

FACTORS AFFECTING THE EFFECTIVE IMPLEMENTATION OF LOCAL NGOS PROJECTS IN YEMEN

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Abstract- The purpose of this research was to examine factors affecting the effective implementation of local NGOs projects in Yemen. The study primarily examines the effects of communication, planning, financing, and monitoring and controlling on the effective implementation of local NGOs projects in light of the existing legal and socio-cultural variables amongst local NGOs in Yemen. This study employs the quantitative approach where the data was collected by using questionnaires. It is an explanatory study and it aims to examine some developed hypotheses. This study targeted local NGOs in Taiz governorate, and the sample size was 56 local NGOs selected randomly. The response rate was 82%. This study finds that planning, communication, financing, and monitoring and controlling are explaining the effective implementation of projects in local NGOs in Taiz governorate, Yemen. In addition, planning is significant to the effective implementation of projects for local NGOs in Taiz governorate. Furthermore, planning and communication have a significant influence on the effective implementation of projects in the presence of legal factors in Taiz governorate. This implies the importance of considering all factors of planning, communication, financing, monitoring, and controlling in managing projects rather than considering one individual factor when concerning the effective implementation of a project.

Key Words- Planning, Communication, Monitoring, Financing, NGOs

1. INTRODUCTION

In a world of rapid development, project management becomes inevitable and essential for organizations to invest and enhance project implementation success elements specially supporting people and organization competency (Radujkovic & Sjekavica, 2017). Project management performance in organizations greatly contributes to the success of projects implementation by applying tools and methods to measure project success (Mir & Pinnington, 2014). Through the use of project management system and methods, organizations will attain better control to solve most of the organizational problems and efficiently use the allocated resources (Kerzner, 2009). Project management defined as the process of planning, organizing, directing, and monitoring the organization resources to achieve certain objectives in a predetermined point of time. According to the Project Management Institute (PMI), the project management cycle goes in consequent phases that starts from the project initiation, planning, implementation, monitoring, and closure. Project management consists of ten areas of knowledge as defined in the Project Management Book of Knowledge (PMBOK) guide that illustrated in integration, time, cost, quality, scope, procurement, communication, human resources, risk management and stakeholders management with focus to accomplish the project goals, within the identified resources and time (Project Management Institute, 2019). Thus, a project is considered to be series of activities with particular objectives to be accomplished based on agreed specifications within a well-defined start and end dates which has funding limit and uses non-human and human resources (Project Management Institute (PMI), 2017).

Implementation is very important stage in the project life cycle by which most project resources, budget and time are utilized to achieve the required outcomes. It is defined as the actions derived from the project plans and strategies to achieve the required results (Onstrategyhq, 2021). Planning is an integrated process among the areas of scope, cost, resources, risks, stakeholder's engagement, procurements, communications, and quality for a project that make a clear course of action for the implementation phase (PMI, 2017). According to PMBOK Sixth edition when the project plan is completed in the initial phase of the project design, the accepted plan of the project management serves as a baseline of the project. Therefore, during the project implementation, the monitoring and controlling of activities compare the project performance against the baselines (PMI, 2017). The project plan is the road map that direct the efforts towards the required objectives for success which mainly to meet client requirements within given constraints (George, 2020). For the purpose of this study communication is the process to attain the needed information for project and its stakeholders by developing and implementing a series of activities designed to gain effective exchange of information to achieve the project results and minimize risks (PMI, 2017). Communication is key during all phases of project management for successful project implementation. It is required to successfully communicate and integrate areas such as time, cost, quality, and scope to achieve a quality result (Zulch, 2014). During project implementation, the monitoring and controlling has a significant role to measure and analyze project performance at regular basis. Systematic monitoring and controlling activities are vital for reviewing, tracking, and adjusting progress and performance of the project during the implementation. In order to improve the NGOs projects planning, better monitoring and accountability mechanisms should be practiced to realize project effectiveness and accountability (Clough, 2018). The Monitoring, evaluation and controlling measures and parameters, can be incorporated to the project plans and to be executed effectively during implementation to inform performance to get the project on track when needed and provide learning as well.

International NGOs number has significantly increased, and they assist more than ever in terms of advice to policy makers, financial resources, relief, and development programs. 1.7% of budget was allocated to NGOs to implement projects in different fields such

as humanitarian and development assistance, environmental protections and culture projects that implemented 6.8% of European Development Fund (EDF). Over the period 2014 – 2017 the European Commission distributed around Euro 11.3 billion to NGOs (Barbière, 2018). In 1990 World Bank records showed that 21% of its funds allocated to Civil Society Organizations (CSO) projects, while the number increased to 81% in 2009 (Hammad & Morton, 2011). Study carried out by Johns Hopkins Comparatives over ten years period in 26 countries resulted that non-profit organizations share %31 of employees, 19.7 million paid employees and corresponding to 11.3 million full time volunteers which represent %7 of the world workforce (Nelson, 2007). According to Nelson (2007) the non-profit sector in these countries would be the 8th biggest in the world with USD 21 trillion in spending if they were a single state economy. Projects are the backbone of NGOs by which they implement their development activities which tends to involve the beneficiary local people in different stages of the project life cycle that helps them understand needs, considering cost effectiveness and sustainable approaches that contributes to effective project implementation (Biswambhar, 2007). According to a survey conducted to evaluate ECHO partners in Europe and Asia, more than 11% of ECHO partners are not using project management tools to help them through the various steps of the project cycle and less than a third use systematically a performance indicator (Bugnion, 2002).

