (NGOs) tackle the outstanding problems in development initiatives and synchronize multi-faceted sponsor groups to marshal the funds needed to deliver efficient services to our rural folks (Yalegama, et al., 2016).

Several NGOs have emerged not only to minimize human challenges, but also to promote development generally particularly in the rural areas in Ghana (Oquaye & Katsriku, 1996), as cited in Noyuoro (2018). According to Oquaye & Katsriku (1996), NGOs are private non-profit organizations that operate in developing countries to relieve suffering, promote the interest of the poor, provide basic social services through community development projects. NGOs have realized that successive governments in many parts of developing countries and for that matter, Ghana, have not been able to fully provide the basic needs of the people especially those in the rural areas of the country. The concentration has always been in the urban areas. Some popular NGOs in Ghana whose projects have contributed enormously to the developmental agenda, especially in our rural areas, include the World Vision International (WVI), Plan Ghana, Catholic Relief Services (CRS), Action Aid Ghana and Pro-Net. Also, in the Asuogyaman District, some NGOs and cooperate institutions which have contributed their quota through their projects include but not limited to; Plan Ghana, USAID, PAGE, VRA Trust Fund, Fair Trade. Those Currently contributing their quota are Art2Change, Pencils of Promise (POP), Compassion International, Edmat Foundation, Pinnacle Foundation, etc.

Asuogyaman District is one of the thirty-three (33) districts in the Eastern Region of Ghana, covering a total estimated surface area of 1,507 square kilometers and located approximately between latitudes 6˚ 34˚ N and 6˚ 10˚ N and longitudes 0˚ 1˚ W and 0˚ 14˚E. The administrative capital of the district is Atimpoku. The population of the District according to 2010 population and housing census stands at 98,046 with 47,030 males and 52,016 females.

However, notwithstanding the growing number and importance of NGOs and their developmental projects in districts in Ghana, especially in our rural communities, little research has examined how these organizations evaluate the success of their projects or how these organizations have been able to achieve successes in most of their projects. Significant researches on evaluating project success have been conducted in the private and public sector organizations. However, there is a little research conducted in the NGO sectors which is now regarded as the third sector or force, and so far, there is little or no systematic assessment framework created to evaluate the project success in NGOs, especially, in our rural areas. This therefore points to the fact that there exists a research gap in evaluating the success stories of projects undertaken by NGOs.

Therefore, the study aims at identifying and assessing factors that have led or lead to the successful execution of NGO projects and the setting for this study is the Asuogyaman District. It is a district that is situated in the Eastern Region of Ghana and one of many districts in Ghana which has been blessed with lots of NGO projects, especially, in the educational and health sectors.

1.2 Statement of The Problem

One of the critical problems concerning projects undertaken by governments, non-governmental organisations, individuals or philanthropist, the world over, is the frequent and lengthy delays that occur during implementation, the pace of change surpassing the original objectives of the project and balancing the competing project constraints such as scope, quality, schedule, budget, resources, risk, etc. These challenges, when not well managed, may lead to failure of projects.

Despite these challenges faced with projects, in the last ten (10) years, it has been observed that Asuogyaman District has been flooded with over thirty (30) different NGOs and other corporate organizations, undertaking projects in the fields of education, health, provision of potable water, empowering of women, skills training and a host of others. As an educational worker in the Ghana Education Service in the district for the past twelve (12) years, I have observed with keen interest that many projects undertaken by these corporate organizations appear to have been completed and commissioned successfully. One NGO, Art2change, alone has over 30 different projects to its credit and continues to do more. Many other NGOs also continue to roll out from one project to another. Again, day-in-day-out, many new NGOs emerge and submit their credentials or introductory letters to the District Education Office and the District Assembly as non-governmental organisations which want to do business with the district. It thus appears that successful completion of projects undertaken by these private entities, the warm reception or participatory role played by government institutions and other relevant stakeholders of community development, continue to encourage them to wanting to do more. Furthermore, almost every community in the Asuogyaman District has benefited from one NGO project or the

other. The question that arises then is, what factors have accounted for successful completion or otherwise of projects by NGOs or corporate organizations in the Asuogyaman District in the last ten (10) years? Thus, from 2009-2019.

1.3 Aim of the Study

The aim of the study is to assess the success factors of Non-Governmental Organizations projects delivery in the Asuogyaman District in the Eastern Region of Ghana.

1.4 Research Objectives

The study will examine the contribution of NGOs to the development of Ghana through their projects in the Asuogyaman District, assess factors accounting for the successes these NGOs have chalked so far. The criteria that would be used in assessing these NGOs are the key components or factors of project management that they put in place or have to be put in place to ensure the successful completion of their projects.

The specific objectives of the study include:

i. Identifying project delivery strategies of NGOs in the Asuogyaman District.

ii. Identifying success factors that lead to project completion of NGOs in the district.

iii. To assess the impact of success factors on the overall project delivery.

1.5 Research Questions

The following questions are to be addressed empirically:

i. What project delivery strategies are employed by Non-Governmental Organizations in the execution of their projects in the Asuogyaman District?

ii.   Which success factors have led to the successful completion of projects by NGOs in the Asuogyaman District?

iii.   What are the impacts of success factors on project delivery?

1.6 Significance of the Study

This study is significant for two reasons. One, it will build on the literature on NGOs and the successful execution of their developmental projects in Ghana with concentration on the Asuogyaman district, which has attracted no attention in the literature. Again, the study will examine the success factors of NGO projects in the Asuogyaman district and the impact these success factors have had on the delivery of projects in the beneficiary communities in the district that may provide useful lessons for comparative analysis at the sectorial, district and, possibly, national levels. The study and its outcome will also serve as a guide to aid future researchers in other districts in Ghana and the world at large.

1.7 Research Methodology

Quantitative data collection and analysis was used to assess the success factors of NGO projects in the Asuogyaman district.

Quantitative approaches were also used to gather factual data and to study relationships between facts and how such facts and relationships accord with theories and the findings of any research executed previously.

Administration of questionnaire was used as instrument to gather data from respondents. The Questionnaires were administered personally by the researcher to gather information from the respondents such as Art2change, Compassion, Pencils of Promise, etc. and other relevant stakeholders.

Data was obtained from both primary and secondary sources. Secondary data was gathered from thesis of students, statistical data, graphs and charts, reports and journals. Primary information was gathered through interviews and questionnaires with officials of these NGOs, Local Government Service and other state institutions which were sampled for the study, community leaders and Head teachers in beneficiary communities and schools respectively

The population in the study included NGOs and all state institutions as far as NGO projects in the district are concerned. In this regard, all NGOs that have worked previously and those that are still working in the last ten years, the District Assembly, District Health Directorate, National Health Insurance Scheme, and the District Education Directorate constituted the population for the study.

The purposive sampling technique was used to select the relevant respondents for the study. The purposive sampling method was employed to select these respondents; NGOs and other relevant state institutions. In order to ensure reliability of data and fair representation of the population, the researcher selected 45 respondents as the sample size for the study. This was convenient for the researcher to manage based on the available resources. The 45 respondents included 11 NGOs, The District Assembly, The District Education Directorate, The District Health Directorate and the National Health Insurance Scheme.

Quantitative procedures were used to analyze the data that was collected on the field. The Statistical Package for the Social Sciences (SPSS) was used to generate frequency tables and charts with percentages, means and standard deviations to help the researcher analyze the quantitative data. Microsoft Excel was also used to tabulate data on the number of projects undertaken by NGOs and generate graphs from the results of the respondents.

1.8 Scope/Delimitations

The study assessed the success factors of NGO projects in the Asuogyaman District in relation to education, health, economic empowerment, capacity building and provision of potable water from 2009 to 2019. The study covered eleven (11) NGOs that have been in operations or have ever worked in the district, since the stipulated timeframe and all selected relevant stakeholders of NGO projects in the district.

1.9 Organization of the Study

This study consists of five chapters:

Chapter one takes care of the introduction to the study, statement of the problem, significance of the study, objectives of the study, research questions, limitation of the study, delimitation, and organization of the study.

Chapter two contains the literature review in nine thematic areas such as studies on the concepts project and success, studies on success factors, studies on project management success factors, studies on the concept Non-Governmental Organizations (NGOs), studies on NGOs and development in Ghana and studies on some NGOs that have operated in other districts in Ghana.

Chapter three deals with the methodology, the research design, sampling method, population, sample size, sources of data, data collection methods and data analysis procedures.

Chapter four presents result of the data collected from respondents and the data analysis of the field work vis-à-vis the literature review and objectives of the study.

Chapter five is devoted to the highlights, the summary of research findings, conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature on Non-Governmental Organizations (NGOs) and their role in developmental projects is quite extensive in both the developed and developing countries. In Ghana, there have been some studies on a number of NGOs such us World Vision International, Catholic Relief Services, USAIDE, etc. operating in so many districts, including Asuogyaman. However, there appears to be little or no research conducted on the success factors of NGO projects in our various districts in Ghana and for that matter, the Asuogyaman District. This study therefore intends to fill this lacuna by identifying and evaluating success factors of the NGO projects in the aforementioned district. According to Salleh (2009) as cited in Kyu (2015), to understand and contribute meaningfully to the improvement of project management processes, one of the surest means of doing that is studying the success or failure factors of projects. This chapter will review literature to provide a comprehensive explanation of key success factors of project management, especially, in relation to development projects in rural communities.

The review of literature in this study is considered on the following thematic areas:

2.2 Non-Governmental Organizations (NGOs)

2.2.1 The Concept Non-Governmental Organizations

According to Lewis (1999), the western world perceives NGOs as private entities into developmental projects in the developing or non-industrialized countries. What this

assertion simply implies is that NGOs only operate in developing countries of which Ghana is part, because such countries are perceived to be poor. The gap in this definition or assertion in the focus on only non-industrialized countries, leaving out the industrialized states which are also struggling with economic woes or challenges such as unemployment.

In another researcher's opinion, NGOs are legal (Registered) self-reliant institutions of societies with the sole aim of championing one developmental goals at all levels of development (Kerstine, 2002). This understanding of NGOs is in consonance with the earlier definition of Lewis in the sense that both focus on the development of societies which actually happens to be the focus of every human society.

Oquaye & Katsriku (1996), as cited in Noyuoro (2018), asserts that NGOs are organizations which are charitable, self-reliant, not-for-profit-making, with the primary objective of raising the standard of living of the vulnerable or underprivileged in society. Most NGOs that have sprung up have this as their main aim. All the NGOs or Corporate institutions that have worked in the Asuogyaman District have all the above qualities of NGOs.

Again, Noyuoro (2018), establishes that NGOs are non-commercial organizations independent of government and posits that they are "those private non-profit making organizations that work with developing countries to relieve suffering, promote the interest of the poor, protect the environment, provide basic social services or undertake community development" projects. This study will complement this assertion through the assessment of how these NGOs have achieved success in the delivery of their projects to relieve the vulnerable in the society form their suffering.

In another study by Teegen, et al. (2004), NGOs are considered as private non-profit making organizations or entities which have their focus on serving specific societal interests through advocacy, operational efforts on social, political and economic goals through projects in education, health, environmental protection, water and the protection of people's rights.

From the definitions and explanations of the concept NGO, all these researchers have tried to do is that NGOs are independent, non-profit making institutions that undertake developmental projects in societies, especially rural communities in developing countries to help alleviate suffering and improvement in the standard of living. They also try to complement state actor's efforts to bring development to every facets of life.

2.2.2 Categorization of NGOs

Just as some scholars have focused their attentions on defining the concept NGO, others have also tried to categorize NGOs based on the kind of service they provide.

Clark in 1991, categorized NGOs into six types:

i.   Relief and welfare Agencies – E.g. Catholic Relief Services and Missionary societies

ii.   Technical innovation organizations – E.g.

iii.   Public service contractors. E.g. CARE International

iv.   Popular development agencies. E.g. OXFAM.

v.   Grassroot development organizations. E.g. Art2change

vi.   Advocacy groups without field projects but which exist purposely for lobbying and education. E.g. Freedom from Debt Coalition in Philipines.

Oquaye (1996), has a different categorization or groupings as far as NGO types is concerned. He groups them into four different types;

i.   Indigenous NGOs- local institutions without external affiliations with any international organizations and as such do not receive any kind of support from them.

ii.   National Indigenous NGOs- local institutions without external affiliation. Eg. The VRA Trust Fund

iii.   National affiliates of International Organizations with indigenous leadership- national institutions which have affiliations with international organizations which provide sponsorship for these institutions.

iv.   International organizations working internally- international organizations currently working in the country as NGOs and partnering government institutions and undertaking developmental projects. E.g. USAID, UKAID, DANIDA, etc.

In a World Bank report (1995), NGO classification could be passed on their type of development project they undertake and the participation of local or indigenous people in their projects or activities. NGOs are therefore classified into two; internal and external.

The categorization of NGOs by Aryee (2002) seems to be in consonance with that of the World Bank (1995). According to Aryee, NGOs can be put into two categories; local and foreign. In his classification of NGOs, he identified youth groups, religious groups, non-religious service providers, community-based development associations, farmers associations, processors associations, Government Non-Governmental Organizations

which he calls GONGOS. In the certain of this study, all corporate institutions' trust funds in the district are all regarded as NGOs.

According to another researcher, NGOs can be variedly categorized based on the area of work, be it district, regional, national and international. This categorization can be said to be based on location; developed country (rich countries) or developing country (poor country) Riddle (1995:26).

From the foregoing, one would agree that Aryee and Clark's classification of NGOs is more extensive vis-à-vis that of other studies. In the view of Noyuoro (2018), NGOs can be classified into national or community and international or foreign; local participative or non-local participative. The sole aim of these categories of NGOs is to provide personal life sustaining needs of people through their projects to alleviate poverty, inequality in society and unemployment in our societies, especially, rural communities in Ghana.

This study associates itself with the various categorizations or types of NGOs espoused by the above researchers.

2.3 Studies on NGOs in Ghana

In recent times, there has been a substantial increase in the number of NGOs in developmental projects or aids throughout Ghana. NGOs more or less have become a giant partner in development projects in developing countries particularly in Africa and for that matter, Ghana. According to Pearce (2000), the entire sum of public funds being spent by NGOs has augmented intensely and the part of development aid projects coming through NGOs, relative to bilateral or multilateral agencies, have also grown enormously.

Osei-Hwedie (1990), espouses that NGOs fill the gap in development, despite the fact that they work with insufficient funds of their own. NGOs make it feasible for districts to execute their desired projects at very minimal costs. Therefore, NGOs perform a vital role in developmental projects in Ghana. According to Noyuoro (2018), there is no region or district in the country that has not profited from the operation of NGOs. Indeed, NGOs have been a powerful force in development in Ghana. Through its operation, over 650 communities in Ghana have been able to put up school blocks and health centres; construct drainage systems, community dams, roads; undertake agricultural projects; women empowerment, payment of school fees, granting loans, microfinance, provision of mosquito nets, payment of apprentice fees, organize health education programmes, food security, potable water and disseminate information and knowledge to the local people (Osei-Hwedie, 1990). This shows how NGO projects are supplementing the efforts of government in providing the basic services and amenities of people in Ghana.

World Vision International (2015), believes that many NGOs undertake projects in health service, women empowerment and food security services to the people of Ghana especially those in the rural areas to enable them meet their basic needs of life. The Catholic Relief Service, a Catholic organization, in 1994, supported the Government of Ghana and the Ministry of Health with 1,410.10 MT of hungry season food supplements to about 24,740 beneficiaries and families in the rural areas of Upper West, Upper East and Northern regions (Oquaye & Katsriku, 1996) as cited in Noyuoro (2018). This is an indication of the vital role NGOs have been engaging in as far as the health service, women empowerment and food security are concerned.

Oquaye &Katsriku (1996) is of the view that NGOs provide education to the communities in Ghana especially in the three Northern regions. The Catholic Relief Service, had provided teaching aid and text books for a kindergarten school and four teachers' bungalow in Nadowli district, a JSS classroom block was built and 600 pieces of furniture were provided (Oquaye & Katsriku, 1996). Literature on NGOs really demonstrates that NGOs provide projects in education, health services, technical assistance, economic empowerment and building of community development projects in Ghana even though there is still poverty and inequality in the country (World Bank, 2015).

