# EMPIRICAL INVESTIGATION OF THE PROJECT MANAGEMENT LAPSES OF NON-GOVERNMENTAL ORGANIZATIONS IN ENUGU STATE

BY

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***ABSTRACT***

*Project success depends on good planning, implementation and execution. The implementation process could make the project succeed, fail or be abandoned midstream. In Nigeria, there are a lot of lapses associated with project implementation and execution. The study is an empirical investigation of the lapses in non-governmental organizations' (NGOs) implemented projects in Enugu Metropolis. The instrument used for identifying lapses was through structured questionnaire administered to the management and staff of the selected NGOs and personal interview. An interactive computer network was used for analysis and the software employed was the statistical package for social science (SPSS). The result of regression analysis reveals a strong positive relationship that is, F* > F tabulated. Monitoring and feedback control, project schedules and plans, personnel matters and troubleshooting were the identified areas where lapses existed. The study recommends that NGOs should pay close attention to the identified critical success factors in implementing their projects. This will go a long way in minimizing the incidence of lapses.*

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## INTRODUCTION

Governments exist mainly to provide the necessary conditions that would aid the positive growth of the social welfare functions of the governed or the populace. This positive growth is achieved through the use of projects. As Wilson (1986: 55) remarks government is the agency or the instrument of the state and so of the people. It is the machinery of the state, a lever of social control, and its offices act as agents of the state. It is on the basis of this concept of government that the various authorities or administrators of government of developing countries conceive and perform their economic, political and social functions and roles such as provision of development projects.

The existence of poor implementation and execution culture is an antithesis to development. This is because the growth of any nation is predicated on successful execution of development projects. For the projects to be fully executed, they must be adequately be budgeted for and funded. Funding is normally carried out through the allocation of scarce resources among competing alternative ends. This brings us to the general view held by economists that every resource has an alternative use, hence an opportunity. By implication, any project embarked upon not only consumes resources but denies other potential projects the opportunity to exist and contribute to the growth of nations especially in these times of global economic melt down. That is why the failure of a project be it governmental or non –governmental through poor project implementation culture carries two serious repercussions to the economy. These are the waste of resources used in its execution and the denial of the opportunity for other projects to come to life. It is therefore better to embark upon or a project implementation than to start and fail (Okorafor, 1997:19). The panacea for the avoidance of lapses in project execution is the institution of sound project implementation and execution principles and practices (Igwe, 2003:1).

## THE PROBLEM

That Non-governmental Organizations (NGOs) have come to be accepted as strong development catalysts in the world is a matter that has been settled over a decade now. The simple reason for this global view is that NGOs have exhibited impressive showing and commendable performance in various development facets of the society over the years. In Nigeria for instance, many non-governmental organizations have also taken giant strides in line with global trends. Some of them are found in such multi-faceted areas as environmental conservation, political advocacy, promotion, of democracy and human rights, gender equality, free speech and rule of law, HIV-AIDS campaigns and other community development initiatives.

However, there is little systematic evidence to support the view that NGOs always realize their project implementation objectives. The far substantial studies carried out even seem to call into question NGOs' reported 'comparative advantages'. Moreso, from records available to the researchers, most of the projects did not reach the poorest of the poor; in only a minority of the projects did the benefits clearly outweigh the costs of the interventions. Few projects had been serious about participation and many projects were demonstrated to be financially self-sustaining in the long-run. All these go to show that NGOs do not always seem to realize the assumed taunted potential comparative advantages. The new popularity of NGOs has therefore not arisen from a systematic evaluation of NGOs' concrete accomplishments. Therefore, a thorough investigation into the lapses which militate against the realization of project objectives in Nigeria, Enugu State in particular, becomes compelling.

## THE OBJECTIVES OF THE STUDY

Project realization within time, cost and quality specifications is the criterion for judging project management success. To this end, the objectives of the study are:

i. To find out if there is a relationship between application

of project implementation and execution principles and the realization of non-governmental organizations' project objectives in Enugu, metropolis.

ii. To identify lapses in the implementation and execution of NGOs projects in Enugu Metropolis.

## RESEARCH HYPOTHESES

The following hypotheses guided the researchers in the pursuit of the objectives of the study.

i There is a linear relationship and positive change in the performance of NGOs' when principles of project implementation and execution are followed.

ii. There is a significant lapse in project monitoring and feedback control vis-à-vis the implementation and execution of NGOs' projects.