As reported by the Human Development index (HDI) by the UN to measure the progress of a country; Yemen was ranked 160th out of 188 nations in 2014, during 2019 the country HDI positioned at 179 out of 189 (UNDP, 2015 and 2020). Hence, even prior to the current conflict, maternal mortality and infant levels, the illiteracy rate was among the highest in the world in Yemen. The ongoing conflict has pushed the country to prolonged humanitarian crises that NGOs has been delivering various types of projects. It was observed that gap in research is high on the NGOs project implementation. This study aims to assess the factors that affect the effective implementation of local NGOs projects in Taiz – Yemen, since there are many projects that are being implemented in Yemen during the last five years in response to the country protracted crises.

1.1. Problem Statement

Given the status of the Yemen NGOs capacity, there are many critical factors hindering the local NGOs projects in Yemen. Such factors affecting poverty alleviation projects in developing economies that could affect the success of poverty alleviation projects in the long term (El-Alawa, 2013). Considerable number of projects are encountered with difficulties to accomplish their objectives and goals due to managerial reasons such as lack of experience in project management, lack of funds, poor monitoring systems, absent of baseline data, unclear objectives and unrealistic expectations (Beyene, 2016). This study is identifying the factors that affect the projects implementation of local NGOs in Yemen.

1.2. Research Objectives

- To examine the effect of Planning, communication, financing, monitoring and controlling on the effective project implementation.
- To examine the effect of planning, communication, financing, monitoring and controlling on the effective project implementation with the presence of legal variables.
- To examine the effect of planning, communication, financing, monitoring and controlling on the effective project implementation with the presence of socio-cultural variables.

1.3. Research Gap

There is a significant gap in literature to NGOs projects implementation in Yemen, so this research has considered other various studies that addressed some of the factors that affect the performance of NGO projects on different perspectives in developing countries. This study analyzed the factors affecting implementation of local NGO projects in Taiz governorate in Yemen. The study creates an enabling road map to further researches by providing relevant information that would help improve the implementation of the local NGO projects.

2. LITERATURE REVIEW

2.1. NGOs in Yemen

During 1962 revolution in the north and in 1994 after the North and South unity, Civil society organizations emerged to remedy the state breakdown. At the beginning of 2015, a number of 14000 civil society organizations were registered by the ministry of Social Affairs and Labors in Yemen (Alwazir, 2015). However, on 2018 only 98 national NGOs were actively operating in Yemen (SIDA, 2018). UN Agencies and International NGOs have taken the lead to deliver the aid projects in Yemen in partnership with local NGOs. However, most of the Yemeni SCOs focused on seasonal charity activities only (Alwazir, 2015). local NGOs in Yemen suffers not only from lack of financial support since the Ministry of Social Affairs and Labor suspended government support for %85 of all organizations during 2015, but also challenged in such situation due to weakness of their institutional and managerial capacity (Al-Duqaimi, 2016). External risks like national economic, political, environmental, safety, and security are dominant risks for implementing projects in Yemen (Kassem et al., 2020),

2.2. Effective Project Implementation

(2015) in study examining PIP as a tool for enhancing NGO projects management concluded that PIP can be used to assure the NGOs projects implementation success with further work to integrate the tool with the NGO logical framework. According to Rusare et al. (2015) the highest graded success factors are technical tasks and project mission that considerably contributed to the project success. The other remaining factors like project monitoring, and feedback, schedule, personnel, top management support, communication,

and troubleshooting ranked relatively high and significant in assuring project success. Project Implementation Profile was evaluated in the public sector in the interface management, it resulted in a positive impact to the challenges and mitigating risks early during planning, and scope is managed, and efficiency and teamwork is improved (Dube, 2015). According to Dube (2015) that there is reduction in cost and time overruns leading to improvement in project success rate. The only solution to this failure and poor performance in the NGOs' projects is to consider the project management tools and practices according to Golini et al. (2014). Batti (2015) found that by the adaptation of the project management best practices, managers and their team members of local NGOs will be able to mobilize resources by their own toward developing and implementing sustainable interventions, therefore assure ongoing support for their beneficiaries. Golini et al. (2014) concluded that project managers who adapt wider range of project management tools are likely to accomplish higher external and internal performance. Das & Ngacho (2017) in his study in identifying critical success factors (CSFs) and projects key performance indicators (KPIs) in developing countries that outlined factors related to clients, project, consultant, contractor, supply chain and external environment. Ismaila et al. (2014) concluded that most rated CSFs in INGOs project success are; understanding projects by clearly defined goals; better coordination and communication. Ismaila et al. (2014) added better coordination, communication and significant level of community participation; Mahianyu & Njeru (2016) added top management as success factor for project success and Jhuth,(2015) included government involvement, community participation, Anunda (2016) mentioned stakeholders' involvement, and Nelson (2007) concluded improved consultation and cooperation among NGOs are critical factors in the success of NGOs projects.