2.2 Asuogyaman District

According to Arthur (2015), District Assemblies (D. As) in Ghana have become important agents of securing appropriate developments to the grassroots. These local government institutions derive their powers from laws such as Article 241 (3) of the 1992 constitution of Ghana as the highest political authorities in the various districts with deliberative, legislative and executive powers (Constitution, 1992). Additionally, L.G. Act 936 of 2016 which established D.As empowers them as pivots around which all local authoritative decisions and developments revolve. (L.G.Act 936, 2016)

In the pursuit of local developments, D.A.s also explore the competence of non-state actors such as NGO (L.G.Act 936: Section 12 (4)-(7)). This allowance of grassroots participation in local development by other agents is regarded as an effective manifestation of the decentralization concept which started in 1988. (PNDC, 1988)

The Asuogyaman District Assembly is one of the 260 Metropolitan, Municipal and District Assemblies in Ghana and forms part of the thirty-three 33 Municipalities and Districts in

Eastern Region. It covers a total estimated surface area of 1,507 square kilometers and constitutes 5.7% of the total area of Eastern Region. Asuogyaman District is located approximately between latitudes 6º 34º N and 6º 10º N and longitudes 0º 1º W and 0º14E. The Administrative capital of the District is Atimpoku. The District share boarders with Kwahu Afram Plains South District to the north and the Upper Manya Krobo District and Lower Manya Krobo Municipal to the south and west, to the east with Kpando Municipal, North Dayi District, Ho Municipal and the North Tongu District of the Volta Region. The population of the District according to 2010 population and housing census stands at 98,046 with 47,030 males and 51,016 females.

2.2.1 Some NGOs in the District and Their Respective Number of Projects

undertaken

Tab. 2.4.1.1 Some NGOs in the Asuogyaman District

NAME OF NGO	NO. OF PROJECTS UNDERTAKEN
Art2Change	44
Pencils of Promise	8
Compassion	14
Finatrade	21
Ghana Scholarship Fund Inc.	15
Africa Toilet Foundation	10
Plan Ghana	10
YMCA	35
TAP	8
DDI &AUYA	10
ALEM Foundation	7

2.3 Project delivery strategies

There is no single industry definition for what constitutes project delivery strategy (KPMG International, 2010). According to Gibson et al (2012), the concept of project delivery strategy can be defined as the set of project delivery methods that the owner may adopt for delivering its projects. KPMG International (2010), views delivery strategy as being about the approach used in getting a quality project done, on time, on budget and, more often, taking a life-cycle approach to make sure that the built asset is maintained over the long-

term. The appropriate delivery strategy will drive project cost, quality of design, construction, long-term maintenance, and project completion date (KPMG International, 2010).

Project Managers have learned to rapidly involve themselves deeply in any given project. Strong human efforts are relevant to achieving successes in projects. Project managers must pay particular attention to details to enable them learn new lessons. Doing this has been extremely beneficial to both the project manager and the project itself. The opposite, that is, improper planning, has also led to failure. Effective planning has yielded a lot of substantial outcomes that have resulted in successful completion of projects (Peters,2002).

In a paper submitted to the PMI during its annual seminars and symposium, Peters (2002) identified and outlined eight planning strategies of delivering quality projects. These strategies include:

Strategy One: To guarantee thorough and complete project preparation, learn to slice a project from distinct planning angles. Identify all components to be planned from project impact levels of Strategic, Tactical, Operational, and Task / Tools.

Strategy Two: Walk the project by time. This implies that, project practitioners should take advantage of advancement in technology or make use of new technologies to meet the needs of the project.

Strategy Three: Start records for hypotheses, definitions, data, possibilities, hazards, imperatives, choices, and resolution. Organize the present problems, use the categories to create extra problems, and then keep these logs throughout the project.

Strategy Four: Look for key Methods. Simply work out a plan until resources are integrated into a single method. A project will have half a dozen controlling methods. Examine these closely and schedule them out.

Strategy Five: Merge resources to come out with a management plan for each one of them.

Strategy Six: "Write Control Plans" to control scope, risk, schedule, cost, quality, etc. Proper planning will enable the project team to create controls that are possible to use for the given project. Ineffective planning will lead to having control plans that are irrelevant to use.

Strategy Seven: Use both box and time-line techniques to perform "scenario-war gaming and contingency planning".

Strategy Eight: "Develop project policy, project management processes, and project procedures".

In an article published by King University Online (2016), eight project delivery strategies have been identified:

2.4 Finalize Project Details

Before commencing a project, put measures in place to ensure success. This implies that get the support of all relevant stakeholders taking into consideration their needs or expectations. The project manager or team should have a detailed plan of the project scope, roles each team member will play, timelines for deliverables and put in place contingency plans to cater for uncertainties. There should also be criteria for measuring success. All details as far as the project is concerned should be in place before the commencement of the project.

Set Clear Expectations

Setting clear expectations, especially for team members is an integral part of successful project management. This makes it possible to hold people responsible for any occurrence on the project. The project manager should make sure that everyone on the project is not skidding off the road. This strategy actually keeps project team members on their toes.

Choose the Right Team and System

It is the duty of every project manager to bring together a team that will be able to produce the expected results. Therefore, the project manager must select team members who have all the requisite skills needed on the given project. Every project and the kind of skills required on it. The project manager must also make sure that there is in place the right task management systems. **Define Milestones**

In managing projects, the project manager must clearly define when milestones or performance would be measured. This requires the setting of phases in the project where these milestones would be measured to see the progress of the project. Peters (2002), identifies these four main phases for measuring milestones "initiation, planning, execution and closure". With these phases in place, success would be measured after each phase.

Establish Clear Communication

According to Peters (2002), communication is a key element in project management that can make or unmake the project. There should therefore be in place a detailed communication plan to manage all communications as far as the given project is concerned. Effective communication plan will enable the project manager to write all the necessary reports.

Manage Project Risks

Risk cannot be taking out of the equation as far as projects are concerned. However, being aware of them will enable you to manage them when they arise or show their faces. It will also afford you the opportunity to put in place preventive or mitigative actions.

Avoid Scope Creep

In every project, change is bound to happen. However, when the project manager is privy to how much change that is likely to occur, it will not affect deadlines and expected deliverables. This makes avoid scope creep an important role of every project manager. Every change should come with its commensurate additions.

2.5 Evaluate the Project After Completion

Evaluating project after completion has its attendant benefits. If affords the project manager and team and other stakeholders to learn useful lessons which can be carried across other projects. Weaknesses and strengths should be identified.

Bourne (2011), argues that one element missing in much of the discussion around project management is a focus on optimizing the project delivery strategy. In the view of this researcher, these key steps; Familiarization with the overall requirements of the project and its stakeholders, determining the key elements of value and success for the project, outlining the delivery methodology and getting approval from key stakeholders, developing the project's strategic plan based on the available know-how, resources and risk appetite of the stakeholders (including the project management team), can be of great relevance to the successful delivery of the project.

KPMG International (2010), assumes and categorize all the mainstream project delivery approaches into one of the following: Traditional; Integrative; Collaborative and Partnership. The table below throws more light on the component of each of the above categorization:

Table 1. Project delivery strategies and project delivery methodologies

Traditional	• design-bid-build • multiple prime contracting
Collaborative	• agency construction management • construction management at risk • design-and-build • engineering-procurement-construction • turn key
Integrative	• alliancing • partnering • integrated project delivery
Partnership	• build-operate-transfer • build-own-operate • build-own-operate-transfer • concession • design-build-finance-and-operate • private finance initiative • public private partnership

Source: KPMG International, Project Delivery Strategy: Getting It Right, 2010

Fig 2.5.1- KPMG Project Delivery Strategies and Project Delivery Methodologies

2.6 Project success factors

2.6.1 Project

According to the sixth edition of the PMI PMBOK (2017), a Project "is a temporary endeavor undertaken to create a unique product, service, or result." Generally, every project starts with an objective or a significant end results in mind. Based on the above definition, project is time bound and as such may require one or several persons undertaking that particular project. Quoting from Wysocki and McGary (2003), as cited in Kyu (2015), "A project is a sequence of unique, complex and connected activities having

one goal or purpose and that must be completed by a specific time, within budget, and according to specification"

In another study by Gray and Larson (2008), project has been defined as "a complex, non-routine, one-time effort limited by time, budget and resource, and performance specifications designed to meet customer needs". This definition of the above researchers is dissimilar to how our organizations naturally work to produce goods and services permanently. Project being non-routine here means that project is temporary, i.e. has a start date and time and end date and time. Every project comes with constraints that cut across all aspects of the entire project management process (Kyu, 2015).

Turner & Müller (2003) explain project as "an endeavor in which human, material and financial resources are organized in a novel way, to undertake a unique scope of work, of given specification, within constraints of cost and time, so as to achieve beneficial change defined by quantitative and qualitative objectives". This definition of project indicates that planned resources are needed to carry out activities based on stakeholder requirements (scope of work and scope of product)

Kerzner (2013), postulates that a "Project exist to produce deliverables. A project can be considered to be any series of activities and tasks that:

- Have a specific objective to be completed within certain specifications

- Have defined start and end dates

- Consume human and nonhuman resources (i.e., money, people, equipment)

- Have funding limits (if applicable)

- Are multifunctional (i.e., cut across several functional lines)".

Wysocki (2011) also defines project as "a sequence of unique complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification".

The definitions or explanations proffered by the above researchers all point to the fact that a project is temporary, unique, has a purpose or objective, has interrelated activities and progressively elaborated.

2.6.2 Success

On the issue of success, choosing one particular definition is a bit difficult due to the numerous definitions espoused in the scholarly. In spite of this difficulty of a working definition for this concept, the English dictionaries proffer some definitions as cited in Bjarnason (2015):

i.   Macmillan (Rundell, 2005) "The achievement of something that you planned to do or attempt to do".

ii.   Oxford (Stevenson, 2010) "The accomplishment of an aim or purpose".

iii.   Oxford Advanced (Hornby, 2011) "The fact that you have achieved something that you want and have been trying to do or get".

iv.   Cambridge Advanced (Walter, 2008) "The achieving of the results wanted or hoped for. Something that achieves positive results".

The above definitions proffered by the English dictionaries all point to one direction, i.e. achievement of desired results or achievement of objectives set out before the commencement of an activity and in this case, project.

2.6.3 Project Success

 In relation to success of a project, project success is considered as finishing a project within the stipulated budget, meeting timelines and with some appreciable level of quality as espoused by Kyu (2015). The effect of a project can be permanent, socially and environmentally, which may live beyond the expected life span of the project. It therefore becomes extremely important to ensure that the project sees the light of success because of the permanent effect it can bring on the lives of the beneficiaries of the project. The understanding one must get here is that certain factors contribute enormously to the success or failure of any given project. The overall outcome of the project may be dependent on these factors. Due to the enormous understanding of what exactly constitute success in projects, it has brought a huge burden on project managers. A clear-cut criterion for measuring project success is the way forward for project managers, as this will guide them to detect if they are achieving success or not in a given project.

According to these researchers, Lim & Mohamed (1999), Kerzner (2013) and Jugdev & Müller (2005), success was previously considered as merely meeting project goals such as finishing on or within the stipulated time, within budget and performing to the expectation of stakeholders. However, this perception has changed as far as modern day researchers are concerned. It is more complicated and more demanding according to (Bjarnason, (2015). Projects are about handling of expectations, and expectations is dependent on how one understands success. To achieve success in any given project, the researcher emphasizes that key stakeholders must not be excluded throughout the life span of the project. These key stakeholders play a very important roles in every project and ignoring them would be extremely detrimental for the success of the project. They can make and

unmake the project. Effective planning and commitment to the project goals can be helpful in achieving success (Jugdev & Müller, 2005).

In a study by Lim & Mohamed (1999), project success is classified into two areas, i.e. the **macro** and **micro** viewpoints. To throw more light on their viewpoints, they use the forest and the trees analogy and explain that the macro viewpoint is about focusing on the bigger picture. The bigger picture here means that the attention of project success should be focused on whether the original project concept has been achieved or not. That is the main aim. In terms of the micro view point, it is about the minute components of project achievements. The micro simply looks at the achievements of the project objectives. Macro = Aim and Micro = Objectives.

On the other hand, in a research carried out by Samset (1998) on project success, three perspectives are postulated. It is explained that success on / of project can be viewed from the **operational perspective** (the project outputs), **tactical perspective** (the project goal) and **strategic perspective** (the project purpose).

The **operational** perspective of Samset looks at whether the project was completed on time, within costs and meet expected quality. To him, time, cost and quality should be the utmost considerations in measuring success. The **tactical** perspective on the other hand focuses on the extent to which the project has achieved its formal goal. That is, whether the project has made any impact on the beneficiaries and meet their exact needs. Finally, the **strategic** perspective measures the project contribution of the project in terms of economic growth or positive changes in society. Simply put, the long-term sustainability of the project. Below is a diagrammatic explanation of Samset's perspectives:
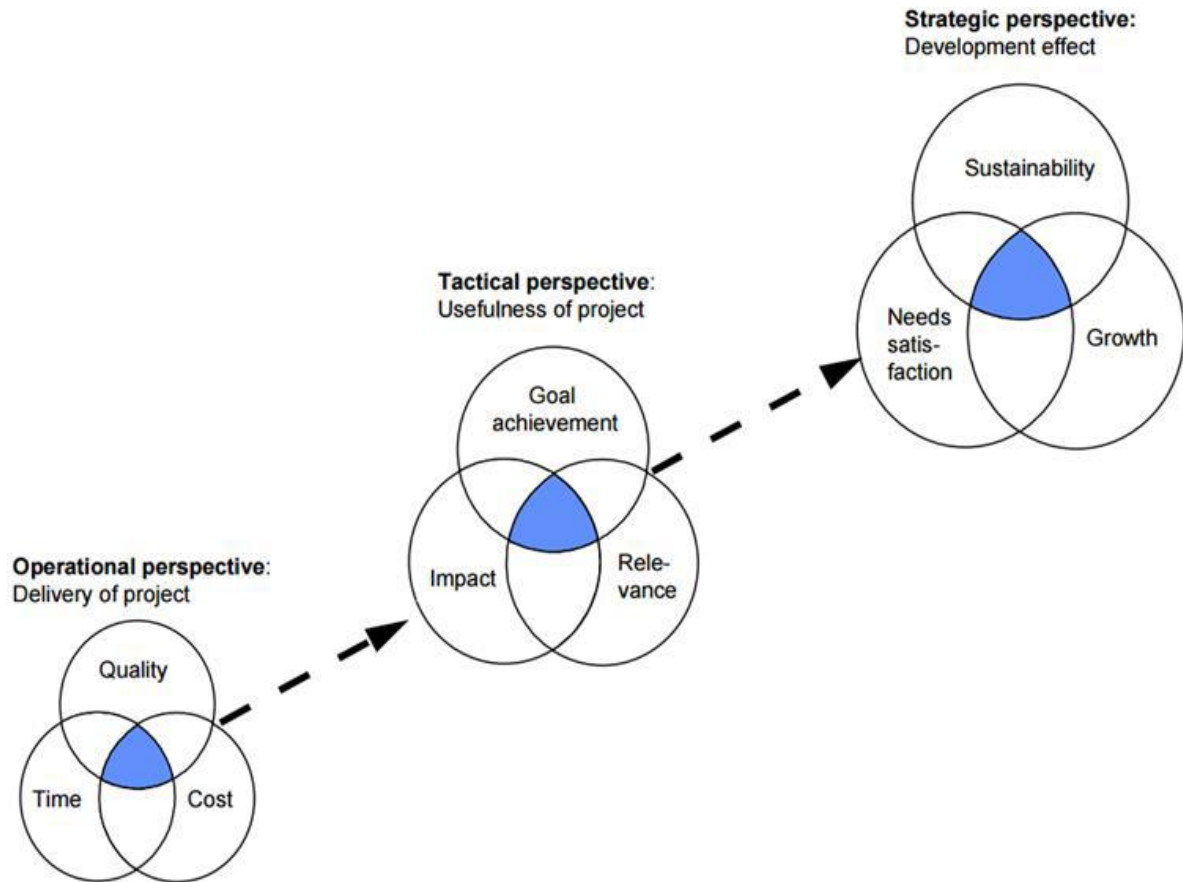
Fig. 2.6.3.1 Samset's Perspective on project success

In Lewis' (2005) opinion, project success can simply be considered as meeting the required expectation of the stakeholders and achieving its intended purpose. This can be reached by understanding what the end result would be, and then stating the deliverables of the project. Shenhar et al. (2001) disagrees with Lewis' assertion and gives the opposite. They argue that time and budget should be used to judge project success, even though it might not be applicable in all project situations. Thiry (2006), also contends that success of a project should simply be defined based on the contribution or benefits the project bring to users vis-à-vis resources, competencies and complications within the project parameters.

However, Cleland (1986) makes a claim that, the significance of a project's success should be looked at from the extent to which performance objectives were achieved according to

the time frame and within budget on one hand and the contribution of the project in meeting the mission or aim of the organisation, on the other hand.

The definition or explanation of project success has divergent views or opinions. When a product or service is produced within the budget given, success can be said to have been achieved. This understanding might be different from the understanding of another team. Another team may consider success from the point of completing the project within a given time frame, Kyu (2015). According to this researcher, meeting project schedule, cost and quality can be used as success criteria.

