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A Case of Adventist Development and Relief Agency**

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Factors Affecting Implementation of Projects in International Non-Governmental Organizations in Rwanda. A Case of Adventist Development and Relief Agency

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Abstract

Project implementation is generally affected by various factors from the beginning to completion of the project. This research deals with the factors influencing the implementation of international non-governmental organizations (NGOs)' projects in Rwanda, with Adventist Development and Relief Agency (ADRA) as a case study. Over the past years, NGOs have been returning funds to donors because the planned activities were not implemented. The main purpose of this research was to examine the effect of planning, communication, and managerial factors on projects' implementation, as the three objectives, respectively. The research used a descriptive research design on a population of 97 ADRA staff, where the census method was applied since the target population could be managed within the time and cost of the research. The descriptive research design with a quantitative approach helped to collect data using a questionnaire in which the responses were scored on a numerical scale. Regression analysis was performed to reveal the correlation between planning, managerial factors, communication, and projects' implementation. The study shows a significant and positive relationship between planning and cost, with a Pearson correlation of 0.822 and a calculated significance level of 0.00, which is less than the 0.01 significance level. The study also shows a significant and positive relationship between planning and timeliness, with a Pearson correlation of 0.819 and a calculated significance value of 0.00, which is also less than the 0.01 significance level. The second objective of the correlation analysis results shows that there is a positive and significant relationship between communication and cost ($r=0.767$), timeliness ($r=0.764$), and quality ($r=0.818$) at the $\text{sig}=0.00<0.01$ level of significance. Lastly, the third objective of the study was to investigate the managerial factors affecting the implementation of ADRA projects. The correlation analysis results confirmed a positive and significant relationship between managerial factors and cost ($r=0.753$), timeliness ($r=0.750$), and quality ($r=0.804$) at the $\text{sig}=0.00<0.01$ level of significance. In conclusion, the results of the research showed that there is a positive and significant relationship between managerial factors, communication, planning, and the implementation of ADRA projects in Rwanda.

Keywords: *Implementation of Projects, International Non-Governmental Organizations, Adventist Development, Relief Agency, Rwanda.*

1.1 Introduction

Globally, NGOs are continually involved in development and humanitarian projects by implementing required projects, especially in developing countries (Tortajada, 2016). Therefore, it is very important to know the factors affecting the success or failure of project implementation by these NGOs. NGOs are known as private associations that pursue activities such as relieving suffering, promoting the interests of the poor, protecting the environment, providing basic social services, and undertaking community development (Brass et al., 2018). In the demand-led situation, NGOs are in control of project implementation, while donors only have a say in determining which options to fund. This situation is ideal for NGOs, as they retain control of their projects, their implementation, and their progress. In the supply-led situation, donors create and implement the projects of the organization. In Africa, NGOs have contributed to the implementation of many projects aimed at ending hunger and poverty, as well as by providing other humanitarian aid (Brass et al., 2018). However, these NGOs have been criticized for not fulfilling their duties, and for actually increasing the level of dependency in less developed countries of Africa. This is because most of these NGOs are from outside the hosting countries, and the local ones depend on their aid from other big international NGOs and donors. This continues to distort self-reliance among Africans (Abok et al., 2013).

The projects conducted by these NGOs in Africa are defined as temporary activities that undertake people to work cooperatively and closely in creating a unique result (PMI, 2018). Authors have criticized the definition of the project for focusing on the implementation processes and tools, rather than emphasizing the importance of the project in the business and strategy context of leading people (Goncalves, 2014). However, since the main focus of this research is to examine factors affecting the implementation of projects, it was very crucial to look at project implementation on a global perspective and then in Africa. The Adventist Development and Relief Agency (ADRA) was registered in Rwanda in 1978, with the aim of serving and caring for people in need. For the past 43 years, this NGO has improved the lives of many people in Rwanda. It is involved in activities such as education project activities, capacity building, training teachers, adult literacy, humanitarian assistance, reconciliation, and peace education in Rwanda. Against this background, the research wants to conduct this research on project implementation of NGOs in Rwanda, with a case of ADRA. The general objective that governed this research is to assess factors affecting project implementation in international NGOs within Rwanda. A case of ADRA projects in Rwanda.