2.3. Communication and Effective project implementation

Wamalwa & James (2018) communication significantly affects NGOs project implementation, Thairu (2014) it influences projects implementation in respect to application of project management tools and availability of information for decision making. Zulch (2014) found that communication is important throughout all phases of project management for successful project which is required to effectively integrate and communicate the areas of time, cost, scope, and quality to achieve a quality product or result. Zulch (2014) stresses that communication can be considered a factor that has root function to support all the areas of successful project implementation. Additionally, Nelson (2007) concluded that improved communication and coordination among NGOs, companies and governments can result in growth of natural resources and opportunities. Oppong et al. (2019) observed that ineffective communication is most critical factor that hinders effective external stakeholder's management in developing countries. Mahianyu & Njeru (2016) concluded that top management play a critical role in communication during project implementation. Furthermore, Zulch (2014) indicated that the project managers' characteristics and leadership style contribute to solving communication problems by understanding the situation and then adapting to a style according to that specific situation. Akbar (2010) stressed that it is necessary to plan, organize and implement the communication activities but not just automatically happen during implementation. It is important to mention that the communication strategy should be updated regularly to effectively respond to the changing local and organizational needs. Dale & Dulaimi (2016) It is important to improve the ability of the project managers to communicate effectively to raise the awareness of contextual factors for cultural acceptance. The study observed that creating an effective communication and trustworthy relationship is helpful factors which minimize uncertainties and risks in each context to deliver international projects effectively.

2.4. Planning Vs Project Implementation

Project scheduling has been largely emphasized in decision making that brings challenges and opportunities to projects (Pellerin & Perrier, 2019). Poor planning of construction projects leads to failures in duration and completion of projects which can be reduced or prevented by effective pre-project planning which are most critical success factor in projects (Khalid, 2017). NGOs should address issues in project scope, budgeting, and project scheduling to decrease the project implementation delays (Nyanje & Wanyoike, 2016). It is important to develop a realistic project schedule by using accredited estimation methods and techniques during planning phase (Mardiani, 2018). Effective project planning enhances the project performance, which results in project success (Naeem et al., 2018). Anunda (2016) and Thairu (2014) agree that planning affects the implementation and performance of the NGOs projects. (Ahmed et al., 2015) in the study analyzing the project critical success factors in Pakistan found that the planning and control are highly rated factors that significantly affect the project success. Bienvenue et al., (2017) reported that project performance assessment, implementation strategy development, and project scope are main processes which were evaluated in project planning and control in a context of solidarity and social economy. Khan et al. (2019) concluded that the total project risk significantly affects the project success in relation to planning. Also Naeem et al. (2018) concluded the project success and project planning relationship is mediated by the risk management factor. Project manager who identifies risks well in the planning stage and maintains mitigation measures are the ones who bring project to success. Sergio (2007) projects required to put measures in place in a changing context and design projects corresponds to the working context to avoid unnecessary compromises that jeopardize project success. Mobey & Parker (2002) emphasized the high need of risk assessment before implementation to realize risks from management point of view to address the issues that may fail the project to achieve its original goals. Using advanced planning systems offers better management during implementations (Tramarico et al., 2017)

2.5. Financing and Effective Project Implementation

Anunda (2016) in his research concluded that lack of funding to the NGOs projects unpleasantly affects the overall projects performance to achieve its objectives. Kagendo (2013) in study recognized that implementation of strategy was affected by the availability of funds to realize the strategy implementation until end. Additionally, Nyambura, Rambo, and Nyonje (2019) funding for humanitarian projects affects its implementation for aid delivery. NGOs needed to build long term relations with private sector to attract more funding for disaster relief rather than relying on ad hoc funding. Gaturu & Muturi (2014) concluded that the prompt