In the view of Pinto & Slevin (1988), **Project Success or Failure** should be measured against the satisfaction of the client or users. Once the client or user is pleased with the work done, success has been attained.

Baccarini (1999) classifies project success into two; **project management success and product success.** He throws more light that project management success should involve the project processes used in meeting the cost, time and quality and how the process was carried out. For product success, he says that it has to do with the effect it brings on the users. Furthermore, when this distinction has been done clearly, it will enable us to determine whether success has been achieved or not. Below is the diagrammatic explanation of what should constitute project success:

Project success = project management success + project product success

Fig. 2.6.3.2 Baccarin's explanation of project success

I seem to be in agreement with this view because the successful execution of any given project pivots around successful project management. Kyu (2015) identifies two components of project management. These two components are the project management process and the management of the project knowledge areas. The project management processes include initiation, planning, execution, monitoring and closing. On the other hand, the knowledge areas include integration management, scope management, time management, quality management, cost management, communication management, risk management, procurement management and stakeholder management.

Kerzner (2013) explains project success from the contemporary point of view and says that project success definition should include completion with acceptance by the customer, within schedule, within budget, at specified performance level and within mutually agreed upon scope and scope changes.

De Wit (1988), also believes that project success should involve broader objectives and should be dependent on the viewpoints of stakeholders throughout the project lifecycle. Cooke-Davies seems to be in consonance with De Wit's definition of project success and also argues that project success should be measured against the overall objectives of the project (Cooke-Davies, 2002). In this regard, it must be categorically stated that definition of success can vary according to who the stakeholder is. For instance, each of the following can have their own definition of success on a project, says (Kerzner, 2013):

    i.   Consumers: safety in its use

    ii.   Employees: guaranteed employment

    iii.   Management: bonuses

iv.   Stockholders: profitability

v.   Government agencies: compliance with federal regulations

2.7 Project management and success

Gray & Larson (2011) explain project management as a task originating from an organization that enables skilled project managers to use skills, tools or techniques and knowledge to plan, execute and control a unique project within a limited lifespan by meeting the specification requirements of the project outlined by the organization.

APM (2006) also defines Project management as "the process by which projects are defined, planned, monitored, controlled and executed to meet the agreed upon objectives. From another perspective, Munns and Bjeirmi (1996) explain project management as a process used as a control mechanism to realize the objectives of a given project through the application of organizational structure and available resources to manage the project using tools and techniques in such a way that the routine activities or operations of the organization is not affected.

PMI PMBOK (2017) explains project management as "the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements". This means that "project management is accomplished through the appropriate application and integration of the project management processes identified for the project". Appropriate application of project management processes enables organizations to execute projects effectively and efficiently. This will in effect help meet business objectives, satisfy stakeholders' expectations, and increase the chances of success. What this also means is

that effective project management is a guarantee for success, all things being equal. In my opinion, success in any given project is dependent on effective project management.

> ***Effective Project Management*** ➡️ **Project Success**
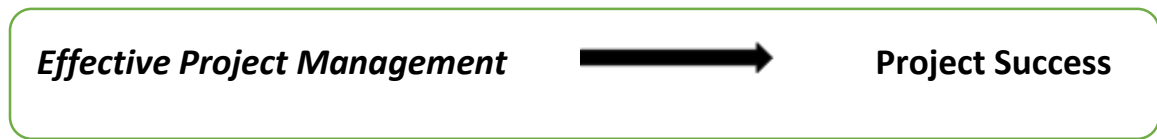
Fig. 2.7.1 Effective project management and project success

In the view of Kyu (2015), project management is the "discipline of managing all the different resources and aspects of the project in such a way that the resources will deliver all the output that is required to complete the project within the defined scope, time, and cost constraints. These are agreed upon at the project initiation stage and by the time the project begins all stakeholders and team members will have a clear understanding and acceptance of the process, methodology and expected outcome". This means that before any project commences, proper planning should precede every other activity of the project if the project manager really wants to achieve success.

2.7.1 Project management success

Conventionally, project management success has always being focused on the following dimensions of 'within the time', 'within the budget' and 'according to the requirements' of the project (Kyu,2015). These dimensions are considered by many scholars as a good criterion for measuring project management success. However, Baccarini and Schwalbe disagree to this assertion as the only success measurement criteria. They add that, quality of the management process and stakeholders' requirement expectations should also be included (Baccarini 1999; Schwalbe 2004) as cited in Kyu (2015). Furthermore, the extension should also include communication, procurement, risk, integration and

stakeholder management processes to give a broader perspective of what exactly constitutes project management success.

It therefore becomes important to also consider the effect quality, scope, communication, etc. can have on success of a project.

2.7.2 Quality on Success

Quality is a distinctive characteristic that many users of products and services do not compromise. It is not surprising as most service providers or producers of products often use the term to advertise their products. That is why we often here companies say "quality is our hallmark", "quality is assured", "we don't compromise on quality", etc. Kyu (2015) asserts that the quality of the product/service is an attractive factor to the customer. In Professor David Garvin's book, **Managing Quality**, five (5) approaches of viewing or defining quality are identified; transcendent view, product-based view; user-base view; manufacturing base view and value-based view.

Transcendent view: quality cannot be defined and as such can be recognized only when the product is used or the service is experienced.

Product-Based View: quality is viewed as quantifiable and measurable characteristics or attributes. E.g. durability or reliability can be measured. Quality is based on individual taste ore preference.

User-Base view: definitions are based on the idea that quality is an individual matter. The quality of a product is based on satisfaction derived from it.

Manufacturing-Based view: is concerned primarily with engineering and manufacturing practices and use the universal definition of conformance to requirements.

Value-based view: is defined in terms of costs and prices as well as a number of other attributes (Consumer's purchase decision)

Even though quality is an attribute that consumers of services and products do not compromise, the above literature indicates that quality is individualistic, despite the fact that there are industry standards. It must however be emphasized that this attribute alone cannot be said to be a good determinant of project success. Project managers try their best to incorporate it as a policy when managing projects.

2.7.3 Effect of Cost on Success

In the view of Kyu (2015), for any project to be successful, money becomes an essential component. The purchasing or procurement of materials, machinery and payment of labour (all resources) for any given project, all bother on money. Project cost management is always considered as one key component of management of any given project. Therefore, project success is decided by how well the project cost is handled. However, many at times it happens that, the project may not be completed within the project cost and when this situation arises, it leads to project failure. It is important to have a good estimate of how much is really required to make a good product/service. When a project manager sets up the project budget precisely from the onset of the project using the right estimation technique, monitor and manage the project budget frequently, this is likely to lead to project success.

2.7.4 Time Management and Success

According to Kyu (2015), time is an important factor in determining success as the other attributes such as cost, quality, etc., depend on. For project managers, possessing effective

time management skills is congruential to successful. A lack of it can impact negatively on the project. A deviation from it can be detrimental to the triple constraint triangle.

2.7.5 Scope Management on Success

The project scope management is a tough task, however, when well-managed, it really helps the firm to successfully deliver their projects. Scope management, involves outlining and controlling all the work that needs to be done and not to be done in the given project. It is important that persons working on or related to a given project are in terms with the scope requirements, be it process or product to be produced (Kyu, 2015). Very few projects are ever completed according to the original plan and budget. Change is inevitable, but mandating that proper change control processes are in place can help minimize the impact. Poorly managed or uncontrolled changes can harm a project severely; including missed deadlines, budget overruns, and even project failure. To harmer on this point, poor estimates in the planning phase (39%) and changes in scope mid-project (41%) were reported as the top two reasons for project delays in the 2014 Global PPM survey by PWC.

In the opinion of Schwalbe (2007), scope planning should be the first step in managing a project scope. The size of the project, complexity, relevance, and other factors will determine how much energy is devoted on planning the scope. This will then produce a main output called scope management plan. A well elaborated scope can be a surety for success as it brings an improvement in the accuracy of time, cost and resource estimation. would have some level of accuracy. It also contributes greatly to the communication plan of the project.

2.7.6 Human Resource Management on Project Success

Ivancevic & Konopaske (2012), explain that "human resource management is the process of linking the human resource function with the strategic objectives of the organization in order to improve performance."

"Human resource management (HRM) is the effective management of people at work. HRM examines what can or should be done to make working people more productive and satisfied "as explained by Ivancevic & Konopaske (2012). In a given project, effective human resource management can bring a clear distinction between success and failure.

According to Belout (1998), many researchers agree that the human resource function is one of the most crucial elements for an organization's success. He further states that project managers

are considered in project management literature as central actors for success and effectiveness.

2.7.7 Project Communication Management on Project Success

Communication is an essential process in our day-to-day life and the entire world revolves around it, (Rajkumar, 2010). According to Rajkumar, Lasswell's Maxim defines communication as "who says what to whom in what channel with what effect". He goes ahead to state that communication is all about exchanging of information from one point of the project to the other point in an efficient manner and consider communication as even the "Project's - life Blood".

Customwritings (n.d.), explains communication as a process by which information is transferred from one point called the source to another point called the receiver. This may be done through different channels.

The definition of project communication management espoused by PMI PMBOK (2017) appears to be a fantastic one. In the PMBOK, "Project communication management includes the process required to ensure timely and appropriate generation, collection, distribution, storage, retrieval and ultimate disposition of project information". In a paper on the title "Art of communication in Project Management" presented at the PMI conference, Rajkumar (2010) strongly suggests that effective communication is the key for success for any project. The mantra "more effective communication **equals** Better project management", is common knowledge to everyone in project management. Rajkumar also indicates in his paper that about 90% of the time in a project is spent on communication by the project manager.

According to Analoui (1993), "communication is an important skill for project managers to accomplish effective project management" as cited in Kyu (2015). Management use communication as a tool to motivate their staff to perform to the best of their ability (Customwritings, n.d.). "Effective communication is the key to success for the individual as well as for the project" (Verma, 1996). Verma (1996) highlighted that, by using communication skills, it enhances the project manager's ability to strategize, direct, control and coordinate their operations throughout the life cycle of the project in question. In effect, management of communications can be a good determinant of success or failure.

2.7.8 Project Procurement Management on Success

The PMI PMBOK (2017), defines project procurement management as "the processes necessary to purchase or acquire the products, services, or results needed from outside the project team". Thus, purchasing of goods from outside the performing organization. It does not include goods obtained internally within an organization.

Furthermore, in the view of Kyu (2015), "effective procurement process will help in saving time, maintaining a sound budget and event saving money while managing and lowering risk".

2.7.9 Project Risk Management on Project Success

Flanagan and Norman (1993), considers risk management as a management system. To them, risk management is used to identify, classify and quantify all the inherent risks that influence the business or project performances, leading to decision making as to how all risks would be managed.

PMBOK (2017), defines project risk management as "It is the systematic process of identifying, analyzing and responding to project risk. It includes maximizing the probability and consequences of positive events and minimizing the probability and consequences of adverse events to project objectives."

According to Lavanya and Malarvizhi (2008), effective risk management not only helps in avoiding crisis situations but also aids in remembering and learning from past mistakes. This improves the chance of successful project completion and reduces the consequences of those risks. In terms of contributors to the overall project success, effective project risk management cannot be sidelined or underestimated. This is so because, it points out all

threats and opportunities to the project manager to take a decision as to whether to utilize opportunities and eliminate threats (Kyu (2015).

2.7.10 Project Stakeholder Management on Success

In his opinion, Ukessays (2018), project stakeholders are those who can make and unmake a project, be it individuals or organisations. Their interest may be affected or may be involved in the given project. This implies that it can be extremely costly if stakeholders' expectations are ignored and this can impact negatively like delay in deliveries. So, the project manager should take care of the interests of the stakeholders balancing the requirements of the project.

Stakeholders must be managed. The process of managing these people require that they are identified and engaged. Their effective management can lead to successful implementation of projects (Kyu, 2015).

2.8 Project success factors and the importance of success factors on project delivery

Day-in-day-out, we hear people share their success stories. It may be an academic achievement, completion of a given task, landing on a big position. What then is success and by what means can one determine success? What factors constitute success and which factors lead to successful projects or completion of project? Of what use will success factors be to project delivery?

Muller and Turner (2007) identified and outlined two components of project success vis-a-vis project management as project success factors and project success criteria. These two components are explained below:

- **Project success factors** are the elements of a project that can be influenced to increase the likelihood of success; these are independent variable that makes success more likely.

- **Project success criteria** are the standards by which we judge the successful outcome of a project; these are dependent variables which measure project success.

According to Lim and Mohammed (1999) if you are involved in project, project success is usually considered as the achievement of some pre-determined project objectives or goals whereas the general public base their views on the satisfaction they derive from the usage of the deliverable. A typical example of perception of project success is the Sydney Opera House project which budget went over sixteen (16) times and its schedule or duration going over four (4) times (Thomsett, 2003).

2.8.1 Success Factors

In a study by Murphy, et al (1974), a sample of 650 completed aerospace, construction and other relevant projects were used. Ten (10) factors were identified to be strongly linearly related to both perceived success and perceived failure of projects, whereas twenty-three (23) project management characteristics were found as being necessary but not sufficient conditions for perceived success.

Furthermore, in the studies conducted in the 1980s by Pinto and Slevin (1987, 1988) & Morris and Hough (1986,1987), the latter drew their inferences basically from case study analysis of major projects and literature, but the former based their finding s on the view of 414 PMI members who responded to questions requiring them to rate the relevance of ten (10) critical success factors and four (4) additional factors, to project implementation success.

From the above one can conclusively say that several factors can have an impact on the success of any given project. They may differ from one project to another and one organization to another. According to Cooke-Davies (2002, p185), "success factors are those inputs to the management system that lead directly or indirectly to the success of the project or business". These factors are classified into five different groups based which element they relate to as: the organization, the project manager, the project team, the project itself and the external environment (Belassi & Tukel, 1996, p144). These five categorizations are explained below:

2.8.1.1 The Organization:

Cleland & Ireland (2002), Tinnirello (2002) and The Standish Group Report (2001), all opine that top management support is the principal success factor for many independent research groups. What this assertion means is that, no project can finish or thrive successfully unless the project has full management support. So, the project manager must secure true support from the senior or operational management. It is extremely difficult if not impossible to work in a hostile environment where nobody understands the benefits that the project will deliver to the organization. Stakeholder management and contract strategies are separate success factors which are also considered part of organizational issues (Torp, et al., 2004). Two factors are identified here: stakeholder management and contract or project delivery strategies.

2.8.1.2 The Project Manager

A competent and efficient project manager with varying sets of skills to apply during the execution of a given project will help guide the rest of the team to meet their objectives. Quality leadership is key to the success of any organization. The Standish Group report,

The Standish Group Report (2012), identifies some set of skills that a project manager must possess to be able to deliver success on a project. These include business, communication, responsiveness, process, results, operational, realism and technological skills. However, in another research by Turner and Muller (2005, p59) it is said that the competence and leadership style of a project manager have no influence on success of the project. Their assertion is probably based on the fact that the project manager's results are hard to prove let alone, measure. "If the project is successful, senior management will probably claim that all external factors were favorable. On the contrary, if it turns to be a failure, project manager easily becomes the scapegoat" Kyu (2015).

2.8.1.3 The Project Team

A project team is a team whose members usually belong to different groups, functions and are assigned to activities for the same project. The team can also be described as those people who have a role in the same project. They are usually temporary.

According to Kyu (2015), a good project team with the requisite skills can be beneficial to the core objectives of the project. With all members of the project team committed to the main objective of the project, success can be rest assured. In the PMI PMBOK (2017), it is explained that aside from skills and commitment on the part of the team of a project, the team should have access to clear communication channels with "both the functional manager and the project manager within a matrix organization. Effective management of this dual reporting is often a critical success factor for the project".

2.8.1.4 The Project Itself

In the view of Belassi & Tukel (1996), the type of project underscores some factors that are vital to success. For instance, if a project requires urgency, time becomes the critical

factor or an essential commodity as far as that project is concerned. The size of project, value of project and its uniqueness of activities can pose some challenges to a project manager who is used to planning and coordinating common and simple activities or less difficult projects.

2.8.1.5 The External Environment

The external environment is composed of all the outside factors or influences that can impact the operation of business. When these factors begin to express themselves, the organization must act or reach to keep up its flow of operations. According to Ashley (n.d.), chapter five/ lesson 14), how businesses or companies react to external factors is key to their success.

In the view of Belassi & Tukel (1996, p145), "external environment can be the political, economic, socio-culture and technological (PEST) context in which the project is executed. Factors like the weather, work accidents or the government's favorable or unfavorable legislation can affect the project in all of its phases". All clients outside the organisation are considered as external factors influencing the project, as cited in Kyu (2015). Another crop of people external to the organisation who can undermine the success of a project are competitors. These competitors can undertake a more appealing project that can outshine an earlier or original project.