## THEORETICAL CONSIDERATIONS

### Definitions of NGOs, project and project implementation

There are varied definitions all over the world of what an NGO is? To some, it is an organization whose funds are totally independent of government sources (Bryant, 1989:55). These groups are very common in developed countries. They wield so much influence in government activities in their countries. They could be a group of farmers, land owners or industrialists who are committed to the sustained development of their environment or immediate community. Oguntala (1992:85) sees an NGO as a very important voluntary organization of the citizens concerned and committed to specific issues and causes. In the case of environmental NGOs, they bring together those who are concerned and committed to the improvement and conservation of environment Vahlhans (1994:15) remarks that the term "NGO" offers an umbrella for a kaleidoscopic collection of organizations differing in size, form, orientation, ideological affinity, resources and target groups. Thus "NGO" as a term is almost rendered meaningless. Practically, the only thing all these organizations have in common is being "non-governmental".

The acronym 'NGO' does not indicate what these organizations are only what they are not. Despite this lack of clarity, the term 'NGO' has established itself as a fixed label within development politics and practices. Just recently, two NGOs benefited from Standard Chartered Bank's N13m donation through its "seeing is believing initiative" in Lagos. These were Sight Savers International and the Nigeria society for the Blind (Business Day, 2008:20). These two organizations were chosen in the last three editions because the bank has found them credible institutions with an unwavering commitment to aid the eradication of blindness in Nigeria, especially in this period of global financial meltdown when there is paucity of funds for development initiatives.

At this juncture, it becomes very pertinent to ask what a project is so as to guide our discussion of the above subject matter. Imaga et al (2003:1) define a project as a scientifically evolved work plan devised to achieve a specific objective within a specified period of time. Newmam et al (1987:140) also see it as a cluster of activities that is relatively separate and clear-cut. A project typically

has a distinct mission and a clear-cut termination point. Examples are building a new plant, construction of roads, designing a new product package, and soliciting gifts of N10m for elderly people's homes. The above definitions are supported by Anuolam (1997) and UNIDO (1986:5).

Project implementation represents a well considered and thought-out plan of deployment of resources considered appropriate and adequate to achieve the desired objective and quality specification in an environment. It is a process that is primarily concerned with decisions and actions that need to be taken to deploy resources of an organization to achieve the desired level of interaction objectives. A project is implemented through programmes, activities and tasks that serve to deploy resources and make them interact with the environment. Project management is concerned with the art and science of energizing, co-ordinating, planning and controlling human and non-human resources in order to achieve set objectives with constraints on time, cost and quality performance. This view is supported by Moder (1988), Stickney and Grouse (1988), who are specialists in the field. Levine (1988:295) in defining project management, draws a sharp distinction between project management and functional management. He points out that functional management is concerned with the management of enterprises as going concerns as against project management which concerns itself with the management of activities with a specific set of one time objective, constrained by time, cost and quality performance. Project management therefore involves pursuing the life cycle of a project from conceptualization to completion in a turnkey style.

**The Critical Strategies Necessary for Successful Project Implementation and Execution**

Despite the challenges and failures, projects will remain the dominant means of organising investment in the foreseeable future especially in the third world countries. They offer important advantages to all participants in development, government agencies, non governmental organizations, international donors, aid agencies and beneficiaries. This is because, by definition, they are or should be manageable units of activity. A properly designed project should be a related set of tasks co-ordinated to achieve a specific objective or output at a given location within a limited budget and period of time.

The process of project implementation involving the successful development and introduction of projects in the organization, presents an on-going challenge for managers. The project implementation process is complex, usually requiring simultaneous attention to a wide variety of human, budgetary and technical variables. As a result, the organization's project manager is faced with a difficult job, characterised by role overload, frenetic activity, fragmentation and superficiality (Pinto and Levin 1987). Often the typical project manager has responsibility for successful project outcome without sufficient power budget or people to handle all of the elements essential for project success. In addition, projects are often initiated in the context of a turbulent, unpredictable and dynamic environment. Consequently, the project manager would be well served by more information about those specific factors critical to project success. These critical strategies can be discussed as follows:

***Need for Planning and Mission Statement***

Planning can be defined as the process of stating project objectives and then determining the most effective activities or accomplishments necessary to reach the objectives. Thus the planning process defines actions and activities, the time and cost targets and the performance milestone which will result in the successful achievement of the project objectives. The plan must indicate what materials, equipment, facilities, human resources and other resources that are necessary.