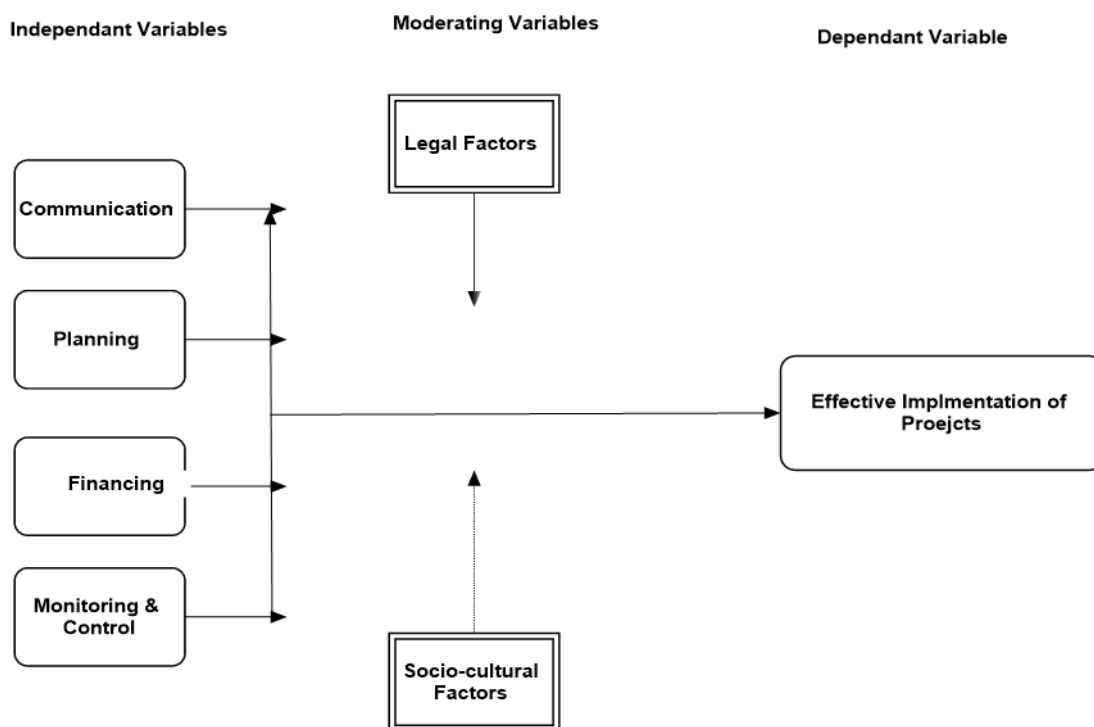
release of funds by donors not connected to the timeliness of project completion in donor funded projects. Wamalwa & James (2018) recommended NGOs to have sustainable financial actions to effectively implement projects. Mark (2007) recommended to initiate projects only when sufficient funding is available so that to be able to implement projects smoothly. Batti et al. (2017) in developing countries local NGOs experiences difficulties in accomplishing their mandates effectively without cooperating with other international NGOs. Local NGOs look at International NGOs as donors and see themselves as implementers. TANGO International (2015) in a study indicated that given the increasing donor demand for the evidence-based information gathering and considering the level of capacity INGOs have, funding constraint still a challenge for INGOs that needed to enhance donor attention. Mark (2007) identified quite several challenges the NGOs faced such as insufficient funds, multi reporting requirements to donors, lack of baseline data and lack of expertise.

Ismail (2019) and Parks (2008) in developing countries NGOs receive funds by the UN agencies or international NGOs that donor favor to operate via intermediaries so that to decrease administrative load and transfer risks. Pratt et al. (2006) regular changes on the donor funding mechanisms to distribute the Official Development Assistance (ODA) to national NGOs via their official agencies have bigger effects on the NGOs, not only on the sources of their income but also on the way they operate such as whether they work on a programmatic or project basis. Parks (2008) without internal or domestic sources of funding, NGOs in Asia region will be forced to do re-alignment to their organizational priorities in line with donors' interests to gain more funding. Karanth & Dongre (2018) the present study concludes that the NGO's depending on the local funding sources are less affected by recession than the ones depending on international sources of finance. Antrobus (1987) there are options for native NGOs to generate their own funds such as provision of trainings and consultation services, sale of educational materials and publications. Lacruz & Cunha (2018) NGOs who has project management Offices (PMO) has better chances to increase the number of projects, meantime decreases the mean value of its budget. Olando (2020) and Omondi (2014) managing donor relationship in NGOs and better collaborations with donors enhances sustainable funding and cross cutting accountability, and Shava (2020) added that NGOs must act away with the syndrome of donor dependency and embrace other entrepreneurial strategies to ensure financial sustainability. Another important aspect is NGOs to gain its autonomy when it has control on its own funds (Khieng & Resource, 2014). Antrobus (1987) stresses that donors to commit for long term to work for the poor communities in serious steps to build institutions and allocate donations for the native NGOs and staff that have a proven track of record. Anunda (2016) recommended local NGOs to take in consideration not only diversification of funds and resource planning to ensure effective implementation of projects, but also get institutional support from donors and governments so that they build local capacity to implement projects

2.6. Project Monitoring and Controlling and Effective project Implementation

In the NGOs terms, defined monitoring as obligatory, constant, and systematic process which aims to do regular tracking on various areas of the project, in order to attain the project desired objectives (ICRC, 2008). Major findings indicate that Monitoring & Evaluation function is key and of high importance in project delivery that donors demands a focus on results based management (Clough, 2018). Study established a strong positive correlation between project evaluation and performance (Kitur, 2017). The study found that the regular monitoring has an impact on the project schedule, also the planning and controlling factors considered the highest relationship with the project success, regarded to quality performance (Ahmad et al., 2015). Study revealed there is a significant connection between the regular monitoring of projects and the timeliness of completing projects that reflects the importance of consistent monitoring to ensure delivery on time (Gaturu & Muturi, 2014). The major issue revealed in knowledge management in projects environment is the lack of analyzing success and documenting the lessons learned from previous results and projects (Todorovića et al., 2014). Beyene (2016) found out that the project that have been implemented via local NGOs were not appropriately designed, monitored, and evaluated, so this has its own indication in accomplishing the objectives of the projects. Mark (2007) also concluded all projects that local NGOs delivered were not effectively monitored or evaluated, that indicated local NGOs adapted ineffective monitoring and evaluation practices out of the best practices. Bugnion (2002) in an evaluation of the ECHO partners in majority of partners in Europe it found that NGOs use at least one tool of quality management, but, a large percentage are not aware of such tools that indicates quality management concept is not self-explanatory that required explanation. It was found that transparency does influence the probability that a project is implemented locally rather than nationally (Marchesi & Masi, 2018). Aid sectors consider Quality management in projects that is defined as the degree of each agreed outcomes, outputs and impact level have been accomplished (Bugnion, 2002).