2.8.1.6 The Standish Group IT Project Success Factors

According the Standish Group CHAOS report (2012), the most important aspect of their research is discovering why projects fail. And in doing this, the researchers surveyed IT executive managers for their opinions about why projects succeed. The three major reasons that were ranked higher than all other factors as to why projects succeed are "user

involvement, executive management support, and a clear statement of requirements". In their estimation, there are other success criteria or factors, but with these three elements in place, the chances of success are much greater. Without them, chances of failure increase dramatically. Below is their published data on success factors of projects.

Project Success Factors	% of Responses
1. User Involvement	15.9%
2. Executive Management Support	13.9%
3. Clear Statement of Requirements	13.0%
4. Proper Planning	9.6%
5. Realistic Expectations	8.2%
6. Smaller Project Milestones	7.7%
7. Competent Staff	7.2%
8. Ownership	5.3%
9. Clear Vision & Objectives	2.9%
10. Hard-Working, Focused Staff	2.4%
Other	13.9%

Fig.2.8.1.6 The Standish Group IT Project Success Factors

2.9 Success Factors of NGO Projects

There exist enormous studies on the success of projects undertaken by public and private firms. Examining success factors of NGO projects will contribute to the existing literature on NGOs in relation to their developmental projects. Yogaraja, et al. (2019) contend that the examination of success factors should be done at three levels of success, i.e. Project management level, the project level and NGO level. They also include other factors that do not fall into any of the above levels or categories. These levels of Non-Governmental Organisations project success are elaborated below.

2.9.1 Project Management Success

According to Shenhar et al. (2001) and Baccarini (1999), project management success refers to completion of projects in accordance with schedule, cost, quality, and the required work to be done (scope). Their research gives practical justification of measuring developmental projects using the above identified factors. This is a confirmation of the earlier findings found in the literature for measuring project management success. The factors loaded recorded the following standardised values for factor loading for project management success; Scope [r^2=0.85 (p<0.001)], Quality [r^2 =0.804 (p<0.001)], Time [r^2=0.76 (p<0.001)], Budget [r^2 = 0.71 (p<0.001)]

The above results prove that time, budget, scope and quality are applicable to success factors of NGO projects, (Yogarajah et al., 2019).

2.9.2 Project Success

In the views of Serra and Kunc (2015), Diallo and Thuillier (2005, 2004), Cooke-Davies (2002) and Shenhar et al. (2001), as cited in Yogarajah et. al (2019), "project success refers to the degree to which development projects outputs produce the desired outcomes". Stakeholder's satisfaction, impacts of project, sustainability of project and the contributions the project add to development objectives were identified by these researchers as criteria for measuring project success. The study carried out by Yogarajah et. al came out with some three underlying factors which include stakeholder's satisfaction, project impacts and project sustainability in the beneficiary community.

2.9.2.1 Stakeholder's Satisfaction

This is identified as the number one factor which is used to assess success of projects just as it is widely recognized in project management literature that satisfaction of clients or

customers is used in measuring success factors of private firms (Cooke-Davies ,2002), (Torbica and Stroh, 2001), (Liu and Walker, 1998) cited in Yogarajah et. al (2019)

2.9.2.2 Projects Impact

Again, on the issue of project impact, Yogarajah et al.'s (2019), study revealed that assessing the manifest and latent effects of projects is an important measure for assessing the success of given project, as has been highlighted in previous studies by (Diallo and Thuillier, 2005, 2004; Shenhar et al., 2001). Designing project of development have in mind one benefit, long-term benefits, to the beneficiaries, that will change their fortunes for a long time. Therefore, assessing the impact such as favourable behavioural changes that the project has brought onto the community is highly important.

2.9.2.3 Project Sustainability

The third factor identified in Yogarajah et al.'s (2019) for assessing NGOs project success is project sustainability. After completion of every project, the performing NGO leaves and live the management or maintenance of the project in the hands of the beneficiary community. The continuation of the project even after the performing organisation has left the scene is the main issue of sustainability. According to these researchers, sustainability of the project by the community should be used to measure the successfulness of the project.

2.9.3 NGO Success

According to Yogarajah, et al. (2019), previous studies have emphasized that, the contribution of the project to the success of the NGO, that is, achievement of organisational objectives and supporting business strategies to their competitive advantage should also be used to evaluate success of NGO project and not only the traditional success measurement

factors; scope, quality, time, budget stakeholder satisfaction and impacts as found by (Serra and Kunc, 2015; Sutton, 2005; Cooke-Davies, 2002).

2.9.4 Cultural Competence

This can be defined as "the knowledge, attitudes and skills required working with people from different culture" (Romney,2008. P. 14) as cited in Jorunn (2016). According to Simkhovych (2009), the Project Manager of development projects by NGOs can become efficient culturally by developing the ability to relate with people from different cultural backgrounds and this will maximize the chances of mutual beneficial outcomes. Lewis (2007), also believes that the goals of development projects are often related to change of social patterns, beliefs and traditions. Therefore, contextual factors may challenge the success of NGO projects, especially, when the Project Manager fails to become aware of cultural contests of projects.

To help manage these situations, Campinha-Bacote (2002) as cited in Jorunn (2016), developed "the cultural competence model" and considers it as a process. In her model, cultural "**awareness, knowledge, skill, willingness to learn and social encounters**" were identified as interdependent dimensions. These five dimensions are explained below.

2.9.4.1 Cultural Awareness

This dimension, according to Campinha-Bacote (2002), mainly focuses on the project manager's sensitivity to cultural and contextual factors that may be different from that of the project manager. Each culture may have its own style of communication (Kliem, 2008), divergent views on leadership and authorities, perception of most important priorities and work identity (Hofstede, 2011). A lack of awareness of these cultural variations may result

in miscommunication and conflicts that may hinder collaboration, preventing goal achievement (Simkhovych, 2009).

Cultural Knowledge: This is the collection of relevant information that will enable understanding of social codes and body language (Shultz,2005). Eide & Eide (2007), explains that a lack of mutual knowledge of cultural differences, the Project Manager is likely to encounter difficulties to fathom the thoughts of the team members. The perception of local team members of foreigners and their culture may change before and during the execution of a given project.

2.9.4.2 Cultural Skills:

Campinha-Bacote (2002), explains cultural skill as the ability to collect relevant cultural data, presenting a problem as well as accurately performing a culturally based physical assessment. What this simply implies is that to develop the skills requires meeting the needs and expectations in another culture than one's own. An inter-culturally effective person has been described by Vulpe et al. (2000), as someone with the ability to show cultural empathy, open-mindedness, prove ability to discriminate cultural differences as well as communicating effectively in a cross-cultural context.

2.9.4.3 Cultural desire and willingness to learn:

In the view of Campinha-Bacote (2002), cultural desire is the motivation to engage in the process of becoming culturally aware, culturally knowledgeable, culturally skillful, and familiar with cultural encounters.

2.9.4.4 Cultural Encounters:

Cultural encounter is the process that encourages the manager to directly engage in interactions with colleagues from multi-cultural backgrounds (Campinha-Bacote, 2002). Kliem (2008), supports this view of Campinha-Bacote and explains that, directly interacting with colleagues from diverse cultural groups will refine or modify one's existing beliefs about a cultural group and will prevent possible stereotyping.

In another study by Masiiwa & Jay (2015), NGO project success factors have been categorized into six (6): Organization-specific factors; External Environment-related factors; Client-and Stakeholder-specific factors; Team-Specific factors; Project manager-specific factors and Project-Specific factors. These categories and their specific success factors are elaborated below.

2.9.4.5 Organization-Specific Factors

Factors that have been highlighted as important in determining project success for international development and NGO projects include: extent to which project resources are available (Khang and Moe, 2008; Struyk, 2007; Youker, 1999), identification and active use of project champions, organization culture supportive to project excellence, project management structure and the extent

to which organization publishes success stories (Khan et al., 2000; Vickland and Nieuwenhuijs, 2005), top managers competence on projects and the extent of bottom-up implementation (Vickland and Nieuwenhuijs, 2005) and the extent to which learning opportunities are generated and harnessed among projects (Struyk, 2007). The availability of learning opportunities has also been cited as important in determining project success (Khan et al., 2000; Struyk, 2007).

2.9.4.6 External Environment-Related Factors

These factors are identified as; political aspects (examples include wars, unrests); legal aspects (examples include changes in laws, regulatory systems, etc.); economic aspects (examples include changes in economic regulation and conditions); environmental aspects (examples include pollution, concerns with the green economy); social aspects (examples include ethnic hostilities, religious conflicts and divisions); physical aspects (examples include natural disasters, etc.) and cultural aspects (examples include different thinking and background These factors have also been affirmed as significant in determining project success (Crawford and Bryce, 2003; Khang and Moe, 2008; Struyk, 2007).

2.9.4.7 Client and Stakeholder-Specific Factors

Masiiwa & Jay (2015), identifies the following factors as related to client and stakeholder: client consultation (Struyk, 2007); understanding of project environment, stakeholder support, strong ownership (Diallo and Thuillier, 2005; Khang and Moe, 2008) and communication and trust (Diallo and Thuillier, 2005). In addition, the geographical dispersion of the stakeholders has meant more emphasis needs to be placed on communication as well as consultation.

2.9.4.8 Team Specific Factors

According to Masiiwa & Jay (2015), the following factors constitute team related factors: flexibility of project plan and implementation (Khan et al., 2000; Khang and Moe, 2008); personnel training and use of right people from right departments (Vickland and Nieuwenhuijs, 2005); number and spread of implementing actors (Struyk, 2007); competencies of project team, commitment and adequate local capacity (Khang and Moe, 2008); trust and communication (Diallo and Thuillier, 2005) and skills and composition of

project team (Khan et al., 2000; Khang and Moe, 2008; Struyk, 2007; Vickland and Nieuwenhuijs, 2005).

2.9.4.9 Project Manager-Specific Factors

These factors: implementation approach and selection of the right project team (Khan et al., 2000) and strong project management (Vickland and Nieuwenhuijs, 2005), constitute project manager related factors as far as NGO project success factors are concerned.

2.9.4.10 Project-Specific Factors

Factors important in determining project success for development and non-governmental projects include: the extent of use of project compatible technology (Ika et al., 2012), urgency of project and whether the right project is selected (Khan et al., 2000).

2.9.4.11 Stakeholder Involvement

Stakeholder involvement is the process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions (Wikipedia, n.d.) & (Fudge N. et al, 2008). i.e. stakeholders can impact positively or negatively on any project. In the view of Yogarajah et al. (2019), stakeholders' rapport is considered the next factor for evaluating NGO success. They aver that execution of projects should lead to increased strong connections with stakeholders, allowing NGOs to carry out future projects with strong support and advice from stakeholders. This suggests that NGOs should strengthen relationships with their stakeholders for successful continuity of their operations.

According to The Standish Group CHAOS report (2012), the most important factor, "user involvement," was given 19 "success points". This implies that effective user/stakeholder involvement in any given project, to an extent, is likely to enable the project to achieve

success. Holland, et al. (2001) through the ITDG report, report that community participation in projects is now widely accepted as a pre-requisite to ensuring equity and sustainability of local infrastructure investments or projects such as water supply or rural electrification.

2.9.4.12 Competent Staff/Human Resource

According to Wanja (2017), one of the key resources for successful organizational development is the human resource. Human resource is an important factor for the success of projects in every organization. Bratton & Gold (2007), also points out that, the productivity of employees may increase due to a good reward system. This implies that, employee motivation, using a good rewarding system has a positive effect in relation to their behavior towards the job and also their commitment. This eventually will lead to increase in performance. Wanja (2017), concludes that the work environment, rewards, remunerations and staff competence can influence the performance of the human resource base on a project.

Pinto and Trailer (1998) recognized the characteristics of an effective project manager and identified them as credibility, creative problem solving, and tolerance for ambiguity, flexible management style, and effective communication. They also identified the skills needed for project managers: technical, administrative (planning, budgeting, etc.) as cited in Hadeel (2015).

CHAPTER THREE

METHODOLOGY

This chapter describes the current research approach with a view to selecting the most appropriate methodology, including research design, population and sample frame, sampling techniques and sample size, method of data collection and measurement, questionnaire design and development, scope/delimitation.

3.1 Research Design

According to Mohan (2002:22), a research design is the researcher's overall technique for answering the research question or testing the research hypothesis. Quantitative data collection procedures and analysis were used to assess success factors of Non-Governmental Organization's projects in the Asuogyaman District.

Quantitative approach is used with respect to quantities which involve estimated figures (Obeng, 2009). It emphasizes objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. It primarily focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon.

The method helped the researcher to use numeric data to analyze the data that was collected on the success factors of NGO projects in the Asuogyaman district. In other words, it helped the researcher to use percentages and figures in the data analysis to assess the success factors of NGO projects in the district.

The rationale behind the choice of this research design was to ascertain the success factors of projects that have been undertaken by NGOs in the district in the last ten (10) years, in

the Asuogyaman district. Officials of these NGOs and selected staff of governmental agencies in the district were given questionnaires to respond to.

3.2 Sources of Data

Data was obtained from both primary and secondary sources.

3.2.1 Primary Sources

Primary data was gathered through administration of structured questionnaire with Officials of NGOs, District Assembly, Ghana Education Service, National Health Insurance Scheme and Ghana Health Service in the district. Questionnaire was used as the main instrument to solicit the views of the above population on the theme under discussion. Field observation was also used to confirm with community leaders in beneficiary communities, head teachers, health workers, the various individual projects they have benefited from as far as NGO projects in the Asuogyaman District are concerned. An official arrangement was made with officials of the various NGOs and government institutions, and all those who mattered as far as this research was concerned. This helped the researcher to gather adequate information on the activities of Non-Governmental Organisations in the Asuogyaman district since 2009.

3.2.2 Secondary Sources

Secondary information was gathered from books, journals, thesis of students and researchers, statistical data, graphs and charts, use of census data and reports. Data on NGOs in terms of their registration with government institutions, nature of their project and the number of projects undertaken in the district, were gathered from the archives of government institutions.

These sources aided the researcher to gather adequate and accurate information on the topic under study.

3.3 Population and Sample Frame

Population in the realms of research is simply all the members of the group that a researcher is interested in (Bynner J. et al, 1978). This means that population is the totality of a definite collection of individuals or objects that have a common, binding characteristics or traits. The researcher used all Non-Governmental Organisations, Semi-governmental Organisations, Government Institutions, and Corporate Organisations that undertake or have undertaken projects in the district, and all inhabitants of beneficiary communities of the various NGO projects as the population size for the study. The population included 35 NGOs, 6 Government Institutions, 50 Schools, 35 communities and 10 health institutions. These respondents have benefited or are aware of the numerous NGO projects in the Asuogyaman District of Ghana, since 2009 and beyond. However, 22 active NGOs and 6 government institutions formed the population size for the questionnaire.

3.4 Sampling Size

A sample size can be considered as a subsection of the population that is usually chosen because to access all members of the population is constrained by time, money and other resources (Foddy, 1994). To ensure reliability of data and fair representation of the population, the researcher selected 3 respondents each from 11 NGOs and 4 Government Institutions, given a total of 45 respondents for the administration of the questionnaire.

Yamane (1967:886) provides a simplified formula to calculate sample sizes. This formula was used to calculate the sample size of 45. A 90% confidence level and Precision (P) = 0.1

$$n = N / 1+N(e)$$

Where n is the sample size, N is the population size, and e is the level of precision

N=84 and e=0.1, given a sample size of 45

The population, N=84, for the study was deduced by selecting 3 respondents each from the 22 active NGOs and 6 government institutions. This implies that:

NGOs Population: **3 x 22 = 66**

Government Institution Population: **3 x 6 =18**

Total Population for the study, **N**, is **66 + 18 = 84**

Non-Governmental Organisations: The NGOs selected as respondents include the following: Art2Change, Pencils of Promise, Ghana Scholarship Fund Inc, Africa Toilet Foundation, Finatrade, Young Men Christian Association (YMCA), Compassion International, Plan Ghana, Pinnacle Foundation, ALEM foundation, Transitions and Perspectives (TAP) and Dodi Development Initiative and Africa United Youth Association.

Government Institutions: Asuogyaman District Assembly, Ghana Education Service, Ghana Health Service and the National Health Insurance Scheme in the district.

Furthermore, 10 schools, 10 communities and 5 health facilities were also selected to confirm or disconfirm the existence of NGO projects in their respective organisations and communities. In the various schools, communities and health facilities selected, the Head Teacher, Chief and Administrator respectively, were contacted to confirm the existence of a project that has been undertaken by a particular NGO or otherwise.

Communities: The 10 communities selected were Akrade, Senchi, Turska, Akwamufie, Nnudu, Kwanyako, Aboasa, Anyansu, Apeguso, Frankadua.

Health Facilities: The following health facilities were selected: Senchi Clinic, Aboasa CHPS, Apeguso clinic, Anyansu Health Centre and Frankadua Clinic.