In directing the intent of the project, the plan clearly identifies the project objectives, goals and any special influences or constraints on the project scope. Objectives are the end result of a project, whereas the goals are those desired operations, specifications or cost - time relationship. What makes the project intents possible is the issue of project mission statement. The mission statements can be identified with the following questions:

- What do we do?
- For whom do we do it?
- How do we go about it?

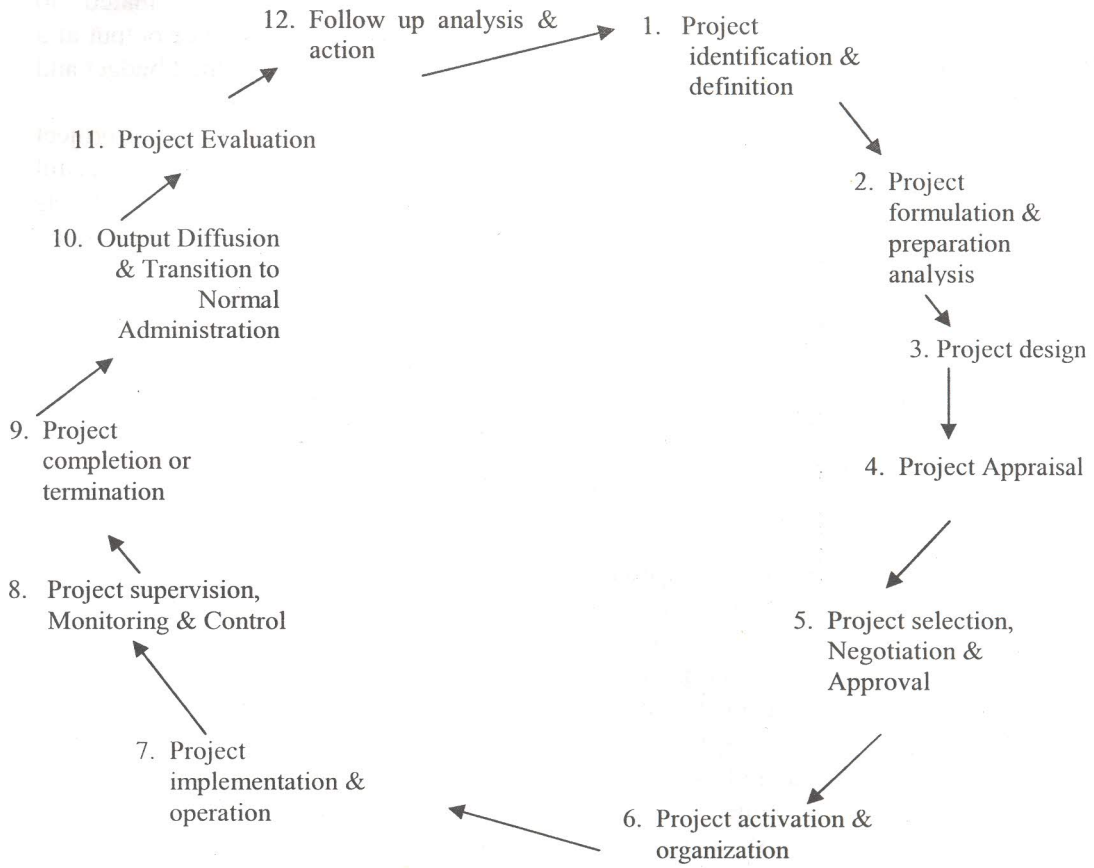


*Fig. 3.1: Expanded Project Life Cycle*

*Source*: *Rondinelli, D.A. (1977) Planning Development Project,* Stroudsburg: Hutchinson and Ross Inc. P.5.

Recognising that change is inevitable, the plan must not be "etched in concrete"; it must be sufficiently flexible to permit changes at any point during life cycle. But in reality, project management involves a series of related activities, which should form an integrated planning and implementation cycle. Experience suggests that nearly all types of project go through similar life cycles, perhaps not explicit in all cases or in the same way or sequentially as a cyclical framework may imply, but most projects evolve through stages depicted in figure 3.1.

***Project Manager***

A project manager is the manager responsible for the success of a project in terms of cost and technical performance. He provides the management and leadership necessary to bind the people and group from different departments and companies working on a project into one managerial organisation and teams. He also provides the necessary drive to ensure that the project is completed on time and within the budget. He should be a leader and a motivator of the members of the project team.