2.7. Research Framework



3. METHODOLOGY

This methodology explains the research design that the study used, including the target population, sampling and sampling procedures used, procedures were used for the data collection, sources of data and instruments that were used, as well as explains the data analysis and presentation.

3.1. Research Design

This research was considered a quantitative research that was made to understand the NGOs' effective projects implementation in a certain point of time and particular situation in Yemen. This study was a hypothesis testing research which aimed to examine some developed hypotheses. This study used a questionnaire as a survey tool to collect data form the target respondents.

3.2. Population and Sampling

This survey design was used to gather information on local NGOs at a single point in time during March to April 2020. The study targeted a population of 56 Local NGOs that manages projects in Taiz governorate. This population was selected from 66 registered local NGOs which are actively managing projects in Taiz governorate. The study used the recent reports of Ministry of Planning and International Cooperation and OCHA organizational presence report as a baseline to identify the target population before that date of data collection on April 2020. The study targeted among those NGOs which actively has some experience in project management.

3.3 Sample size:

The sample frame for this study included 66 local NGOs / Civil Society Organizations which are implementing number of funded projects and employing number of project managers in Taiz. It was not possible to reach all target NGOs which implement big number of projects each year, so the researcher used random sampling to select a sample size of 56 local NGOs' key or senior managers who manages the organization projects. This sample size is 85% of the entire population according to Krecie and Morgan 1970.

3.4. Instrumentation

The data for the NGOs projects that was collected by using a questionnaire. Questionnaires are believed to be appropriate for such studies that are used to collect information not directly observed. Part A of the questionnaire included instructions for the respondents and demographic information, while part B focused on the measurement of the effective project implementation of NGOs (main variables). Five items are used for measuring communication, and five items are used for measuring the other factors of planning, financing, monitoring, and controlling, and effective project implementation. This part gave the respondents the chance to give details on how they perceived the outlined factors that influenced effective project implementation ; by given responses to certain propositions on a Likert scale form 5 as (Great Extent) to 1 as (No Extent). The respondents additionally got the opportunity to outline other factors out of the researcher's scope which may affect the effective project implementation of NGOs. The researcher conducted a pilot -test with NGOs that were not part of the study sample in order to ensure that the questionnaire was appropriate and observed it to be sufficient and objective for the purpose of this research. Cronbach's Alpha Coefficient was tested for the questionnaire with a result of 0.905 which is reliable result.

| S,no | Section of Questionnaire/ Research variable | No. of questions | Adapted from source |
|------|---|------------------|-----------------------------------|
| 1 | Demographic section | 6 | Structured by author of the study |
| 2 | Communication | 5 | Source: (Nyanje & Wanyoike, 2016) |
| 3 | Planning | 5 | Source: (Nyanje & Wanyoike, 2016) |
| 4 | Monitoring & Controlling | 5 | Source: (Nyanje & Wanyoike, 2016) |
| 5 | Financing | 5 | Source: (Nyanje & Wanyoike, 2016) |
| | Effective Project Implementation | | Source: (Nyanje & Wanyoike, 2016) |

3.5. Data Collection

This study used a primary data collection and secondary data as well. This research used a survey of a self-administered questionnaire which consists of open-ended and closed questions. The questionnaire mostly was distributed electronically either by email, or was up to access the link designed on google format that helped to reach the targeted NGOs in a time of COVID-19 epidemic that could not reach the respondents physically. The questionnaires targeted the NGOs project managers. Follow up for the binding responses was done via emails and phone calls.

3.6. Data analysis

The design of this study was descriptive, and it targeted the local NGOs in Taiz which made up of 66 local NGOs. The sampling was based on Krejcie and Morgan 1970 equation which represents %85 of the target population. The data was collected using self-administered questionnaire. Descriptive and inferential analysis methods were used; frequencies, standard deviation, mean, and percentages were used for the descriptive statistics. Pearson correlation analysis was used as well for inferential statistics. A multivariate regression analysis was also carried out to show the relationship between the dependent variable and the independent variables.

4. DISCUSSION AND RESULTS:

4.1 Descriptive Statistics

Descriptive analysis includes the means and the standard deviations for the factors (Communication, Financing, Planning, Monitoring, and controlling and Effective implementation of Projects). Table 4.16 explains how the verbal appreciation for SPSS output calculated results of the descriptive statistics. All the variables are evaluated based on a 5-point scale.