Schools: Schools Selected include, South Senchi D/A JHS and Primary, Akwamuman Senior High School, Nnudu Presby Primary School, Nnudu-Aboasa L/A JHS, Apeguso D/A Basic School, Anyansu Presby JHS and Primary, Frankadua D/A JHS, Akwamufie Presby Basic School, Akrade Presby Basic School and Abomayaw D/A Basic School.

3.5 Sampling Technique

Burns and Grove (2003:31) define sampling as a process of selecting a group of people, events or behaviour with which to conduct a study. A purposive sampling technique was used to select relevant respondents for the study. In the view of Badu & Parker, (1994:23), purposive sampling is a method of sampling where the researcher deliberately chooses who to include in the study based on their ability to provide necessary or required data. This sampling method was employed to select respondents from the chosen NGOs and government institutions earmarked for the study.

3.6 Data Collection Instrument

According to Fielmua and Boye Bandie, (2012: 20), a research instrument is a data collection tool that helps a researcher to gather data of interest. It is designed to measure knowledge, attitude and skills of research respondents or participants. The following instruments were used in gathering data from respondents: Field observation and administration of structured questionnaires.

According to Obeng (2009), questionnaires are formal questions constructed and written down for respondents to provide answers. These were administered personally by the researcher to gather information from the respondents such as project/works staff of the various non-governmental Organisations, District Ghana Health Service Directorate, District Education Directorate and the District Assembly in the Asuogyaman District. The questionnaire used for this study had five sections; A, B, C, D, E. Section A gathered information on the demographics or personal profile of respondents. Section B also solicited views of respondents about their organization's projects or activities in the Asuogyaman District in the last ten (10) years. Section C enquired from respondents, some of the delivery strategies employed by their organisations as far as their projects in the district are concerned. Section D, solicited the views of the respondents on the factors that lead to successful implementation of projects in general and for that matter, Asuogyaman District. This section also required from the participants to rank the success factors from less critical to most critical. The last section, Section E, sought the views of respondents of the various organisations on the effect or impact of success factors on overall project delivery.

The questionnaire was personally administered by the researcher at the various offices of the respondents. Further and better explanations were offered to respondents where necessary.

Field observation is a situation where the researcher conducts a case study on a small group of people or projects for some length of time, says, Obeng (2009). The researcher observed the targeted projects of the NGOs under study, through direct observation and interviewed opinion leaders about the organisations that undertook a particular project, especially,

projects that had to do with capacity building. The main purpose of this was to confirm the number of projects that the various organisations indicated in the research questionnaire, as the number of projects they have undertaken in the district. These methods guided the researcher in gathering the information from people on the contribution of NGOs to the development of the Asuogyaman district. Again, the observation method was used to observe data from files on the activities/projects of the various NGOs with government agencies in the district.

3.7 Area of The Study

The area of the study was the Asuogyaman District. The Asuogyaman District is one of the thirty-three (33) districts created by the Ghana Government in the Eastern Region, covering a total estimated surface area of 1,507 square kilometers and located approximately between latitudes 6˚ 34˚ N and 6˚ 10˚ N and longitudes 0˚ 1˚ W and 0˚ 14˚E. The administrative capital of the district is Atimpoku. The population of the District according to 2010 population and housing census stands at 98,046 with 47,030 males and 52,016 females.

The District is predominantly made up of rural communities with farming as the main occupation. It is one of those districts which have most of its rural communities underdeveloped; in this case lacking certain basic social amenities such as potable water, health care facilities, good educational facilities, etc. The district is listed among the deprived districts in the Eastern Region. This has perhaps attracted the attention of NGOs to the district to help improve the living standards of the people through developmental projects.

3.8 Data Analysis Procedures

As far as this study is concerned, qualitative and quantitative procedures were used to analyze the data that was collected from respondents and on the field. The Statistical Package for Social Sciences (SPSS), version 23, was used to generate frequency tables and charts with percentages which helped the researcher to analyze the quantitative data. Microsoft Excel was also used to generate graphs from the results of the respondents.

CHAPTER FOUR

DATA ANALYSIS

4.1 INTRODUCTION

As far as this study is concerned, the main aim was to find out among NGOs, the success factors responsible for their projects in the Asuogyaman District and to assess the relative impact of those factors on the overall project delivery. It had been observed that some substantial number of NGOs undertake or have been undertaking projects in the district. Some have remained in the district for more than twenty (20) years and still counting and day in day out, some new ones emerge. This study investigated Non-Governmental Organisations and success factors of their projects in the Asuogyaman District in order to understand the reason for these success factors and make appropriate recommendations to other NGOs in the district, other districts and the world at large

The questionnaire that was used was, developed based on familiar general success factors found in the literature and the ten knowledge areas of PMBOK (2017). It was required of respondents to complete the questionnaire based on their level of agreement vis-à-vis their experiences with NGO projects in the Asuogyaman district.

The researcher personally administered the questionnaire with the various respondents at their various offices of operations. All in all, 40 out of the 45 questionnaires that were given out to respondents were answered and returned to the researcher. This represents a respondent ratio of 88.9%. The unstructured questionnaire which were meant for confirmation of projects undertaken by these NGOs in this study were all responded to.

This chapter therefore analysis and discusses the results of the responses that were provided by the research participants. The chapter has been organized into five segments. The first segment considers the profile of respondents; segment two looks at the number of projects that have been undertaken by the NGOs in this study; segment three also looks at the delivery strategies of NGOs; segment four analysis the success factors of NGO projects and ranking of these factors from less critical to critical; the last segment looks at the impact success factors have on the overall project delivery.

4.2 General Characteristics of Respondents

Respondents of the questionnaire that was administered included 15 project managers, 8 field work managers, 2 general managers, 9 field work Supervisors, 1 executive manager and 4 other positions. Twenty-eight (28) of them are NGO workers and the remaining 12, are workers of state institutions who supervise field work and projects. The table below throws more light on the demographic characteristics of the respondents.

Tab. 4.2.1 Demographic characteristics of respondents

Characteristics		Frequency	Percentage (%)
Gender	Male	25	62.5
	Female	15	37.5
Age	18-23	0	0
	24-29	0	0
	30-35	10	25.0
	36-41	18	45.0
	42-47	4	10.0
	48>	8	20.0
Marital Status	Single	5	12.5
	Married	35	87.5

	Separated	0	0
	Divorced	0	0
	Widowed	0	0
Educational Level	SSSCE/SHS/ O'Level	1	2.5
	AL/PS	0	0
	Diploma/HND	4	10
	Degree	19	47.5
	Masters	16	40
	PhD	0	0
Occupation	GES	3	7.5
	GHS	6	15
	LGS	4	10
	IA	0	0
	NGO	27	67.5
Type of Organisation	NGO	27	67.5
	Gov.	12	30
	SGov	0	0
	Private	1	2.5
Position in Organisation	DCE	0	0
	DDE	0	0
	Supervisor	10	25
	Field Work Manager	8	20
	General Manager	2	5
	Project Manager	15	37
	Executive Manager	1	2.5
	Country Director	0	0
	Other	4	10

4.2.1 Age

From the table above, no respondent was below the age of 30 years. All respondents provided their ages to this question. 25% of the respondents were between the ages of 30-35, 45% between 36-41, 20% were 48 years and above. Only 10% were between 42-47. The respondent ratio for this question is 100% (40 respondents out of 40 respondents). The mean age of respondents is 4.25 with a std. deviation of 1.056

Below is the age distribution of respondents in bar chart.
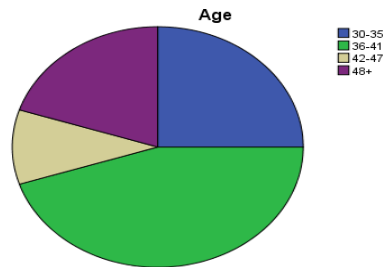
Fig. 4.2.1.1 Age distribution of respondents

4.2.2 Gender

Most of the respondents for this question were males, representing 62.5%. The female respondents represent 37.5%. The respondent ratio for this question is 100. Below is the gender distribution of respondents to this question.
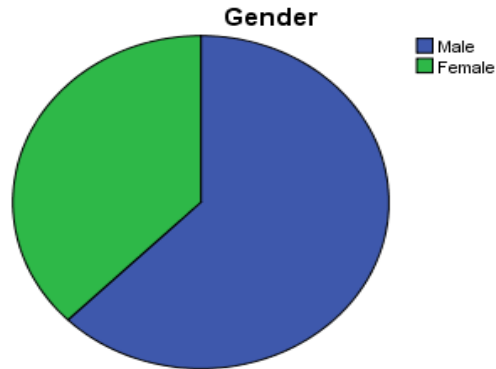
Fig. 4.2.2.1 Gender distribution of respondents

4.2.3 Educational Level

Most respondents to this question have university degree and above representing 87.5% and the remaining 13.5% have their educational level below degree. The educational level of respondents is portrayed in the pie chart below:
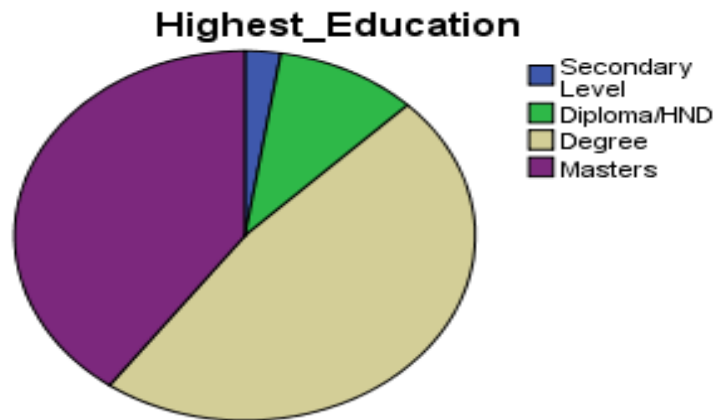
Fig. 4.2.3.1 Educational level of respondents

4.2.4 Occupation

67.5% respondents in this study work in Non-Governmental Organisations (NGOs), 10% work with the local government service, 15% work with the Ghana Health Service (District Health Service Directorate and the National Health Insurance Scheme). The remaining 7.5% work with the Ghana Education Service.
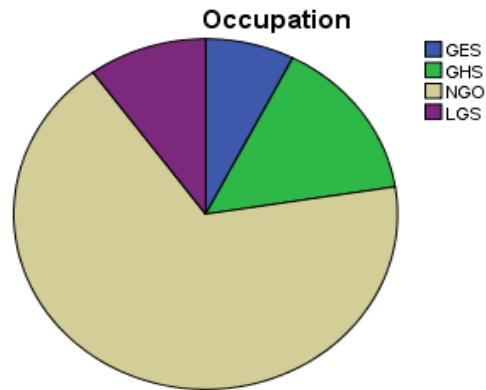
Fig. 4.2.4.1- occupation of respondents

4.2.5 Type of Organisation

In terms of type of organisation in which respondents belong to or work, 67.5% were NGOs, 30% were government and the remaining 2.5% is private.
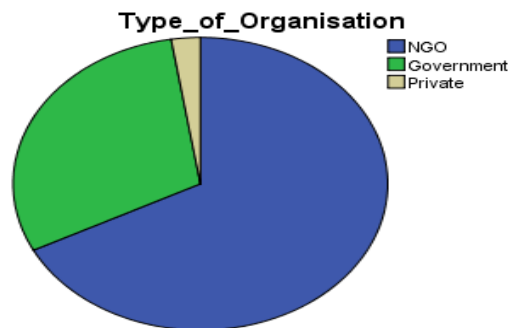
Fig. 4.2.5.1- Types of organisations of respondents

4.2.6 Position in Organisation

As far as position or role in organisation is concerned, 37% of respondents work in their respective organisations as project managers and 25% as supervisors. 20% also work as field work managers, 5% as general managers, 2.5% as executive manager. The remaining 10% worked in other positions in their respective organisations.
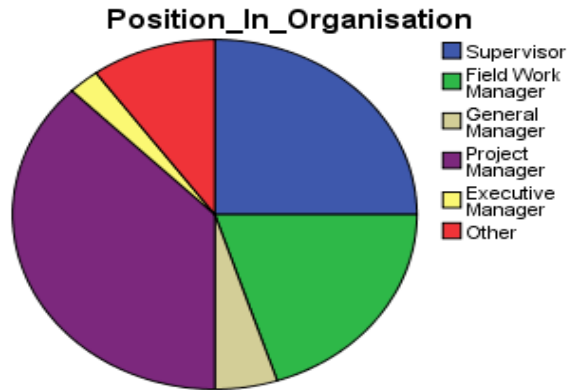
Fig. 4.2.6.1- position of respondents in their respective organisations

4.2.7 Marital Status

In this study, 87.5% of the respondents were married, whereas 12.5% of the respondents were single. None of the respondents in this research was divorced, separated or widowed. The breakdown of marital status of respondents is represented in the pie chart below.
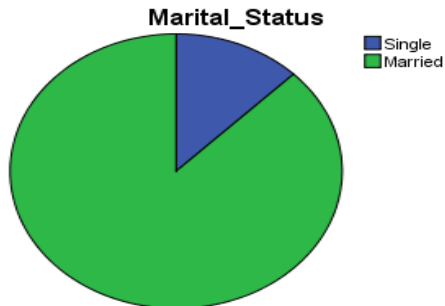
Fig.4.2.7.1- marital status of respondents

4.3 Data on Projects Executed by Non-Governmental Organisations In the Asuogyaman District

Tab. 4.3.1- NGO projects undertaken in the Asuogyaman District

NAME OF NGO	TYPE OF PROJECT/AREA OF PROJECT	FREQUENCY OF PROJECT
ART2CHANGE, DENMARK	Construction (Education)	10 (8comp labs, 2 schools built, etc.)
		1 Art Studio at Nnudu Presby Primary
	Charity/Provision of Pupils' Educational Needs	100 pupils getting School uniform, bags, sandals, test books, etc. (3 times)
	Donation of Computers	401 sets of computers to 15 schools (15)
	Donation of Modern Classroom Furniture	650 modern classroom furniture
	Health Insurance	1500 people in 6 communities
	Provision of Potable Water (Mech. Borehole)	2 communities
	Small Scale Enterprise	1 Bakery house for Nnudu
	Donation of Hospital Equipment and Babies' needs	4 CHPS
YMCA	Construction	2 School buildings
		1 computer lab
		1 library
		1 Solar building
		1 housing project
		1 Toilet facility
	Provision of Potable Water (Mech. Borehole)	3 mechanized boreholes
	Solar Energy	2 communities
	Education Fund	2 communities
	Skills Training	50 programs
	Charity/Provision of Pupils' Needs	200 pupils
POP	Construction	8 school buildings in 8 communities

FINATRADE	Construction	3 school building (Abuakwa, B'Akoto, South Senchi)
		2 computer labs (Akrade comm, Akwamuman SHS)
		4 toilet facilities in 4 communities
	Capacity Building/Training Prog	217 people
	Donation of Computers	56
	Health Education/Immunization	700 people
	Health Insurance	1645 people
	Relief/Charity	16 pupils
	Economic empowerment	166 beneficiaries
Pinnacle Health Foundation	Health-Capacity building/Training	20 Capacity Building/Training project
	Health Education/Immunization	1000+ beneficiaries
Plan Ghana	Construction	1 computer lab at South Senchi JHS
		8 refurbished school buildings (Asikuma JHS, Anyansu, Mpakadan, etc.)
		6-seater KVIP for 8 schools
COMPASSION INTERNATIONAL GHANA	Construction	1 classroom block
		1 Toilet facility
	Provision of Quality Education	Payment of School fees of selected Pupils in 14 schools
		Provision of Teaching/Learning Materials
		Extra teaching of Pupils over the weekends
SOMAD	Capacity Building/Training	Debate competition for 20 JHS
National Society of Black Engineers	Capacity Building/Training	3 Schools (Basic Principles in Electricity and Magnetism with the Snaptricity Kit)
Ghana Scholarship Fund, Inc.	Scholarship	144 scholarships given to beneficiaries to SHS
		44 beneficiaries to University

		1 to Ghana police academy
	Computer labs	2 schools (Akwamuman & Senchi Ferry Library)
	Donation of Computers	50 computers with online tutorials
Shelter 2020 Association	construction	3-unit preschool classroom block
Adomi Valley Institute of Technology (AVIT)	Educational Service	5 times Training of Pupils for BECE on yearly bases
Echoes of Youth Foundation Ghana (EYFG)	Training/Educational Service	10 times (Quiz Competition)
Youth Link Ghana	Educational Service	EMS QUIZ CHALLENGE
Aid ONE Foundation	Quiz/Scholarship	Quiz Competition for Select Prospective Students for Scholarship to SHS in all JHS in Gyakiti Circuit- 20 pupils benefiting.
Universal Learning Solutions	Reading /Writing project for KG1 & KG2	63 schools
Connecting Kids Educ. Foundation	construction	Library (Anum Anglican Primary)
		Computer Lab (Anum Anglican Primary)
AFRICA TOILETTE FOUNDATION	construction	10 Toilet Facilities for 10 Schools
DODI DEVELOPMENT INITIATIVE AND AFRICA UNITED YOUTH ASSOCIATION	construction	School Building
		KVIP
		Bathrooms
		Teachers Bungalows
	Water	Mechanized Borehole
	Donation	Teaching and Learning Materials
	Health	Health Screening for teachers and pupils and community inhabitants
ALEM FOUNDATION	Health/Water	32 water filters to households
	Health Insurance	80 beneficiaries for 3 years