The functions of the project manager include, amongst others, the following:

- Participates with all responsible managers in developing the overall project objectives, strategies, budgets and schedules.
- Ensures the preparation of plans for all necessary project tasks to satisfy all concerned.
- Ensures the rapid and efficient start up of the project
- Ensures that all project activities are properly and realistically scheduled, budgeted, provided for, monitored and reported.
- Initiates action to remedy deficiencies and deviations noticed during execution and to monitor the execution of such actions.
- Ensures that payments are received for executed projects in accordance with the contractual terms.
- Arbitrates and resolves conflicts and differences between functional units on specific project tasks.
- Maintains communication with higher management regarding problem areas and project status as well as initiates required decisions at higher organizational levels to achieve the project objectives.
- Performs or supervises the performance of all project planning, controlling, reporting, evaluation and direction functions.
- Conducts frequent, regular project evaluation and review meetings to identify current and future problems and initiates actions for their resolutions.
- Prepares and submits regular progress reports to higher management and to the customer if deemed necessary
- Ensures that all steps are taken to present all project deliverable items to the customer for acceptance and all project activities are closed out in an efficient and economic manner.
- Closely monitors close out activities including the disposition of surplus materials.

For the project manager to perform the above functions effectively and efficiently, he requires the total support of the top management, functional line managers and adequate supply of resources; he needs greatly, clearly, and well defined authority over all who work for him. Authority as we know is the right to give orders and to exact obedience.

***The Project Team***

The project team includes all functional contributors to the project, as well as the members of the project office. There are however certain actions that the project manager and team can take in order to stimulate project success. These actions can be summarized as follows:

- He should insist upon the right to select key project team members with proven track record in their fields.
- Develop commitment and a sense of mission from the client, parent team.
- He should strive at having key team members in decision making and solving problems; and employ a workable set of project planning and control tools.
- Finally he ought to stress the importance of meeting cost, schedule and performance goals.

***Support of Top Management***

For a project to succeed, it must have the support of the management. Top level management must be willing to commit organizational resources and provide the necessary administrative support so that the project easily adapts to the company's day-to-day routine of doing business. As noted by Schultz and Slevin (1985), management support for projects or indeed for any implementation has been considered of great importance in distinguishing between their ultimate success or failure. Beck (1983) sees project management as not only depending on top management for authority, direction and support, but ultimately as the conduit for implementing top management's plans or goals for the organization. Furthermore Manley (1985) shows that the degree of management support for a project will lead to significant degree of ultimate acceptance of or resistance to that project (product).

To further extend the boundaries of success, both the top management and project manager must try to take the following joint actions: Select at an early point. a project' manager with a proven track record, of technical skills, human skills and administrative skills (in that order) to lead the project team. Allow the project manager to take key important decisions in conjunction with key team members. They should develop and maintain short and informal lines of communication.

***Client Consultation***

The "client" is referred to here as anyone who will ultimately be making use of the result of the project, as either a customer outside the company or a department within the organisation. The need for client consultation has been found to be increasingly important in attempting to successfully implement a project. Indeed. Manley (1985) found that the degree to which clients are involved in the implementation process will cause great variation in their support for the project. Further, in the context of the consulting process. Kolb and Frohman, (1980) view client consultation as the first stage in a program to implement change. Once the

project manager is aware of the major client, he is better able to accurately determine if their needs are being met.

***Personnel Matters***

An important, but often overlooked aspect of the implementation process concerns the nature of the personnel involved. In many situations, personnel for the project team are chosen with less than full regard for the skills necessary to actively contribute to implementation success. Some current writers are including the personnel variable in the equation for project team performance and project success. Hammond (1989) has developed a contingency model of the implementation process which includes "people" as situational variable whose knowledge, skills, goals and personalities must be considered in assessing the environment of the organization. Only after such a diagnosis takes place can the project management team begin to set objectives and design the implementation approach.

***Technical Task Ability***

It is important that project implementation be managed by people who understand the project. In addition, there must exist adequate technology to support the project. Technical task here refers to the necessity of not only having the necessary personnel for the implementation team, but ensuring that they possess the necessary technical skills and have adequate technology to perform their tasks. Steven (1979), writing on the implementation risk analysis, identifies two of the eight risk factors as being caused by technical incompatibility; the user's unfamiliarity with the systems or technology and cost ineffectiveness.