Table 4.16 Verbal Appreciation of Descriptive statistics

| How to calculate the verbal appreciation | | |
|--|---------------------|----------------------------|
| If the average verbal appreciation | Verbal appreciation | If the ratio |
| Less than 1.8 | Strongly Disagree | Less than 36% |
| From 1.8 and less than 2.6 | Disagree | From 36% and less than 52% |
| From 2.6 and less than 3.4 | Neutral | From 52% and less than 68% |
| From 3.4 and less than 4.2 | Agree | From 68% and less than 84% |
| From 4.20 to 5 | Strongly Agree | From 84% to 100% |

Table 4.18 Independent Variables rating Frequency

| Descriptive Statistics | | | | |
|--------------------------|------|----------------|------------|----------------|
| | Mean | Std. Deviation | Percentage | Verbal |
| Financing | 4.89 | 0.31 | 97.83 | Very Important |
| Monitoring & Controlling | 4.78 | 0.51 | 95.65 | Very Important |
| Planning | 4.74 | 0.57 | 94.78 | Very Important |
| Communication | 4.50 | 0.66 | 90.00 | Very Important |

Respondents perceive that Communication, Financing, Planning, Monitoring, and controlling factors are very important to project implementation. Based on mean values, financing is the most important factor, monitoring and controlling, planning and communication are the second, third and fourth important factors.

4.2. Correlation Analysis

The statistical method of Pearson correlation is being used to figure out the relationship between independent variable (communication, planning, financing, and monitoring and controlling) and the dependent variable (effective implementation of project). The relationship between communication (COM), planning (PLN), Financing (FIN), monitoring and controlling (MC) and effective implementation of project (EIP) factors have been tested using Pearson Correlation as tabulated in Table 4.24, and the results indicate that there is a significant moderate positive correlation between effective implementation of project (EIP) and planning

(PLN) ($r = +0.705$, $p = 0.000$), Financing (FIN) ($r = +0.565$, $p = 0.000$), monitoring and controlling (MC) ($r = +0.480$, $p = 0.001$) and communication (COM) ($r = +0.433$, $p = 0.003$).

The findings on communication (COM) reveal that it has significant positive moderate correlation with planning (PLN) ($r = +0.543$, $p = 0.000$), monitoring and controlling (MC) ($r = +0.467$, $p = 0.001$) and effective implementation of project (EIP) ($r = +0.433$, $p = 0.003$). Moreover, communication (COM) has an insignificant positive weak correlation with Financing (FIN) ($r = +0.176$, $p = 0.241$).

The findings on planning (PLN) reveal that it has significant positive moderate correlation with effective implementation of project (EIP) ($r = +0.705$, $p = 0.000$), Financing (FIN) ($r = +0.585$, $p = 0.000$), communication (COM) ($r = +0.543$, $p = 0.000$) and monitoring and controlling (MC) ($r = +0.474$, $p = 0.001$).

Additionally, the findings on Financing (FIN) reveal that it has significant positive moderate correlation with planning (PLN) ($r = +0.585$, $p = 0.000$), effective implementation of project (EIP) ($r = +0.566$, $p = 0.000$) and monitoring and controlling (MC) ($r = +0.500$, $p = 0.000$). Also, it has an insignificant positive weak correlation with communication (COM) ($r = +0.176$, $p = 0.241$).

Finally, the findings on monitoring and controlling (MC) reveal that it has significant positive moderate correlation with Financing (FIN) ($r = +0.500$, $p = 0.000$), effective implementation of project (EIP) ($r = +0.480$, $p = 0.001$), planning (PLN) ($r = +0.474$, $p = 0.001$) and communication (COM) ($r = +0.467$, $p = 0.001$).

Table 4.24 Variables Pearson Correlation Result

| Correlations | | Communication | Planning | Financing | Monitoring & Controlling | Effective Implementation |
|----------------------------------|---------------------|---------------|----------|-----------|--------------------------|--------------------------|
| Communication | Pearson Correlation | 1 | .543** | 0.176 | .467** | .433** |
| | Sig. (2-tailed) | | 0.000 | 0.241 | 0.001 | 0.003 |
| Planning | Pearson Correlation | .543** | 1 | .585** | .474** | .705** |
| | Sig. (2-tailed) | 0.000 | | 0.000 | 0.001 | 0.000 |
| Financing | Pearson Correlation | 0.176 | .585** | 1 | .500** | .566** |
| | Sig. (2-tailed) | 0.241 | 0.000 | | 0.000 | 0.000 |
| Monitoring & controlling | Pearson Correlation | .467** | .474** | .500** | 1 | .480** |
| | Sig. (2-tailed) | 0.001 | 0.001 | 0.000 | | 0.001 |
| Effective implementation project | Pearson Correlation | .433** | .705** | .566** | .480** | 1 |
| | Sig. (2-tailed) | 0.003 | 0.000 | 0.000 | 0.001 | |

Note: All relations in the above table are positively correlated to each at 0.01 significant levels, the evaluation of the relation based on the following levels: $R = (0: \pm 0.29)$ weak relationship; $(\pm 0.3: \pm 0.79)$ moderate relationship; $(\pm 0.8: \pm 1)$ strong relationship (PALLANT, 2005)

4.3. Regression Analysis

Regression analysis is being used to test which among the independent variables being most significant on the effective implementation of project.

4.3.1. R Square of the Proposed Model

| Model | R | R Square | Adjusted R Square | Std. Error |
|-------|-------|----------|-------------------|------------|
| 1 | .741a | 0.549 | 0.505 | 0.2870 |

Predictors: (Constant), Monitoring & Controlling, Communication, Financing, Planning.