1.2 Objectives of the Study

To examine planning affecting the project implementation of Adventist Development and Relief Agency in Rwanda.

- i. To establish the effect of communication on implementing effectively the Adventist Development and Relief Agency projects in Rwanda.
- ii. To assess the managerial factors affects the implementation of Adventist Development and Relief Agency projects in Rwanda.

2.0 Literature Review

2.1 Theoretical Literature

2.1.1 Planning and Project Implementation

The term planning consists of predetermining courses of action while forecasting, project planning as systematic flexible for handling unique activities, disciplining, and controlling and multifunctional inputs acceptance. Managers of the project realise successful that project planning is process iteratively performance in project lifecycle (Kerzner, 2013). The organization creates project work planning before project starting, work beginning, work to be carried out are properly agreed and understood by project sponsor and key stakeholders. For instance, it is attained by defining and agreeing on the procedures of approving scope of requests changes and much easier time of managing that change before the project implementation. The primary objective of planning a project is to ensure all the activities are well defined in project plan document to ensure all the project participants get informed easily. This is very crucial in a project environment since it top priority is to make activities well known before they get performed. Good planning is only attained when there is an excellent forward planning which entails the process of planning the implementation of each stage, timeliness of the tasks and re-planning (Abok, Waititu, Gakure and Ragui 2013). The initial planning has to be re-planned because it is not enough since projects can take wrong turns. Thus, the re-planning is required when the initial planning fails because management of the project is not a straight line but an iterative process that needs rethinking due to the change of the environment (PMI, 2011).

2.1.2 Communication and Project Implementation

Communication process is essential since the entire world revolves around it and it is defined as the process involving who says what and to whom it is said and in which channel with which effect (Lasswell, 2018). Communication goes with exchanging information from one point to another in the project in an effective and efficient manner. There are numerous concepts and definitions regarding communication in the project, what matters it is how it is used in the management of the project to enhance effect implementation of the project. Communication is very vital tool to enhance management process. Behind the success of the large projects there is a network of effective communication which starts working at the start of the project, continues for its entire lifespan to provide regular updates as notifications of how implementation has to be done to increase performance capacity. Therefore, a good communication has to enable understanding of the strategy of the organisation to enhance better commitment and lower resistance to change that leads to effective implementation of the project. The internal communication has vital strategic impact on the external communication with the stakeholders who work in supplying the customers. In fact, the understanding of the stakeholders is dependent to ones of the employees. Hence, the communication done internally help to build the reputation of the project through provision of competitive advantage and ensure that strategic issues get solutions (Dortok, 2016).

Communicating through different means of sharing information among the members of the team is as well described by its level of openness, frequency, structure and formalization of the exchanged information. A pretty of time is required for communication in terms of preparation and planning before its occurrence in order to be formal due to schedule of meeting and meeting status whereas a communication initiated spontaneously such as short emails and quick phone calls is taken as informal and it is need among project team members because it eases sharing of ideas,

discussions and evaluation of the team in a quick and efficient manner. Additionally, members of the team in the project does direct communication with no intermediaries because mediators are time consuming which can also cause faulty transmission. To share information openly is also very vital for the project because structure, frequency and formalization are not only the means that the project can dependent on, because lack of openness make a hindrance to sharing experience and knowledge that can be used in implementation and execution of project team tasks.

2.1.3 Managerial Factors and Project Implementation

The managerial capacity of the project implementing organization is the basis of increasing the success of the project (Amdt, 2015). He added that the weakness of having poor formal trainings by the managers of the project affect negatively the implementation of the project due to poor budgeting, lack of foreign aid management skills and accounting skills which results in ineligible expenditures which leads to rejection of further funding projects by the donor. Thus, the project manager has to be an individual who sets the expectations, the tone in terms of cost, time, and quality and make sure they are not conflicted. The manager of a project has roles of achieving the objectives of the business within the budgeted amount and time and do monitoring in form of controlling day to day management of activities in the project. Managers of the project have to have the ability of demonstrating skills, experiences and knowledge in their industries or field of work. The standards of the management of the project and programs of certification are offered by the PMI and other association like international project management, Australian PMI and management of project association give generic and not industry specific. The literature of Pollack (2017) asserted that the time of project managers are normally spent in steering coordination and activity integration in departments as well as depending on other individuals on information and services of support. Managers of project have to delegate some of his activities to managers in department.