***Application of Force Field Analysis***

Project management operates in a dynamic environment in which constant and rapid changes become a way of life. To operate effectively under these circumstance, the project manager must be able to diagnose the situation, design alternatives that will remedy it, provide the necessary leadership so that these changes can be implemented and develop an atmosphere that helps to adapt readily to these changes.

It was Lewin (1951) who propounded that at any point in time during the life cycle of a project, there will exist forces that will push the project towards success and restraining forces that induce failure. In a steady state environment, the driving and restraining forces are in balance. However, if the driving forces increase, or the restraining forces decrease whether they act independently or together, change is inevitable to occur. The formal analysis of these forces is commonly referred to as force field analysis.

It can be used to increase project success strategies to

- Monitor the project team and measure potential deficiencies.
- Audit the project on an on-going basis.
- Involve project personnel which can be conducive to team building
- Measure the sensitivity of proposed changes.

***Client Acceptance***

In addition to client consultation at an earlier stage in the implementation process, it remains of ultimate importance to determine whether the clients for whom the project has been initiated will accept it. Client acceptance refers to the final stage in the implementation process at which time the ultimate efficacy of the

project is to be determined. Too often, project managers make the mistake of believing that if they handle the other stages of the implementation process well, the client (either internal or external to the organization) will accept the resulting project. In fact, as several writers have shown, client acceptance is a stage in project implementation that must be managed like any other.

As an important implementation strategy, Lucas, (1989) discusses the importance of user participation in the early stages of system development as a way of improving the likelihood of later acceptance. Beans and Radnor (1989) examine the use of "intermediaries" to act as a liaison between the designer or implementation team and the project potential user as a method of aiding client acceptance.

***Need for Accurate Monitoring and Feedback System***

This refers to the project control processes by which at each stage of the project implementation, key personnel receive feedback on how the project is comparing to initial projections. Making allowance for adequate monitoring and feedback mechanism gives the project manager the ability to anticipate problems, to oversee corrective measures, and to ensure that no deficiencies are overlooked. Schultz and Slevin (1985) demonstrate the evolving nature of implementation and model building paradigms to have reached the state including formal feedback channels between the model builder and the user. Souder et al, (1985) emphasize the importance of constant monitoring and "fine-tuning" of the process of implementation.

***Need for Constant Communication***

The need for constant and adequate communication is extremely important in creating a conducive atmosphere for successful project implementation within the project team itself, but very essential between the team and the rest of the organization as well as with the client.

***Troubleshooting***

Problem areas exist in almost every implementation. Regardless of how carefully the project was initially planned, it is impossible to foresee every trouble area or problem that could possibly arise. As a result it is important that the project manager makes adequate initial arrangement for "troubleshooting" mechanisms to be included in the implementation plan. Such mechanisms make it easier not only to react to problems as they arise but to foresee and possibly forestall potential trouble areas in the implementation process.

***Need for Risk Analysis***

The simple way to carry out a risk analysis is to think of "what could go wrong?" Usually, a threat is something done by competitors or other people that might impact a project adversely, A risk however, can happen through one's own actions. In practice, risks and threats may overlap. The project manager should know that for every risk identified, it is useful to decide what might be done to deal with the situation. This should help him develop contingencies. Nevertheless, no attempt should be made to identify all of the possible risks that might affect a project. To do so leads to a condition called *Analysis Paralysis*. However, identification of a risk allows the project manager to take steps to prevent its occurrence by providing a back-up plan.

***Application of the Project Definition Model (PDM)***

Since all projects have similar characteristics, it is axiomatic that they follow a similar development and maturing process. This can be illustrated by the Project Definition Model PDM (please see fig.3.2). The Project Definition Model can be used as a basis for determining whether there is a compelling reason to use project management at all. It can also be used as a framework for analysis which will result in a clear description of the project work, a plan for its accomplishment and the impact of the project on the sponsoring organization. The first step in the PDM is to establish an objective and a schedule. The next step is a conceptual question that demands a definite answer. Is the technology available to accomplish the objective and the schedule? Without the available technology, it becomes necessary to go back and reconsider the purpose and necessity of the objective. Can an alternative be found which will achieve similar results? How important is the schedule?