Dependent Variable: Effective Implementation of Projects

Table above indicates that R Square = 0.549 which mean that independent variables are explaining 54.9% of the effective implementation of project variance, which is an accepted value according to (PALLANT, 2005).

4.3.2. ANOVA Test

| Model (1) | Sum of Squares | Df | Mean Square | F | Sig. |
|------------|----------------|----|-------------|--------|-------|
| Regression | 4.114 | 4 | 1.029 | 12.483 | .000b |
| Residual | 3.378 | 41 | 0.082 | | |
| Total | 7.492 | 45 | | | |

a. *Dependent Variable: Effective Implementation of Projects.* b. *Predictors: (Constant), Monitoring & Controlling, Communication, Financing, Planning.* "To compare the different variables it is important that you look at the Standardized coefficients, Standardized means that these values for each of the different variables have been converted to the same scale so that you can compare them. But, to construct a regression equation, we would use the unstandardized coefficient value listed as B." (PALLANT, 2005, p. 153).

Table above shows the result of ANOVA test. It shows that (F test =12.483; at Sig. = 0.000) which indicates the strong significant relationship between the effective implementation of project as Dependent variable and the Independents variables.

4.3.3. Regression Analysis Result: Predicting the effective implementation of project

| Model (1) | Unstandardized Coefficients | | Standardi zed Coefficie | T | Sig | Part Correlations |
|--------------------------|-----------------------------|------------|-------------------------------|-------|-------|-------------------|
| | B | Std. Error | Beta | | | |
| (Constant) | 2.587 | 0.335 | | 7.712 | 0.000 | |
| Communication | 0.043 | 0.072 | 0.083 | 0.606 | 0.548 | 0.064 |
| Planning | 0.241 | 0.077 | 0.484 | 3.121 | 0.003 | 0.327 |
| Financing | 0.126 | 0.084 | 0.216 | 1.503 | 0.141 | 0.158 |
| Monitoring & Controlling | 0.071 | 0.093 | 0.104 | 0.766 | 0.448 | 0.080 |

Dependent Variable: Effective Implementation of Projects

Table above shows both standardized and unstandardized coefficients, significant level, Part Correlations along with t value. Planning (p = 0.003; Std. coefficients = 0.484) factor is contributing significantly (Sig. is less than 5%) on the effective implementation of project with mean of probability equal to 48.4%. On the other hand, communication (p = 0.548; Std. coefficients = 0.083), financing (p = 0.141; Std. coefficients = 0.216) and monitoring and control (p = 0.448; Std. coefficients = 0.104) factors are contributing insignificantly (Sig. is more than 5%) on the effective implementation of project. Therefore, Planning (p = 0.003) factor is contributing significantly (Sig. is less than 5%) on the effective implementation of project, while communication (p = 0.548), financing (p = 0.141) and monitoring and control (p = 0.448) factors are contributing insignificantly (Sig. is more than 5%) on the effective implementation of project.

4.3.4. Individual and Correlated Contribution of Independent Variable IVs on Dependent Variable DV

| Construct | Part Correlations | Part Square | Independent Contribution on R Square | Correlated Contribution on R Square |
|--------------------------|-------------------|-------------|--------------------------------------|-------------------------------------|
| Communication | 0.064 | 0.40% | 14.24% | 40.67% |
| Planning | 0.327 | 10.71% | | |
| Financing | 0.158 | 2.48% | | |
| Monitoring & Controlling | 0.080 | 0.64% | | |

Table above shows that communication, planning, financing, and monitoring and control are explaining the effective implementation of project by 0.40%, 10.71%, 2.48% and 0.64% respectively. That the independent factor individually explains 14.24% the Dependent variable, the effective implementation of project, while the correlated contribution of the independent factors explained 40.67% of the effective implementation of project, the Dependent variable. This finding reveals the importance of considering all factors of the proposed model rather than considering individual factor when concerning the effective implementation of project.

For legal factors effect, the legal factor and its interaction terms have been developed (Legal factor *Communication, Legal factor*Planning, Legal factor *Financing and Legal factor *Monitoring & Controlling) and inserted to the primary model. The regression results are shown in Table 4.29. The addition of legal factors variable to the regression model offered an increase in the adjustment index of 0.079 ($\Delta R^2 = 0.851 - 0.772$). Also, based on the coefficients of regression, communication (COM) and Planning (PLN) factors obtained a significance level of 95% within the presence of Legal Factors (sig 0.038 & 0.000 < 0.05). On the other hand, Financing (FIN) and Monitoring and controlling (MC) factors obtained an insignificance level of 95% (sig 0.228 & 0.994 > 0.05). As a result, Hypothesis 5 and Hypothesis 6 are accepted while Hypothesis 7 and Hypothesis 8 are rejected.