2.1.4 Project Implementation

Project implementation involves the undertaking of the activities aiming at delivering the results known as the outputs which is assisted by monitoring the progress based on work plan. The implementation of the project is measured by scheduling, costing, quality, satisfaction and safety of the employees. But, on the other hand, Afaq (2013) said that implementing the project effectively requires meeting the technical specification and satisfaction of the employees, users and stakeholders to the extent that all the stakeholders of the project get satisfied. The view of Abok, Waititu, Gakure and Ragui (2013) views the project effectively implemented as end that shows itself at the completion of the project in terms meeting planned budget, achieving set goals and satisfaction of the employees. Thus, even if the traditional measures are cost budget and quality as important measures of performance but other measure like environmental impact, beneficiary and client satisfaction. The measuring performance of the project is based on time of completion, budget, meeting stakeholders' expectation, efficiency, minimization of disputes, conflicts and ensure safety and effectiveness.

2.2 Conceptual Framework

The conceptual framework shows the relationship between independent and dependent variables in a diagram. For this study the independent variables include; planning, communication and managerial factor. The dependent variable is project implementation.

Independent variables

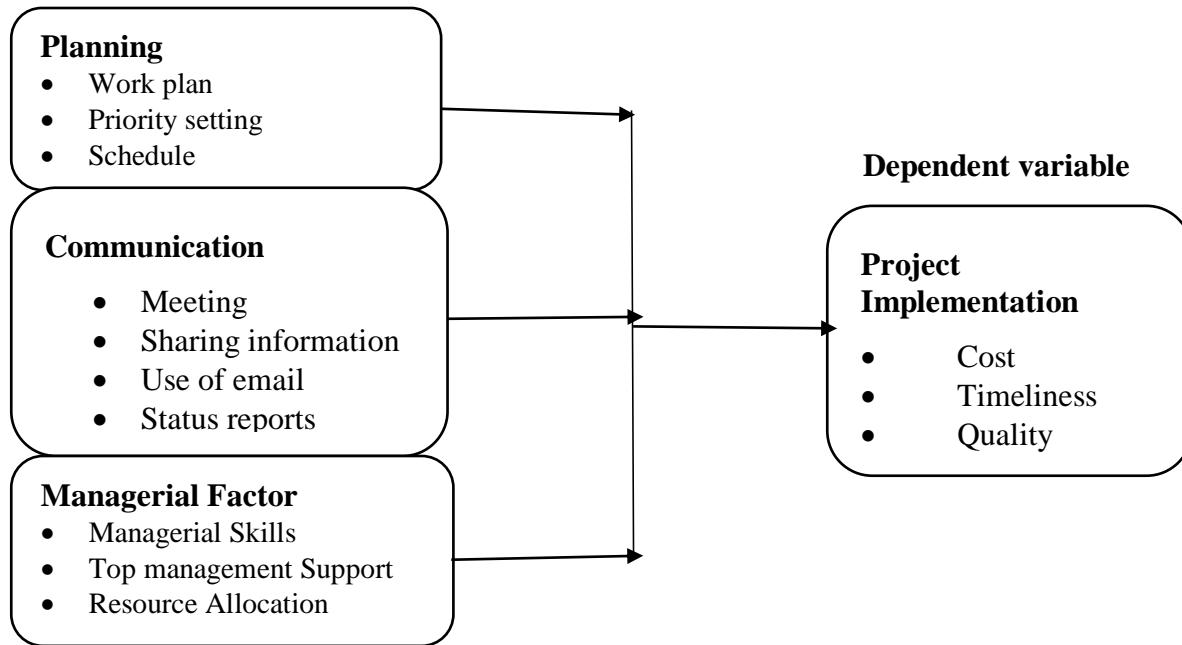


Figure 1. Conceptual framework

3.0 Research Methods

The study used descriptive research design. The targeted people were 97 staff of Adventist Development and Relief Agency International in Rwanda. The research used census method that were also 97 staff of ADRA to be remain the respondents of the study. Thus, all the 97 respondents have equal chances to participate in the study.