	Educational Service	Payment of Tuition Fees of Needy but Brilliant Pupils
GLOBAL VOLUNTEERS	Quality Education	Scholarship to needy but brilliant pupils
		Building of Classrooms
		Provision of Library Books
		Provision of Teaching/Learning Materials
DRAMA NETWORK	Quality Education	Periodic Workshops on HIV/AIDS for Schools
		Establishment of Human Rights Youth Clubs in Schools
		Provision of Library and Library Books
		Quiz competition in Some Selected Schools
PARTNERSHIP FOR ACCOUNTABILITY GOVERNANCE IN EDUCATION (PAGE)	Capacity Building	Capacity Building of all stakeholders in Education in all primary schools in the district
TRANSITIONS AND PERSISTENCE (TAP)	Construction	Renovation of 7 JHS classrooms into modern type of classrooms in the District
	Educational Service	Supporting Needy Candidates in Their BECE registration Fees
AGRA LIFE FOUNDATION	Quality Education	Readers for life Club formation in Selected Schools
OUTREACH FOR CHRIST INTERNATIONAL	Support for Rural Child Education	Provision of School Uniforms, school bag, school sandals
		Financial support for the payment of PTA dues and subsistence allowance
		Fosterage during school vacations
		Trade training for beneficiaries who could not pursue further academic laurels
		Health Insurance for Pupils

RURAL PROGRESS	Environmental Protection	Tree planting exercises in 5 basic schools
		Sensitization programs through durbars, art work, poetry recitals, drama, etc.
JICA	Capacity building	Organisation training programs for stakeholders of education
EDMAT FOUNDATION	Capacity Building	Workshops for Heads of Basic Schools
DEV FOCUS FOUNDATION	Quality Education	Supply of School Uniforms and Bags to identified orphans and needy by brilliant pupils
G-Project	Education/Library	Library Gyakiti Presby Prim/KG
Kwakye Abankwa Foundation	Educational Scholarship/Quality Education	Provision of TLMs /Award Scheme
4H	Education (Agric)/Training	Agric Education/Extension Services for Asikuma D/A JHS
	Education (Agric)/Training	Agric Education/Extension Services for Frankadua D/A JHS
West Africa Fish Farm	Asikuman Presby Prim A	3 Unit Classroom Block
Alabama Group	Education (Library)	Library-for New Senchi R/C JHS

4.4 Delivery Strategies Assessment

The delivery strategies were adopted from two sources in the literature of previous studies

in relation to planning strategies for delivering quality projects and successful project

management. The respondents were to indicate how well these strategies fit into project

delivery by NGOs and the table below elaborates the views of the respondents on the

relevance of these strategies

Tab. 4.4.1- Delivery Strategies of NGOs in the Asuogyaman District

Delivery Strategy	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Deviation
	F	%	F	%	F	%	F	%	F	%		
DS1	0	0	0	0	6	15	28	70	6	15	4.00	0.555
DS2	0	0	0	0	4	10	10	25	26	65	4.55	0.677
DS3	0	0	1	2.5	13	32.5	16	40	10	5	3.88	0.822
DS4	0	0	2	5	4	10	14	35	20	50	4.30	0.853
DS5	0	0	1	2.5	3	7.5	12	30	24	60	4.48	0.751
DS6	0	0	0	0	2	5	11	27.5	27	67	4.63	0.580
DS7	0	0	1	2.5	10	25	21	52.5	8	20	3.90	0.744
DS8	0	0	0	0	2	5	10	25	28	70	4.65	0.580
DS9	0	0	0	0	1	2.5	15	37.5	24	60	4.58	0.549
DS10	0	0	0	0	0	0	7	17.5	33	82.5	4.83	0.385
DS11	0	0	0	0	1	2.5	18	45	21	52.5	4.50	0.555
DS12	1	2.5	0	0	4	10	22	55	13	32.5	4.15	0.802
DS13	0	0	0	0	0	0	14	35	26	65	4.65	0.483
DS14	0	0	0	0	3	7.5	11	27.5	26	65	4.58	0.636
DS15	0	0	1	2.5	8	20	8	20	23	57.5	4.33	0.888
DS16	0	0	0	0	0	0	7	17.5	33	82.5	4.83	0.385

'DS'- connotes Delivery Strategy   F- Frequency

DS1 – Learn to slice a project from different planning perspectives to ensure thorough and complete project preparation

The results as presented in the above table, table 4.4.1, indicates that 70% and 15% of respondents agree and strongly agree, respectively, that NGOs in the Asuogyaman District slice projects from different planning perspectives. The remaining 15% were indifferent, i.e. neutral. The mean response of this strategy is 4.0, with a std. deviation of 0.555. This supports the findings of Peters (2002), which says that as part of planning strategies to deliver quality projects, projects must be sliced from different planning perspectives, to ensures thorough and complete project preparation.

DS2- Walk the project by time and look for key events, challenges, and decision points

With this strategy, 25% and 65% of respondents respectively agree and strongly agree respectively. However, 15% of the respondents were neither in agreements or disagreements with this strategy. A mean of 4.55 and a standard deviation of 0.677 supports the strategy proposed by Peters (2002). According to Peters (2002), one strategy of delivering quality projects is to walk the project by time. This enables project managers to look for key events, challenges and decision points. Depending on the type of project, NGO project practitioners should take advantage of new trends in technology to enhance their projects to meet today's needs without much struggle.

DS3- Start Issue logs for assumptions, definitions, information, opportunities, risks, imperatives, decisions, and resolution

Evidential from the results presented in the above table 4.4.1, 40% and 25% of respondents agree and strongly agree, respectively this strategy proposed by Peters (2002), whereas

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32.5% were indifferent about it. However, a percentage of 2.5%, disagree with this strategy. A mean of 3.88 and Std. deviation of 0.822 shows that this strategy is not too popular and useful. The large standard deviation shows that the views of respondents were dispersed evenly.

DS4 – Look for key Methods by simply working until a single Method integrates Resources (Materials, Supervision, Crew, Tools & Equipment, Information, Duration, Effort)

With this strategy, as can be seen from the table above, 50% of the respondents indicated that NGOs strongly adopt or would adopt this strategy in delivering their projects and 35% also in favour. However, 10% of respondents are neutral and 5% disagree with this strategy. This strategy had a mean score and standard deviation of 4.3 and 0.853 respectively. The mean score of 4.3 confirms or supports this strategy as proposed by Peters (2002). According to Peters (2002), methods can make or break any project. This implies that getting the right method in place is the nitty-gritty of projects.

DS5 – Consolidate Resources and write management plans for each Resource

With this delivery strategy, 60% respondents indicate that NGOs make use or would make use of it in carrying out their projects. Another 30% of respondents also agree with this strategy. According to Peters (2002), this strategy allows project managers to write management plans for each resource that would be used in a given project. However, 7.5% of respondents were neutral about this strategy while 2.5% disagreed with this strategy as a good one. The mean and standard deviation for this strategy is 4.48 and 0.751 respectively. This confirms or supports the findings or strategy proposed by Peters (2002).

DS6 – Write Control Plans (Results, Scope, Performance, Risk, Reliability, Relationships, Learning, Time, Cost, and Quality)

With this strategy, 67% respondents in this study say they are in strong agreement, 27.5% just agree, whereas 5% respondents were neither in agreement or disagreement. The mean and standard deviation values for this strategy is 4.63 and 0.580 respectively. This supports the strategy proposed by Peters (2002). According to Peters (2002), control plans are written descriptions of the system or strategy for controlling parts and processes. In managing a given project, it is required of project managers to have a lay down plan or procedure or baseline with which to control results, scope, performance, risk, reliability, relationships, learning, time/schedule, cost and quality. This will serve as a guide as to whether project is on track or not.

DS7 – Conduct scenario-war gaming and contingency planning using both box and time-line methods

On this strategy, 20% of respondents strongly agree with scenario-war gaming as a strategy for delivering projects by NGOs. Again, 52.5% of respondents in the majority also agree to this as a strategy of NGO project implementation. That notwithstanding, 25% have no idea as to whether this is a strategy of NGO project delivery or not, whereas 2.5% disagree. The mean and standard deviation scores for this question is 3.9 and 0.744 respectively. This indicates an average knowledge of this strategy as applicable in NGO project delivery. According to Peters (2002), project practitioners should simulate their strategies or methods before implementing them on the project itself.

DS8 – Develop project policy, project management processes, and project procedures

On this eighth strategy, 70% respondents strongly agree to it as an excellent strategy in delivering projects with 25% respondents supporting as a good strategy. On the other hand, 5% respondents are neither in agreement or disagreement. This strategy recorded 4.65 mean and 0.580 standard deviation, confirming the strategy proposed by Peters (2002). According to the proponent of this strategy, Peters (2002), project practitioners often focus their attention on the project work planning, estimating, controlling, and procuring and look less at the Strategic, Tactical, Operational levels of managing and controlling the project. Every project should have its own strategic plan. Values and ethics are crucial to a project and as such, knowing how the stakeholders will evaluate success is crucial. Successful projects can be failures in the eyes of stakeholders.

DS9 – Finalize Project Details

With this strategy, 60% of respondents strongly agree to it as an excellent strategy of NGO project delivery in the Asuogyaman District. This was also supported by another 37.5% of respondents supporting it. Out of the 40 respondents in this study, only 2.5% was indifferent, which is insignificant. This strategy with a mean of 4.58 confirms that as part of their delivery strategies, project managers of NGOs make sure that they have laid the foundation for success. As proposed by King University (2016) in an article published on their website, this means getting buy-in from all stakeholders and understanding the expectations involved. The organisation should clearly define the scope of the project itself, including the various roles and responsibilities of team members. Develop a detailed plan and define goals, then create measurable criteria for success. Factor in deliverable dates and create your timeline. Though, certain elements will likely change along the way. However, if the initial plan has enough detail, the team will be able to adapt.

DS10 – Set Clear Expectations

On this strategy, Set Clear Expectations, 82.5% of the respondents in this study agree to it as an excellent delivery strategy. Another, 17.5% were also in favour of this strategy. The mean score of this strategy is 4.83 with a standard deviation of 0.385. This is a confirmation of King University's (2016) project delivery strategy published online. According to NGOs in the Asuogyaman District, setting clear expectations is key for successful project management as it enables their team members to know who and who are responsible for all the components of a project. This makes it easier to create accountability. Once you've set expectations, make sure everyone is on the same page and knows when their deliverables are due and how their work contributes to the project as a whole. Stakeholders must be informed as well so that everybody who is in the known of the progress of the project.

DS11 – Choose the Right Team and Systems

52.5% of respondents strongly responded in the affirmative as a delivery strategy of NGOs in the district understudy. Another 45% were also in favour of this strategy. This can be confirmed from the table 4.4.1 above. Only one (1) respondent, representing 2.5%, was neither in favour nor against it. The mean score for this strategy is 4.5 with a standard deviation of 0.555. This also confirms one of the strategies published online by King University (2016).

DS12 – Define key milestones throughout the lifecycle of the project

Evidence from the above table 32.5% and 55% respondents strongly consider and agree that this strategy is an applicable delivery strategy employed by NGOs in implementing

their projects. That notwithstanding, 2.5% disagreed with this strategy. The remaining 10% respondents were neither against it nor in favour of it. This recorded a mean of 4.15 with 0.802 standard deviation. This again confirms the strategy identified by King University (2016) which was adopted for this study. This means that it is important to define key milestones throughout the lifecycle of the project, especially at these phases: initiation, planning, execution, and closure as explained in the article published by King University (2016).

DS13 – Establish Clear Communication

Out of the 40 respondents that participated and responded to this delivery strategy, 65% representing 26 respondents strongly affirmed their knowledge or applicability of this strategy by NGOs. The remaining 35%, representing 14 respondents, also agreed to this strategy as a good delivery strategy NGOs make use of in their project implementations. The 4.65 mean overwhelming response to this question in the affirmative supports the findings of King University (2016), published online. This also proves that communication is a key element in project management of NGO projects in the Asuogyaman district, that can make or break a project if not well managed. A well-crafted communication plan featuring how often the team will check in with stakeholders, when status meetings will be held, and more, is healthy for any project management if the team wants to achieve success. This strategy also recorded 0.483 standard deviation.

DS14 – Manage Project Risks

The evidence as to whether NGOs in the Asuogyaman district manage project risks or not, is as seen in the table 4.4.1 above. 65% of the respondents in the majority were strongly in

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favour, 27.5% were in favour and the remaining 7.5% were neither in favour or against it. The mean score of this strategy is 4.58 with a standard deviation of 0.636. The mean score shows that NGOs in the Asuogyaman district, as part of their delivery strategies, manage all forms of project risks related to their projects. This also affirms the findings espoused by King University (2016). Besides, before the commencement of every project, being aware of the likely risks that may be associated to a particular project will be a healthy tool to managing it.

DS15 – Avoid Scope Creep

From the table 4.4.1, 20% of respondents were in agreement, 57.5% were strongly in agreement, 20% were indifferent and the rest, 2.5% expressed disagreement. The mean of 4.33 and standard deviation of 0.888 shows that respondents consider this strategy as a strategy employed by NGOs in the Asuogyaman District in managing their projects. This also confirms the strategy proposed by King University (2016) in an article published on their online portal. One of the most important roles a project manager plays is keeping a project on track. Although change will always happen, it is important to know how much change can occur before affecting deadlines and deliverables. Scope creep generally takes place when there are additions to a project, which is not revised accordingly. NGOs in the district put scope creep under control so it does not affect their project objectives.

DS16 – Evaluate Project After Completion

With this strategy, majority of respondents, 82.5%, indicated their strong knowledge of this strategy. And the remaining 17.5% respondents also agree to this strategy as applicable to NGO projects delivery. The mean score and standard deviation of 4.83 and o.385

respectively is a strong indication of applicability of this strategy in NGO project delivery in the Asuogyaman District. It also confirms the strategy outlined in an article on eight strategies for successful project management by King University (2016). This is not surprising at all because even from the layman's point of view, every project requires some evaluation or assessment. Every project provides information that you can utilize in the future. This is why reviewing the project as a whole is such a valuable practice. When project managers know what went right, what went wrong, and how to make adjustments next time, they are able to develop best practices for future work.

4.5 Success Factors of NGO Projects

The import of this section of the questionnaire was to ascertain from project practitioners and stakeholders of NGO projects in the Asuogyaman District, what the success factors of NGO projects have been. These stakeholders were involved in this study because, according to De Wit (1988), project success should involve broader objectives and should be dependent on the viewpoints of stakeholders throughout the project lifecycle. In all, sixteen (16) factors were loaded. The views of the respondents are analyzed in the frequency distribution table 4.5.1 below:

Tab. 4.5.1-Success Factors of NGO Projects in the Asuogyaman District

Success Factor	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std. Deviation
	F	%	F	%	F	%	F	%	F	%		
SF1	0	0	0	0	0	0	11	27.5	29	72.5	4.73	0.452
SF2	0	0	0	0	0	0	9	22.5	31	77.5	4.78	0.423
SF3	0	0	0	0	1	2.5	15	37.5	24	60	4.58	0.549
SF4	0	0	0	0	4	10	20	50	6	40	4.30	0.648
SF5	0	0	0	0	3	7.5	12	30	25	62.5	4.55	0.639
SF6	0	0	0	0	1	2.5	17	42.5	22	55	4.53	0.554
SF7	0	0	0	0	2	5.0	15	37.5	23	57.5	4.53	0.599
SF8	0	0	0	0	2	5.0	18	45.0	20	50	4.45	0.597
SF9	0	0	0	0	2	5.0	18	45.0	20	50	4.45	0.597
SF10	0	0	0	0	0	0	10	25	30	75	4.75	0.439
SF11	0	0	0	0	2	5.0	14	35.0	24	60	4.55	0.597
SF12	0	0	1	2.5	6	15	18	45	15	37.5	4.18	0.781
SF13	0	0	0	0	4	10	22	55	14	35	4.25	0.630
SF14	0	0	0	0	3	7.5	13	32.5	24	60	4.53	0.640
SF15	0	0	1	2.5	2	5	24	60	13	32.5	4.23	0.660
SF16	0	0	1	2.5	4	10	12	30	23	57.5	4.43	0.781

SF -Success Factor   F-Frequency

SF1 - Competence of The Project Manager and Team Members

Majority of respondents, 72.5%, expressed strong satisfaction with this factor as a contributor to the successful implementation of NGO projects in the district. The remaining percentage, 27.5%, were also satisfied with this as a success factor. The mean for this factor is 4.73 with standard deviation of 0.452. This confirms the studies of Masiiwa and Jay (2015) Kyu (2015), (Vickland and Nieuwenhuijs, 2005), Wanja (2017), Pinto and Trailer (1998), Hadeel (2015) and the Standish Group CHAOS report (2012) on success factors of IT software projects. The findings also point out that, the competent staff of NGOs undertaking projects in the district is what has contributed to the successes chalked in their projects in the district.