4.3.5. Legal Factors effect on the model

| Independent variables | 1st Model | | 2nd Model | |
|---|--------------|-------|--------------|-------|
| | B | Sig | B | Sig |
| (Constant) | 2.355 | 0.000 | 1.863 | 0.003 |
| Communication | -0.018 | 0.811 | -0.286 | 0.038 |
| Planning | 0.277 | 0.001 | 0.711 | 0.000 |
| Financing | 0.081 | 0.335 | 0.210 | 0.228 |
| Monitoring & Controlling | 0.151 | 0.125 | -0.001 | 0.994 |
| Legal Factor | 0.061 | 0.038 | 0.169 | 0.326 |
| Legal Factor * Communication | | | 0.113 | 0.040 |
| Legal Factor * Planning | | | -0.164 | 0.005 |
| Legal Factor * Financing | | | -0.041 | 0.392 |
| Legal Factor * Monitoring & Controlling | | | 0.056 | 0.264 |
| R2 | 0.772 | | 0.851 | |

Similarly, for Socio-Cultural factors effect, the Socio-Cultural factor and its interaction terms have been developed (Socio-Cultural*Communication, Socio-Cultural*Planning, Socio-Cultural*Financing and Socio-Cultural*Monitoring & Controlling) and inserted to the primary model. The regression results are shown in Table 4.29. The addition of socio-cultural variable to the regression model offered an increase in the adjustment index of 0.04 ($\Delta R^2 = 0.805 - 0.765$). Also, based on the coefficients of regression, communication (COM), Planning (PLN), Financing (FIN), and Monitoring and controlling (MC) factors obtained an insignificance level of 95% (sig 0.337, 0.070, 0.214 & 0.975 > 0.05). As a result, Hypotheses 9, Hypotheses 10, Hypotheses 11, and Hypotheses 12 are rejected.

4.3.6. Socio-Cultural factors effect on the model

| Independent variables | 1st Model | | 2nd Model | |
|---|--------------|-------|--------------|-------|
| | B | Sig | B | Sig |
| (Constant) | 2.401 | 0.000 | 1.702 | 0.031 |
| Communication | 0.034 | 0.629 | 0.154 | 0.337 |
| Planning | 0.236 | 0.003 | 0.333 | 0.070 |
| Financing | 0.107 | 0.200 | 0.199 | 0.214 |
| Monitoring & Controlling | 0.114 | 0.227 | -0.006 | 0.975 |
| Socio-Cultural factor | 0.054 | 0.070 | 0.375 | 0.114 |
| Socio-Cultural * Communication | | | -0.070 | 0.175 |
| Socio-Cultural * Planning | | | -0.046 | 0.399 |
| Socio-Cultural * Financing | | | -0.039 | 0.458 |
| Socio-Cultural * Monitoring & Controlling | | | 0.070 | 0.224 |
| R2 | 0.765 | | 0.805 | |

4.3.7. Regression Equation

Based on regression analysis result (Model 1) at 4.3.3 above, the below regression equation constructed using the Unstandardized B coefficients of (PALLANT, 2005):

$$EIP = 2.587 + 0.043 COM + 0.241 PLN + 0.043 FIN + 0.071 MC.$$

Where:

COM: Communication factor.

PLN: Planning factor.

FIN: Financing factor.

MC: Monitoring and Controlling factor; and

EIP: Effective implementation of project

Therefore, the study findings accepted three hypothesis out of twelve hypothesis developed. Hypothesis 2 was accepted that planning has a significant effect on the Effective implementation of project. Hypothesis 5 was accepted that communication has a significant

effect on the Effective implementation of project with the presence of legal variables. In addition, hypothesis 6 was accepted that planning has a significant effect on the Effective implementation of project with the presence of legal variables.

5. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

As local NGOs becomes increasingly central to local communities now days in crisis zones countries like Yemen, it is important to understand the factors that affects their projects implementation. By testing the effect of planning, communication, financing and monitoring and controlling on the effective implementation of local NGOs projects in Taiz, this study established that planning has a significant impact on effective project implementation in local NGOs in Taiz, however, communication, financing and monitoring and controlling has insignificant impact on effective project implementation. The study revealed that a correlated contribution of planning, communication, financing, and monitoring and controlling have a significant relationship with the effective implementation of projects in local NGOs in Taiz governorate, Yemen. This indicate the importance of considering all factors of planning, communication, financing, and monitoring and controlling in managing projects rather than considering one individual factor when concerning the effective implementation of project. When testing the moderating legal factors to effective implementation, the study found that communication and planning have a significant effect on effective implementation of project in the presence of legal variables.

5.2. Recommendations

The author of study is highly recommended local NGOs to consider careful planning for projects at the design phase by attaining the project management best practices, methods and tools which NGOs can address a range of internal and external challenges and improve effective planning. Managers required looking wisely at all factors of planning, communication, monitoring & controlling, and financing but not only on one aspect of project. Professional and license training in project management from accredited institution to project managers is significant so accordingly, project managers will be able to develop realistic estimate of project scope, schedule, budget, in addition to identify risks and prepare response plans to those risks and develop realistic communication and stakeholder's engagement plans to enhance effective engagement and coordination. It is strongly recommended that local NGOs in Taiz to invest more on building organizational capacity to be innovative to generate funds and enhance accountability to gain trust of community and donors. Therefore, this is to recommend that further research to be conducted on the local NGOs capacity on project management including organizational and team capacity.

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