4.0 Discussion of Findings

The found that 55 (56.7%) of respondents are males, while 45 (43.3%) of respondents are females. Thus, indicates that there is gender balance in staff of the ADRA Rwanda. The results also indicated that 44 (45.4%) of respondents have between 36-45 years, 37 (38.2%) of respondents have between 26-35 years, 12 (12.4%) of respondents have 18-25 years, and 4 (4.1%) of respondents have above 46 years. Thus, indicates that a big number of employees have between 36-45 years old. In addition, the study shown that 56 (57.7%) of the respondents have diplomas, 18 (18.6%) of the respondents have master degrees, 22 (22.6%) of the respondents have first degrees, 1 (1.0%) of respondents have PhD degrees. Thus, implies that a big number of employees have only completed diploma and above.

4.1 Correlation analysis for Planning and Project Implementation

The correlation analysis was performed between planning and project implementation and the results were presented in Table 1.

Table 1: Correlation analysis between planning and project implementation

		Cost	Timeliness	Quality
Planning	Pearson Correlation	.822**	.819**	.875**
	Sig. (2-tailed)	.000	.000	.000
	N	97	97	97

Table 1 show a significant and positive relationship between planning and cost that has a Pearson correlation of $r=0.822$ with calculated 0.00 level of significance which is less than 0.01 level of significance, between planning and timeliness with Pearson correlation of $r=0.819$ and calculated 0.00 significance value which is less than 0.01 level of significance, and between planning and quality ($r=0.875$ and $sig=0.00$) which is less than 0.01 level of significance. Hence, this implies that there is a positive and significant relationship between planning and project implementation of ADRA project in Rwanda.

Table 2: Correlation Analysis between Communication and Project Implementation

		Cost	Timeliness	Quality
Communication	Pearson Correlation	.767**	.764**	.818**
	Sig. (2-tailed)	.000	.000	.000
	N	97	97	97

There is also a positive and significant relationship between communication and cost, timeliness, and quality ($r=0.767$, 0.764 , and 0.818 at $p<0.01$). This implies that there is a positive and significant relationship between communication and ADRA project implementation in Rwanda..

Table 3: Correlation Analysis between Managerial factors and Project Implementation

		Cost	Timeliness	Quality
Managerial factors	Pearson Correlation	.753**	.750**	.804**
	Sig. (2-tailed)	.000	.000	.000
	N	97	97	97

Table 3 shows a positive and significant relationship between managerial factors and cost, timeliness, and quality ($r=0.753$, 0.750 , and 0.804 , $p<0.01$). This implies that there is a positive and significant relationship between managerial factors and the project implementation of Adventist Development and Relief Agency (ADRA) in Rwanda.

Table 4: Correlation Analysis between Factors and Project Implementation

		Cost	Timeliness	Quality
Planning	Pearson Correlation	.822**	.819**	.875**
	Sig. (2-tailed)	.000	.000	.000
	N	97	97	97
Communication	Pearson Correlation	.767**	.764**	.818**
	Sig. (2-tailed)	.000	.000	.000
	N	97	97	97
Managerial factors	Pearson Correlation	.753**	.750**	.804**
	Sig. (2-tailed)	.000	.000	.000
	N	97	97	97

Table 4 shows a significant and positive relationship between planning and cost, with a Pearson correlation of 0.822 and a calculated significance level of 0.00, which is less than the 0.01 significance level. There is also a positive and significant relationship between planning and timeliness, with a Pearson correlation of 0.819 and a calculated significance value of 0.00, which is also less than the 0.01 significance level. In addition, there is a positive and significant relationship between communication and cost, timeliness, and quality ($r=0.767, 0.764, \text{ and } 0.818$ at $p<0.01$). There is also a positive and significant relationship between managerial factors and cost, timeliness, and quality ($r=0.753, 0.750, \text{ and } 0.804$ at $p<0.01$). Thus, as indicated in the table, the results show a positive and significant relationship between the factors affecting project implementation in ADRA, Rwanda.