Except in rare Research and Development (R & D) situations, a general approach would be to assume that the adequate technology is available and proceed to the next step which is determining project strategy. Determining project strategy means creating a step-by-step plan which will be used to meet the objective and schedule. Such a plan should include the sequence of these steps, how long each takes and when the work will be done? The plan might also identify what kinds of skills and talents are needed to perform the project work. Upon completion of the project strategy, the next question concerns the availability of resources such as money, people, material, equipment and energy. If the organization does not have enough systems analysts and programmers to design their computer system, perhaps there is enough money to purchase a ready-made system or to contract for its programming and implementation

## METHODOLOGY

The investigation focused on the activities of selected five non-governmental organizations (NGOs) in Enugu metropolis. The choice of the area, Enugu metropolis, was purely based on judgemental sampling which is one of the non-probability sampling technique, and also because of the peculiar concentrations of these NGOs there. Judgemental sampling technique ensures that only the elements relevant to this research are included (Uzoagulu, 1998:77). Twenty copies of the questionnaire were distributed to executive directors, project manager/officers, operatives and other relevant staff of these NGOs. Out of the 20 copies e distributed, 15 were duly filled and returned. Three were not properly completed. So this represents 75 percent response rate. The data collected from the research efforts were analysed with the aid of Likert seven point scale, percentage and regression analysis.

The results of the other respondents were calculated using the method outlined in the above table 3.1. The maximum score for each of the factor is 35. These scores were based on the Likert seven point scale.

Scores of the other respondents are obtained using the method outlined in tables 3.1 and 3.2. The maximum score for each of the independent variable is 35

and the maximum score for the dependent variable (successful implementation of project objective) Y is 84. The sources were based on the Likert seven-point scale.