SF2 - Clarity of project goals/objectives

Out of the total number of respondents to this question, 77.5% strongly indicated that in a given project, clarity of project goals or objectives can lead to successful completion of the project. In support of the views of the majority,22.5% also considered this factor as a satisfactory factor that can lead to project success. The factor had a mean score of 4.78 and standard deviation of 0.423. This response rating by respondents in this study confirms the findings of Yogarajah, et al. (2019); Serra & Kunch (2015); Diallo & Thuillier (2005,2004); Cooke-Davis (2002) and Masiiwa & Jay (2015), that in any given, project, unambiguous project objectives can help achieve success.

SF3 - Executive/Top management support

On this success factor, 15 out of the 40 responses, representing 37.5%, consider executive or top management support as a satisfactory success factor of NGO projects in the district in question. Another 60% of the respondents strongly indicated that the above factor is an

excellent success factor of NGO projects and for that matter, all other projects. However, 1 respondent, representing 2.5% was indifferent. The mean of 4.58 for this factor is a confirmation of the findings of these researchers (Diallo and Thuillier, 2005; Khang and Moe, 2008; Masiiwa & Jay, 2015; Standish Group CHAOS Report, 2012).

SF4 - Motivation of project team members

It can also be seen from the frequency distribution table above that, majority of respondents, 50% affirmed that motivation of project team members contributes to the successful implementation of NGO projects in the Asuogyaman District. Furthermore, 40% of the respondents unequivocally support this factor as a success factor of projects, even though they were not in the majority. However, 10% of respondents were neutral about this factor as responsible for project success. This factor recorded a mean of 4.3 with standard deviation of 0.648. The mean score confirms the findings in the existing literature of (Khang, et al., 2000; Struyk, 007; Masiiwa &Jay, 2015).

SF5 - Effective communication between project stakeholders

Most respondents to this question unequivocally accentuated that not mere communication, rather, an effective one, between all those who matter in a given project, should be encouraged. This assertion represents 62.5% as can be observed from the frequency distribution table 4.5.1 above. Another 30% were also convinced that effective communication between project stakeholders lead to success in that project. Only 7.5% of respondents were neither for or against this factor. This factor has a mean of 4.55 and standard deviation of 0.639 confirming the findings of (Diallo and Thuillier, 2005; Masiiwa &Jah, 2015; Kyu, 2015).

SF6 - Effective coordination of project activities

On this factor loaded, 55% of respondents were strongly in favour of it as a success factor for successful completion of NGO projects in the district. Additional 42.5% also indicated that effective coordination of project activities was a known success factor of projects. The remaining 2.5% was neither in the known or unknown of this factor as responsible for success of projects undertaken by NGOs. The mean for this factor is 4.53 with standard deviation of 0.554 confirming the findings of (Masiiwa & Jay, 2015; Khang, et al., 2000; Khang & Moe, 2008).

SF7 - Compliance with rules and procedures

The question required from respondents to indicate whether compliance with rules and procedures in implementing developmental projects would lead to success or not. 57.5% of respondents strongly agreed and 37.5% agreed to this factor as responsible for success. On the other hand, 5% of respondents were neutral about this factor. This factor also had a mean value of 4.53 and standard deviation of 0.599 supporting the findings in the literature of Masiiwa & Jay, (2015); Kyu, (2015) and Khang, et al., (2000)

SF8 - Systematic control over the project execution

On this factor that was loaded, 50% of the respondents strongly indicated their agreement with this factor as responsible for success. Again, 45% also indicated that they supported systematic control over the project execution as a success factor for NGO projects in the district in question. The remaining 5% were neither for or against this factor as a success factor. It recorded a mean of 4.45 supporting the studies of Kyu, (2015).

SF9 - Access to organizational resources

From the frequency distribution table 4.5.1, 50% indicated their strong agreement with this factor as responsible for NGO project success. Again, 45% of the respondents also indicated their knowledge about it as a success factor. 5% of respondents in the extreme minority were indifferent. The average level of agreement for this factor is 4.45 with standard deviation of 0. 597.This confirms the findings of Khang and Moe (2008); Struyk (2007); Youker (1999): the **extent to which project resources are available** is a factor that leads to project success.

SF10 - Project manager commitment to the goals of the project

On this 10th factor that was loaded, an overwhelming 75% of respondents indicated their strong conviction of it as a success factor for successful implementation of NGO projects in the district. Also, the remaining 25% of respondents, though minority, were also in favor of this as a success factor of project management of NGO projects. This can be confirmed from table 4.5.1 Averagely, 4.75 rating was voted in favor of this factor with a standard deviation of 0.439. This confirms the findings of Diallo &Thuillier, (2005), Khang & Moe (2008) and Masiiwa &Jay, (2015).

SF11 - User involvement

This 11th factor, user involvement, that was also loaded displayed the following results: 60% of respondents strongly agreeing and 35% agreeing to this factor as responsible for successful implementation of NGO projects in the district. These two ratings of this factor is a confirmation of the findings of these researchers who consider stakeholder involvement as a success factor; (Kyu, 2015; Fudge, et al., 2008; Yogarajah, et al., 2019 and Masiiwa & Jay, 2015). However, 5% of the respondents didn't have any idea as to whether user

involvement constituted success factor or not. The average weight given to this factor is 4.55 with standard deviation of 0.597.

SF12 - Budget performance

This is the 12th factor that was loaded on to the data analysis software. As can be seen from the table 4.5.1 above, 45% and 37.5% of respondents indicated their levels of agreement with this factor as responsible for success in NGO project implementation, from agree to strongly agree, respectively. 15% also indicated their neutrality about the factor as a success factor. However, out of the 40 responses that were loaded, only 1 person, representing 2.5% disagreed with this factor. The mean weighting placed on this factor is 4.18 and a standard deviation of 0.781 supporting the studies of Kyu, (2015), Yogarajah, et al. (2019), Shenhar, et al. (2001) and Baccarini (1999).

SF13 - Schedule performance

Schedule performance is the 13th factor loaded. Evident from table 4.5.1 above, 35% of respondents indicated that they were strongly satisfied with this as a success factor for NGO projects in the district. Another 55% of respondents in the majority indicated their conviction about this as a success factor. The remaining minority, 10%, were indifferent. Averagely, on a scale of 1-5, this factor was rated 4.25 and a standard deviation of 0.630 supporting the studies of Kyu, (2015), Yogarajah, et al. (2019), Shenhar, et al. (2001) and Baccarini (1999).

SF14 - Stakeholder satisfaction

On this success factor, 24 respondents were strongly satisfied of it being a factor responsible for projects undertaken by NGOs in the district. This number represents 60% on the frequency distribution table above. 32.5% of the respondents also support this factor

as responsible for successful implementation of projects by this crop of organisations. That notwithstanding, 7.5% were neither here nor there. This is evident from the table 4.5.1 above. The average weight on this factor was 4.53 and recorded a standard deviation of 0.640 confirming the studies of Yogarajah, et al. (2019), Cooke-Davis (2002), Torbica & Stroh (2001) and Liu & Walker (1998).

SF15 - Task-orientation

This is the 15th success factor question that was asked respondents. Evident from table 4.5.1 above, majority of respondents, 60%, were satisfied with it as a success factor of projects delivery of projects by NGOs. 32.5% of respondents were also strongly satisfied, indicating that they consider task-orientation as a success factor. 5% were neutral about this factor. However, a smaller percentage of 2.5% disagreed with this factor. It recorded an average weight of 4.23 with standard deviation of 0.660, confirming the findings of Kyu (2015).

SF16 - Ownership of project

This is the 16th and the last factor loaded. According to table 4.5.1 above, 57.5% of the respondents indicated that, when project actors consider a given project as their own, the chances of the project succeeding is extremely high. Another 30% also indicated their support for this factor that leads or can lead to success in NGO projects. 10% were neutral about this as a success factor or not and the remaining 2.5% was not in support of this a success factor. The mean rating on this factor is 4.43 with standard deviation of 0.781, supporting the findings of Masiiwa & Jay (2015), Diallo & Thuillier (2005) and Khang & Moe (2008).

4.6 Assessment of Critical Success Factors of NGO Projects

In this section the success factors that have been identified above will be assessed by using

the Relative Importance Index (RII) method to identify the critical success factors that have

been identified by respondents.

The relative importance index (RII) method is a statistical method used to determine the

ranking of different causes and factors. As part of the questionnaire of this thesis,

respondents were asked to rank the factors they as success factors from critical to less

critical. The RII five-point scale, ranging from 1 (Strongly Disagree) to 5 (strongly agree)

is used to transform the important indices (RII) for each factor as follows:

$RII = \Sigma W \ /A \ x \ N$

Where $\sum W$= Sum of weights (W1 + W2 + W3 + ……+ Wn)

W= Weight given to each factor by respondents

A= Highest weight and in this case '5'

N= Total number of respondents in the study

Therefore, **RII = (W1+W2+W3…, + Wn) /A x N,** produces the table below:

Tab. 4.6.1 – Assessing Critical Success Factors of NGO projects in the Asuogyaman District

Success Factor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	RII	CSF RANK
	1	2	3	4	5		
CSF1	0	0	0	5	35	0.9750	1
CSF2	0	0	1	13	26	0.9250	6
CSF3	1	0	1	10	28	0.9200	7
CSF4	0	0	3	15	22	0.8950	13
CSF5	0	0	2	7	31	0.9450	3
CSF6	0	1	1	9	29	0.9300	5
CSF7	0	0	1	21	18	0.8850	14
CSF8	0	0	0	20	20	0.9000	10
CSF9	0	1	1	15	23	0.9000	10
CSF10	0	0	0	8	32	0.9500	2
CSF11	0	0	1	11	28	0.9350	4
CSF12	1	1	3	16	19	0.8550	16
CSF13	0	0	1	14	15	0.9100	9
CSF14	0	0	1	15	24	0.9150	8
CSF15	0	1	1	19	19	0.8800	15
CSF16	0	2	3	16	19	0.9000	10

CSF- Critical Success Factor

Critical Success Factors of NGO Projects

The table below represents the identified critical success factors of NGO projects undertaken in the Asuogyaman District in their order of importance.

Tab. 4.6.2-Identified Critical Success Factors of NGO projects in the Asuogyaman District

CRITICAL SUCCESS FACTOR	RII	RANK
Competence of the project manager & team members	0.9750	1
Project manager commitment to the goals of the project	0.9500	2
Effective communication between project stakeholders	0.9450	3
User involvement	0.9350	4
Effective coordination of project activities	0.9300	5
Clarity of project goals/objectives	0.9250	6
Executive/Top Management Support	0.9200	7
Stakeholder Satisfaction	0.9150	8
Schedule Performance	0.9100	9
Systematic control over the project execution	0.9000	10
Access to Organisational resources	0.9000	10
Ownership of Project	0.9000	10
Motivation of Project Team Members	0.8950	13
Compliance with rules and procedures	0.8850	14
Task-Orientation	0.8800	15
Budget Performance	0.8550	16

Using the RII method to rank the 16 success factors above, from critical to less critical, **competence of the project manager and team members** was identified as the most critical success factor amongst all the 16 success factors, with RII of 0.9750. From the table

above, **project manager commitment to the goals of the project** has also been identified as the second most critical success factor of NGO project, with RII of 0.9500. The third most critical success factor identified by respondents in this study is **effective communication between project stakeholders**. This factor was rated with RII of 0.9450.

User Involvement, Effective coordination of project activities and Clarity of project goals/objectives were ranked 4th, 5th and 6th respectively. The trio were ranked by the RII method as 0.9350, 0.930 and 0.9250 respectively. **Executive/Top Management Support, Stakeholder satisfaction and Schedule performance** were ranked in order of importance, 7th, 8th and 9th respectively. Three success factors, **Ownership of project, access to organizational resources and systematic control over the project execution**, were ranked as 10th critical success factors with RII of 0.9000. To the respondents, these success factors were equally important.

The remaining other factors, motivation of project team members, compliance with rules and procedures, task-orientation and budget performance, were ranked from 13th to 16th position on the RII scale respectively. Their RII were below 0.9. These success factors were considered by respondents to be less critical as far as NGO projects in Asuogyaman District are concerned.

4.7 Impact of Success Factors on Project Delivery

This section of the questionnaire required respondents to examine or determine the impact of success factors on NGO project delivery in the Asuogyaman District.

In this section, the impact of success factors is assessed using the Relative Importance Index (RII) method. The table below illustrates the impact of success factors on project delivery as rated by respondents in this study. On the whole, seven impacts were identified.

Tab. 4.7.1- Impact of Success Factors on NGO Project Delivery

Impact Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	RII
	1	2	3	4	5	
Delivery of project on time/ Schedule	0	0	3	12	25	**0.9100**
Delivery of project within budget	1	1	2	7	29	**0.9100**
Stakeholder satisfaction/meeting of stakeholder expectations	0	0	1	8	31	**0.9500**
Keeping of project team focused and on track	0	0	0	12	28	**0.9400**
Keeps stakeholders aware of project progress	0	0	1	17	22	**0.9050**
Effective delivery of project according to requirements/specifications	0	0	1	17	22	**0.9050**
Prompt change Management	0	1	8	18	13	**0.8150**

Respondents in this study identified that NGO project success factors lead to **stakeholder satisfaction/meeting of stakeholder expectations.** This is evident from the RII tabulation in the table above. This impact was rated 0.9500. The next impact identified by respondents

is **keeping of project team focused and on track** with a RII of 0.9400. The next 3rd impact of success factors on NGO projects in the district were **delivery of project on time/schedule** and **delivery of project within budget**. Both rated as 0.9100 on the RII scale. The fifth two impact of success factors on NGO projects delivery identified by respondents is **Keeps stakeholders aware of project progress and Effective delivery of project according to requirements/specifications.** The RII of this impact is 0.9050. Lastly, respondents agreed that success factors lead to **Prompt change Management**. The importance of this impact was rated as 0.8150.

All in all, respondents in this study identified that success factors lead to stakeholder satisfaction/meeting of stakeholder expectations, effective delivery of project according to requirements/specifications, keeping of project team focused and on track, keeping of stakeholders aware of project progress, delivery of project on time/schedule and within budget and prompt change management, of NGO project delivery.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings in this study, conclusions and make relevant recommendations for future studies.

5.2 Summary of Findings

The overall aim as far as this study is concerned was to assess the success factors of Non-Governmental Organisations projects in the Asuogyaman District in the Eastern Region of Ghana. The specific objectives of this study included identifying project delivery strategies of NGOs in the Asuogyaman District, identifying success factors that lead to project completion of NGOs in the district and to assess the impact of success factors on the overall project delivery in the Asuogyaman District. These set of objectives guided the researcher in order to achieve the ultimate aim of this research.

The thematic areas on which literature was reviewed was based on the research objectives. These thematic areas of literature reviewed include the concept NGO and their categorizations, studies on NGOs in Ghana, the Asuogyaman District, Project delivery strategies, the concepts project and success, project success, project management and success, project management success, project success factors and importance of success factors for project delivery and NGO project success factors. Both known and new concepts were reviewed to give further and better clarity to the study.

Next was the methodology. This guided the researcher as to how to collect data and the reasons for selecting a particular approach of data collection. A mixed method of

quantitative and qualitative designs was effectively utilized as far as this research is concerned. This enabled the researcher to uncover all the possible success factors of NGO projects in the Asuogyaman District. In terms of sources of data, both primary and secondary data sources were used to aid in achieving the research objectives. The primary data were collected through the use of questionnaires and semi structured interview whilst the secondary data were physically obtained from the archives of state institutions that have worked with NGOs in the district. Data was then analyzed based on the variables in the questionnaire with the aid of SPSS, which generated tables and pie charts. This required the coding of the variables and loading of responses of respondents into the respective variables. The analyzed data were then interpreted and discussed vis-à-vis the objectives of the research. Key findings of this research are briefly discussed below.