Table 5: Model Summary of Factors Affecting Project Implementation and Cost

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843 ^a	.711	.702	.79820

Findings in Table 5 prove that the R coefficient of 0.843 reveals that factors affecting project implementation has a positive relationship with cost. The coefficient of determination (R square) of 0.711 also shows that factors affecting project implementation explains 71.1% of the progress variability in cost. Thus, it implies that the predictors of managerial factors, planning, and communication that affect the progress of women's participation in family economic development services by 71.1% in international NGOs, ADRA Rwanda in ADRA, Rwanda.

Table 6: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	146.108	3	48.703	76.440	.000 ^b
Residual	59.253	93	.637		
Total	205.361	96			

Table 6 demonstrates a positive and significant relationship between factors affecting project implementation and participation in family economic development services because the calculated

significance value of 0.00 is less than the 0.05 level of significance (calculated sig. value = 0.00 < 0.05 level of sig.). Thus, the statistical model predicting the relationship between factors affecting project implementation and cost is positively significant.

Table 7: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.261	.190		1.370	.174
Planning	.484	.118	.476	4.092	.000
Communication	.217	.105	.216	2.076	.041
Managerial factors	.208	.099	.205	2.098	.039

The results in Table 7 reveal that the predictors of factors affecting project implementation have positive coefficients that enhance a positive effect on the progress of cost. The regression analysis indicates that there is a positive significant relationship between factors affecting project implementation and cost because all calculated p-values are lesser than the level of significance, which is 0.05. Therefore, the regression model coefficient, $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta$, becomes $Y = 0.261 + 0.484X_1 + 0.217X_2 + 0.208X_3$, showing that there is a positive significant relationship between factors affecting project implementation and cost in International NGOs, ADRA Rwanda. Thus, the results of this study are compared to those of the study by Khang and Moe (2018), who asserted that development projects conducted by government and NGOs have played a significant role in providing training, awareness, and credits to rural women, which raised the economic standards of their families in South and North regions of Pakistan.

The first objective of establishing the relationship between planning and cost has a positive and significant relationship ($b = 0.484$ and $p = 0.00$) because the calculated p-value is less than the 0.05 level of significance. The second objective of establishing the relationship between communication and cost has a positive and significant relationship ($b = 0.217$ and $sig = 0.041$) because the calculated p-value is less than the 0.05 level of significance. The third objective of establishing the relationship between managerial factors and cost has a positive relationship ($b = 0.208$ and $p = 0.039$) because the calculated p-value is less than the 0.05 level of significance. Thus, it implies that there is a positive significant relationship between factors affecting project implementation and cost in International NGOs, ADRA Rwanda in ADRA, Rwanda.

Table 8: Model Summary of Factors affecting project Implementation and Timeliness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.840 ^a	.706	.696	.80223

The Table 8 proves that the R coefficient 0.840 reveals that Factors affecting project implementation has a positive relationship with Cost. The coefficient of determination 0.706 R square also shows that Factors affecting project implementation explains 70.6 % of the progress variability in Cost. Thus, it implies that predictors of Managerial factors, planning, and Communication that affect participation in family economic development services by 70.6 % in International NGOs, ADRA Rwanda.

Table 9: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	143.405	3	47.802	74.275	.000 ^b
Residual	59.853	93	.644		
Total	203.258	96			

The findings in Table 8 demonstrate a positive and significant relationship between factors affecting project implementation and timeliness because the calculated significance value of 0.00 is less than the 0.05 level of significance (calculated sig. value = 0.00 < 0.05 level of sig.). Thus, the statistical model predicting the relationship between factors affecting project implementation and timeliness is positively significant.

Table 10: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	.317	.191		1.656	.101
Planning	.484	.119	.478	4.071	.000
Communication	.213	.105	.213	2.028	.045
Managerial factors	.203	.100	.202	2.039	.044

The results in Table 10 reveal that the predictors of factors affecting project implementation have positive coefficients that enhance a positive effect on the progress of timeliness. The regression analysis indicates that there is a positive significant relationship between factors affecting project implementation and timeliness because all calculated p-values are lesser than the level of significance, which is 0.05. Hence, the regression model coefficient, $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta$, becomes $Y = 0.317 + 0.484X_1 + 0.213X_2 + 0.203X_3$, showing that there is a positive significant relationship between factors affecting project implementation and timeliness in International NGOs, ADRA Rwanda.

The first objective of establishing the relationship between planning and the participation of rural women in family decision-making has a positive relationship ($b = 0.484$ and $p = 0.004$) because the calculated p-value is less than the 0.05 significance level. The second objective of organizing the relationship between accessibility to credit and timeliness has a positive relationship ($b = 0.213$ and $sig = 0.045$) because the p-value calculated is less than the 0.05 sig. level. The third objective of organizing the relationship between managerial factors and the participation of rural women in family decision-making ($b = 0.203$ and $p = 0.044$) due to the fact that the calculated p-value is less than the value level of 0.05. It therefore implies that there is a positive and significant relationship between the benefits of factors affecting project implementation and the participation of rural women in family decision-making of International NGOs, ADRA Rwanda.

Table 11: Model Summary of Factors Affecting Project Implementation and Quality

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
	.899 ^a	.807	.801	.63069

The findings in Table 11 prove that the R coefficient of 0.899 reveals that factors affecting project implementation has a positive relationship with quality. The coefficient of determination (R square) of 0.807 also shows that factors affecting project implementation explains 80.7% of the progress variability in quality. Thus, it implies that predictors of managerial factors, planning, and communication that affect quality by 80.7% in international NGOs, ADRA Rwanda.

Table 12: Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	155.028	3	51.676	129.913	.000 ^b
Residual	36.993	93	.398		
Total	192.021	96			

The findings in Table 12 show that there is a positive and significant relationship between factors affecting project implementation and quality because the calculated significance value of 0.00 is less than the 0.05 level of significance (calculated sig. value = $0.000 < 0.05$ level of sig.). Thus, the statistical model predicting the relationship between factors affecting project implementation and quality is positively significant.

Table 13: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.171	.150		1.138	.258
Planning	.491	.093	.499	5.250	.000
Communication	.227	.083	.233	2.746	.007
Managerial factors	.220	.078	.224	2.800	.006

The results in Table 13 reveal that the predictors of factors affecting project implementation have positive coefficients that enhance a positive effect on the progress of quality. The regression analysis indicates that there is a positive significant relationship between factors affecting project implementation and quality because all calculated p-values are lesser than the level of significance, which is 0.05. Hence, the regression model coefficient, $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta$, becomes $Y = 0.171 + 0.491X_1 + 0.227X_2 + 0.220X_3$, showing that there is a positive significant relationship between factors affecting project implementation and quality in International NGOs, ADRA Rwanda.

The first objective of establishing the relationship between planning and quality has a positive and significant relationship ($b = 0.491$ and $p = 0.000$) because the calculated p-value is less than the 0.05 level of significance. The second objective of establishing the relationship between communication and quality has a positive and significant relationship ($b = 0.227$ and $sig = 0.007$) because the calculated p-value is less than the 0.05 level of significance. The third objective of establishing the relationship between managerial factors and quality has a positive relationship ($b = 0.220$ and $p = 0.006$) because the calculated p-value is less than the 0.05 level of significance. Thus, it implies that there is a positive significant relationship between factors affecting project implementation and quality in International NGOs, ADRA Rwanda.

5.0 Conclusions

The study examines the effects of planning, communication, and managerial factors on the implementation of ADRA projects in Rwanda. The descriptive results showed that a large number of respondents agreed that planning, communication, and managerial factors have a positive impact on the implementation of ADRA projects. The inferential statistical results confirmed a positive and significant relationship between planning, communication, and managerial factors and the cost, timeliness, and quality of ADRA projects.

6.0 Recommendations

The study recommends that ADRA involve all stakeholders and beneficiaries in all project activities, from planning to implementation. This will help to ensure that projects are successful and sustainable. However, the study did not assess the impact of these projects on the lives of beneficiaries. The researcher recommends that ADRA Rwanda provide training and awareness-

raising activities to beneficiaries to ensure that they are able to benefit from projects and that the projects are sustainable. Further, the researcher recommends that the government become involved in project implementation to ensure that projects are successful and that they contribute to national growth and development.

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