The results revealed that, NGOs, through their projects, have made a lot of impact and contributed enormously to the developmental agenda of the Asuogyaman District. It also came to light that, in the last 10 years, i.e. 2009-2019, over thirty (30) known NGOs have been undertaking projects in the Asuogyaman District. The developmental projects of NGOs in the district cut across all sectors with concentration mainly in the educational and health sectors. These NGOs have established strong relationships with the various state institutions and the communities they work with or have worked with. It also came to light that most of these NGOs no longer work with the district, either they have moved to other districts or have become defunct. Currently the following NGOs still work or are working with the district: Art2change (Denmark), Pencils of Promise (POP), Compassion International, YMCA, SOMAD, JICA, Finatrade, Pinnacle Foundation, Adomi Valley Institute of Technology (AVIT), Ghana Scholarship Fund, Edmat Foundation. These

findings further reveal that, these NGOs have really committed themselves to their corporate social responsibilities, making a lot of impact in terms raising the standards of education and health care delivery. Amongst the projects undertaken in the district by NGOs include

The study found that the respondents considered the following delivery strategies found in the literature as delivery strategies of NGO projects in the Asuogyaman district. The means and standard deviations of responses on these strategies are demonstrated below.

Table 5.2.1 Means and Standard Deviations of Delivery Strategies (DS) of NGO Projects

	DS1	DS2	DS3	DS4	DS5	DS6	DS7	DS8	DS9	DS10	DS11	DS12	DS13	DS14	DS15	DS16
M	4.00	4.55	3.88	4.30	4.48	4.63	3.90	4.65	4.58	4.83	4.50	4.15	4.65	4.58	4.33	4.83
SD	.555	.677	.822	.853	.751	.580	.744	.580	.549	.385	.555	.802	.483	.636	.888	.385

DS- connotes the **delivery strategies** identified and discussed in the previous chapter; Delivery Strategy 1 to 16

The main delivery strategies identified were set clear expectations, evaluate project after completion, develop project policies and management procedures, establish clear communication, write control plans, choose team and management systems, walk project by time, finalize project details, manage project risks and consolidate resources. Other strategies were define milestones, look for key methods, avoid scope creep, slice project from different planning perspectives and start issue logs. The result confirms the earlier findings of Peters (2002) and the article on delivery strategies published by King University Online portal (2016).

On success factors of NGO projects in the Asuogyaman District, the means and standard deviation, table 5.2, illustrates that. The results revealed that as far as NGO projects in the

Asuogyaman District are concerned, the main success factors have been project manager commitment to the goals of the project (SF10), clarity of project goals/objectives (SF2), competence of the project manager & team members(SF1), effective communication between project stakeholders(SF5), effective coordination of project activities (SF6), access to organizational resources (SF9), executive/top management support (SF3), stakeholder satisfaction (SF14), user involvement (SF11), ownership of project (SF16) and systematic control over the project execution (SF8). Other success factors included motivation of project team members (SF4), schedule performance (SF13), task orientation (SF15) and budget performance (SF12). This confirms the findings of Kyu (2015); Yogarajah (2019), Campinha-Bacote (2002), Masiiwa & Jay (2015), Fudge N. et al (2008) and Wanja (2017).

Table 5.2.3 Means and Standard Deviations of Success Factors of NGO projects in the Asuogyaman District

	SF1	SF2	SF3	SF4	SF5	SF6	SF7	SF8	SF9	SF10	SF11	SF12	SF13	SF14	SF15	SF16
M	4.73	4.78	4.58	4.30	4.55	4.53	4.53	4.45	4.45	4.75	4.55	4.18	4.25	4.53	4.23	4.43
SD	.452	.423	.549	.648	.639	.554	.599	.597	.597	.439	.597	.781	.630	.640	.660	.781

SF-connotes **Success Factor**

Furthermore, the results also revealed some critical or important success factors that have aided the successful implementation of NGO projects in the Asuogyaman District. The most critical success factors include Competence of the project manager & team members,

Project manager commitment to the goals of the project, Effective communication between project stakeholders, User involvement Effective coordination of project activities, Stakeholder satisfaction, Clarity of project goals/objectives, Access to organizational resources, Systematic control over the project execution. Other critical success factors include Executive/Top Management Support, Schedule Performance, Motivation of project team members, Compliance with rules and procedures, Task Orientation, Ownership of Project, Budget Performance.

Respondents, through their responses, indicated that, the success factors impact on NGO projects in the district in the following ways: delivery of project on time/ Schedule, delivery of project within budget, stakeholder satisfaction/meeting of stakeholder expectations, keeping of project team focused and on track, keeps stakeholders aware of project progress, effective delivery of project according to requirements/specifications and prompt change Management.

5.3 Conclusions

The main aim of the study was to assess the success factors of NGO projects in the Asuogyaman District in the Eastern Region of Ghana. The study findings provide answers to the research questions in this study. It has been established from the study that NGOs employ a number of strategies in delivering their projects. It can also be deduced from the study that factors such as project manager commitment to the goals of the project, clarity of project goals/objectives, competence of the project manager & team members, effective communication between project stakeholders, effective coordination of project activities, access to organizational resources, executive/top management support, stakeholder satisfaction, user involvement, ownership of project and systematic control over the project

execution have contributed immensely to the successful delivery of Non-Governmental Organisations projects in the district.

The study further concludes that, success factors impact greatly on the delivery of NGO projects in the Asuogyaman District.

5.4 Recommendations

The research makes the following recommendations to all Non-Governmental Organisations currently working in the district, in other districts, state institutions that mostly work with these NGOs, and all other relevant stakeholders as far as NGO projects are concerned.

i.   NGOs, state institutions and communities should keep proper records of projects NGOs undertake in districts in Ghana so that such records can easily be given out without difficulty or struggle.

ii.   NGOs should strengthen their efforts to liaise with relevant stakeholders especially government institutions to enable them also keep proper records of their projects or activities in districts in Ghana.

iii. NGOs should involve communities and relevant government institutions in the planning, formulation, implementation and evaluation of developmental projects to prevent stakeholder misunderstandings and also to undertake projects that meet the exact needs of the beneficiary community or institution.

iv.   In undertaking any project, NGOs should focus their attention more on the identified relevant delivery strategies and critical success factors. This does not mean that the other factors should be ignored as they all contribute in diverse ways to the overall success of projects.

v.   The findings indicate that most NGOs in the district have focused their attentions more on projects in the educational and health sectors in the district, leaving other sectors of development to their own faith. It is therefore recommended by this research that NGOs should also direct their attention to other areas such as economic empowerment, agricultural improvement, environmental protection and other relevant areas of development.

vi.   Penultimately, district assemblies should make it a government or district policy to get all NGOs working or willing to work in districts in Ghana to first register with the assembly and other state institutions to enable them keep proper records of NGOs working in the district.

vii.   Ultimately, communities should support NGOs through communal labour to lessen the pressure on NGO funds. This will motivate them to do more and extend their tentacles to other communities that need similar support.

5.5 Limitations

In the course of undertaking this research, there were one or two hitches encountered that posed serious challenges. Meeting with project managers working with or in NGOs and heads of state institutions involved following some protocols, which was time excruciating. There was also the possibility of sampling and measurement errors during the inputting of responses in the SPSS software and the effects of these errors on the data collected and computed. The entire research was also constrained by time. Some of the respondents, especially those in government institutions were not project management professionals or lack knowledge about project management knowledge areas and this could have affected the responses or data collected.

5.6 Suggestions for Future Research

a. Future research should consider critical success factors of government sponsored projects and world bank sponsored projects in state institutions in the Asuogyaman District and other districts in Ghana.

b. Success Factors of Philanthropic projects should also be in consideration by future researchers.

c. Research should also be carried out to explore failure factors of NGO projects, Government sponsored projects, World Bank sponsored projects, Religious related projects and other recognized institutions projects.

d. Researchers on this same topic in other districts in Ghana or elsewhere should have adequate time to meet with respondents to explain certain industry-related jargons to respondents before they proffer their opinions on project management related researches.

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APENDIX A

QUESTIONNAIRE FOR NGO RESPONDENTS

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

INSTITUTE OF DISTANCE LEARNING

DEPARTMENT OF CONSTRUCTION TECHNOLOGY AND MANAGEMENT

MSC. PROJECT MANAGEMENT

Assessing Success Factors of Non-Governmental Organisations Projects In Districts In Ghana: A case study of Asuogyaman District

The researcher is an MSc Project Management student at the Department of Construction and Management, Kwame Nkrumah University of Science and Technology (KNUST). This research work constitutes the thesis component of the entire course work. Please be assured that this research is purely an academic exercise and as such your responses will be kept strictly confidential. Please be at ease in providing clear, accurate and objective responses to the questions in this questionnaire.

Thank you.

SECTION A: PERSONAL PROFILE

1. **Gender**: [ ] Male   [ ] Female

2. **Age**: [ ] 18-23 [ ] 24-29 [ ] 30-35 [ ] 36-41 [ ] 42-47 [ ] 48 or more

3. **Marital Status**: [ ] Single [ ] Married [ ] Separated [ ] Divorced [ ] Widowed

4. **Highest Education**: [ ] SSS/SHS/O' Level [ ] A' Level/Post-Secondary [ ] Diploma /

HND   [ ] Degree [ ] Master [ ] PhD

5. **Occupation** [ ]GES [ ]GHS [ ]NGO [ ]LGS [ ]Gov't Work [ ]Int. Agency [ ] CSRI

6. **Type of Organization**: [ ] NGO [ ] Government [ ] Semi-government [ ] Private

7. **Position in Organization**: [ ] DCE   [ ] DDE [ ] Supervisor [ ] Fieldwork Manager

[ ] General Manager [ ] Project Manager [ ] Executive Manager [ ] Country Director [ ]

Other

8. Name of Organization …………………………………………………………………

9. Please complete the table below:

SECTOR OF PROJECT	TYPE OF PROJECT		TOTAL NO. OF PROJECTS
Education	Construction (School building [SB], computer lab [CL], teacher's bungalow [TB], Other building [OB])	SB [ ]	
		CL [ ]	
		TB [ ]	
		OB [ ]	
	Capacity Building/Training	Yes [ ] No [ ]	
	Service	Yes [ ] No [ ]	
	Relief/Charity	Yes [ ] No [ ]	
	Donation	Yes [ ] No [ ]	
Health	Construction (Health Facility, Toilet Facility)	HF [ ]	
		TF [ ]	
	Capacity Building/ Training	Yes [ ] No [ ]	
	Health Education/ Immunization	Yes [ ] No [ ]	
	Health Insurance	Yes [ ] No [ ]	
	Provision of Potable Water	Yes [ ] No [ ]	
Economic Empowerment	Skills Training	Yes [ ] No [ ]	
	Donation of Tools and Equipment	Yes [ ] No [ ]	
	Small Scale Enterprises	Yes [ ] No [ ]	
Agriculture /Environmental	Extension services	Yes [ ] No [ ]	
	Donation of Farm Implements and Chemicals	Yes [ ] No [ ]	
	Environmental protection education	Yes [ ] No [ ]	

SECTION B: Project Delivery Strategies of Organizations in the District.

This section solicits views of Organizations on the delivery strategies they employ on projects. It also solicits views of government institutions on delivery strategies of NGOs that undertake projects in the Asuogyaman District.

10. To what extent do you think the following strategies constitute delivery strategies of projects or your projects in the district?

(1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

S/N	Delivery Strategy	1	2	3	4	5
1	Slice project from different planning perspectives					
2	Walk project by time to look for key events, challenges, etc.					
3	Start issue logs for assumptions, opportunities, risks, etc.					
4	Look for key methods until a single Method integrates Resources					
5	Consolidate resources to write management plans					
6	Write control plans (results, scope, performance, time, cost, etc.)					
7	Conduct scenario-war gaming and contingency planning using both box and time-line methods.					
8	Develop project policies & management processes.					
9	Finalize Project details					
10	Set clear expectations					
11	Choose the Team and Systems					

12	Define Milestones					
13	Establish clear communication					
14	Manage project risks					
15	Avoid scope creep					
16	Evaluate the project after completion					

SECTION C: GENERAL SUCCESS FACTORS OF PROJECT MANAGEMENT

Based on your overall experience with your Organization's projects undertaken in the Asuogyaman District, please assess the quality or degree of relevance/importance of the following general project success factors.

11.To what extent do you think the following factors constitute success factors of project management or your projects in the district?

(1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

S/N	GENERAL SUCCESS FACTORS	1	2	3	4	5
1	Competence of the project manager & team members					
2	Clarity of project goals/objectives					
3	Executive/Top management support					
4	Motivation of project team members					
5	Effective communication between project stakeholders					
6	Effective coordination of project activities					
7	Compliance with rules and procedures					
8	Systematic control over the project execution					
9	Access to organizational resources					
10	Project manager commitment to the goals of the project					
11	User involvement					
12	Budget performance					
13	Schedule performance					
14	Stakeholder satisfaction					
15	Task-orientation					
16	Ownership of project					

12. Rank the identified factors below in ascending order from less critical to critical to ensure successful completion of projects.

(1=strongly disagree, 2=agree, 3=neutral, 4=agree, 5=strongly agree)

S/N	GENERAL SUCCESS FACTORS	1	2	3	4	5
1	Competence of the project manager & team members					
2	Clarity of project goals/objectives					
3	Executive/Top management support					
4	Motivation of project team members					
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10	Project manager commitment to the goals of the project					
11	User involvement					
12	Budget performance					
13	Schedule performance					
14	Stakeholder satisfaction					
15	Task-orientation					
16	Ownership of project					

SECTION D: Impact of Success Factors on overall Project delivery

This section seeks the views of Organizations on the overall effect or impact of success factors on overall project delivery.

13. Indicate the extent to which you agree or disagree with the views below.

(1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

S/N	IMPACT OF SUCCESS FACTORS ON PROJECT DELIVERY	1	2	3	4	5
1	Delivery of project on time/ on schedule					
2	Delivery of project within budget					
3	Stakeholder satisfaction/ meeting of stakeholder expectations					
4	Keeping of project team focused and on track					
5	Keeps stakeholders aware of project progress					
6	Effective delivery of project according to requirements/ specifications					
7	Prompt change management					

Thank you for your time. God richly bless you.

QUESTIONNAIRE FOR RESPONDENTS IN GOVERNMENT INSTITUTIONS

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

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Thank you.

QUESTIONAIRE

SECTION A: PERSONAL PROFILE

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6. **Type of Organization**: [ ] NGO [ ] Government [ ] Semi-government [ ] Private

7. **Position in Organization**: [ ] DCE   [ ] DDE [ ] Supervisor [ ] Fieldwork Manager [ ] General Manager [ ] Project Manager [ ] Executive Manager [ ] Country Director [ ] Other

8. Name of Organization …………………………………………………….……

9. Please provide information on the number of projects undertaken in the Asuogyaman District by NGOs in the Sectors applicable to your organization, in the table below:

SECTOR OF PROJECT	TYPE OF PROJECT		TOTAL NO. OF PROJECTS
Education	Construction (School building [SB], computer lab [CL], teacher's bungalow [TB], Other building [OB])	SB [ ]	
		CL [ ]	
		TB [ ]	
		OB [ ]	
	Capacity Building/Training	Yes [ ] No [ ]	
	Service	Yes [ ] No [ ]	
	Relief/Charity	Yes [ ] No [ ]	
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Health	Construction (Health Facility, Toilet Facility)	HF [ ]	
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This section solicits views of Organizations on the delivery strategies they employ on projects. It also solicits views of government institutions on delivery strategies of NGOs that undertake projects in the Asuogyaman District.

10. To what extent do you think the following strategies constitute delivery strategies of NGO projects in the district?

(1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

S/N	Delivery Strategy	1	2	3	4	5
1	Slice project from different planning perspectives					
2	Walk project by time to look for key events, challenges, etc.					
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4	Look for key methods until a single Method integrates Resources					
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10	Set clear expectations					
11	Choose the Team and Systems					

12	Define Milestones					
13	Establish clear communication					
14	Manage project risks					
15	Avoid scope creep					
16	Evaluate the project after completion					

SECTION C: GENERAL SUCCESS FACTORS OF PROJECT MANAGEMENT

Based on your overall experience with NGOs' projects undertaken in the Asuogyaman District, please assess the quality or degree of relevance/importance of the following general project success factors.

11.To what extent do you think the following factors constitute success factors of project management in the district?

(1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

S/N	GENERAL SUCCESS FACTORS	1	2	3	4	5
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13	Schedule performance					
14	Stakeholder satisfaction					
15	Task-orientation					
16	Ownership of project					

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(1=strongly disagree, 2=agree, 3=neutral, 4=agree, 5=strongly agree)

S/N	GENERAL SUCCESS FACTORS	1	2	3	4	5
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3	Stakeholder satisfaction/ meeting of stakeholder expectations					
4	Keeping of project team focused and on track					
5	Keeps stakeholders aware of project progress					
6	Effective delivery of project according to requirements/ specifications					
7	Prompt change management					

Thank you for your time. God richly bless you.