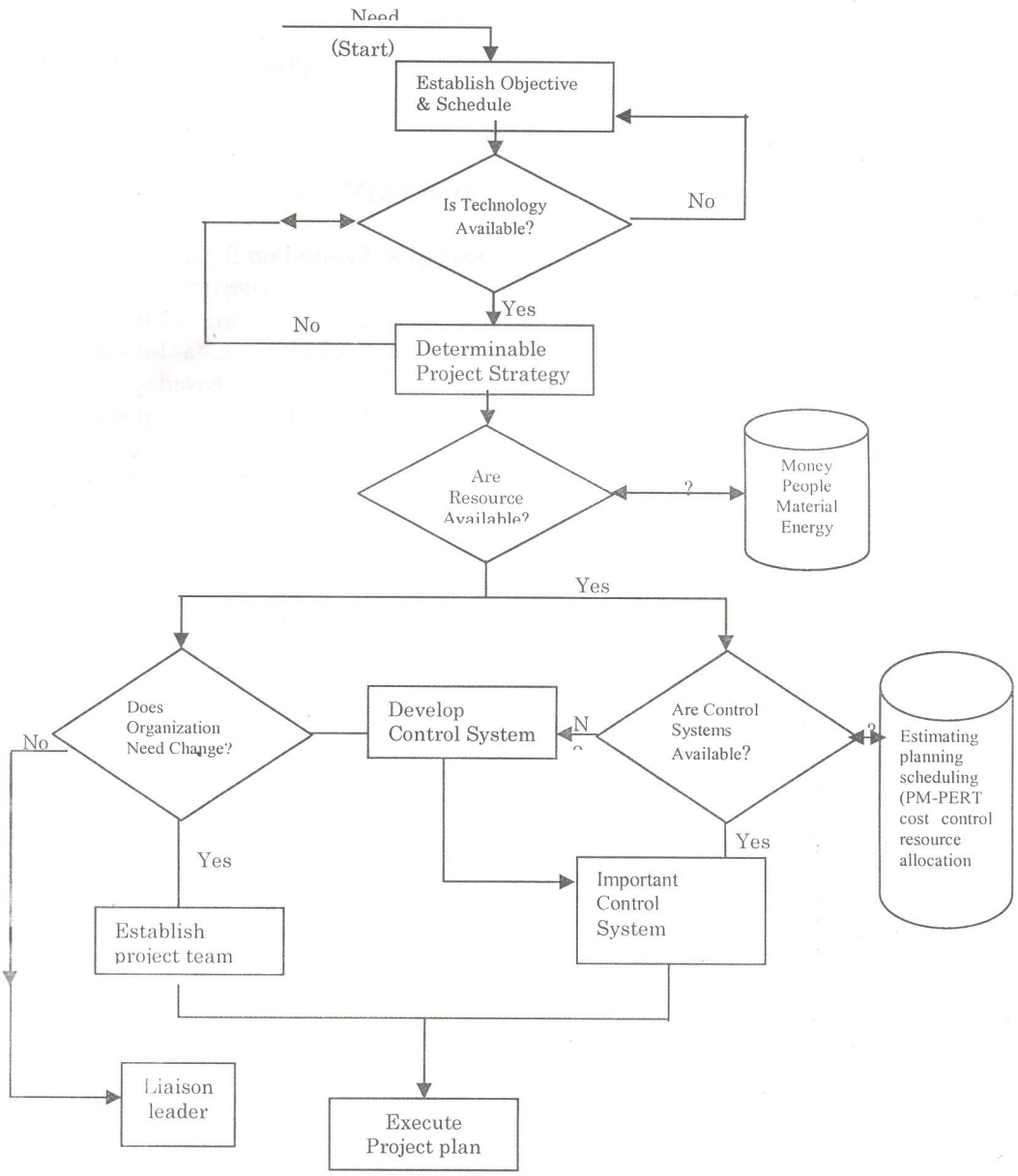


*Fig. 3.2: Project Definition Model flowchart*

*Source:* Salapatas, (1979) "Organizing for project Management" in *Implementation of project management: The Professional Handbook,* Stunckenbruck. B.L.C. (ed.) New York: Addison Wesley Professional Books.

**Table 3.1: Respondents' Scores for $X_1$ To $X_{10}$ Questions Score based on the Likert's 7- Point Scale**

| Critical Implementation Variable | 1 | 2 | 3 | 4 | 5 | Total |
|---|---|---|---|---|---|---|
| $X_1$ - Top Management support | 7 | 7 | 7 | 7 | 6 | 34 |
| $X_2$ - Project Schedules and Plans | ^ | 7 | 7 | 6 | 7 | 34 |
| $X_3$ - Personnel Matters | 7 | 7 | 7 | 7 | 7 | 35 |
| $X_4$ - Technical tasks | 7 | 7 | 5 | 6 | 5 | 30 |
| $X_5$ - Monitoring and Feedback | 7 | 7 | 6 | 7 | 7 | 34 |
| $X_6$ - Troubleshooting | 7 | 7 | 7 | 6 | 7 | 34 |
| $X_7$ - Project Manager and team | 7 | 7 | 7 | 7 | 7 | 35 |
| $X_8$ - Client consultation | 7 | 6 | 6 | 6 | 6 | 31 |
| $X_9$ - Constant communication | 6 | 7 | 7 | 6 | 7 | 33 |
| $X_{10}$ Need for risks Analysis | 7 | 6 | 6 | 6 | 7 | 32 |

*Source: Field Survey (2002)*

**Table 3.2: Successful Implementation of Project Objective Score for Respondents**

| Y | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 6 | 6 | 7 | 7 | 7 | 7 | 6 | 6 | 6 | 6 | 7 | 6 | 77 |

*Source:* Field Survey (2002)

**Table 3.3: Scores of the Various Respondents (Staff of Selected NGOs) on their Assessment of Lapses in the Application of Project Implementation and Execution Principles.**

| Respondent | $X_1$ | $X_2$ | $X_3$ | $X_4$ | $X_5$ | $X_6$ | $X_7$ | $X_8$ | $X_9$ | $X_{10}$ | Y |
|---|---|---|---|---|---|---|---|---|---|---|---|
| I | 34 | 34 | 35 | 3D | 34 | 34 | 45 | 31 | 31 | 32 | 77 |
| 2 | 34 | 34 | 30 | 31 | 30 | 30 | 30 | 25 | 27 | 15 | 75 |
| 3 | 34 | 31 | 32 | 32 | 29 | 21 | 34 | 33 | 33 | 24 | 67 |
| 4 | 29 | 28 | 33 | 31 | 34 | 28 | 34 | 33 | 31 | 21 | 70 |
| 5 | 32 | 33 | 24 | 29 | 28 | 29 | 25 | 25 | 32 | 23 | 68 |
| 6 | 34 | 34 | 35 | 30 | 30 | 25 | 30 | 30 | 29 | 24 | 70 |
| 7 | 33 | 33 | 35 | 34 | 34 | 27 | 35 | 25 | 27 | 25 | 72 |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 8 | 34 | 32 | 35 | 32 | 30 | 28 | 34 | 29 | 32 | 19 | 69 |
| 9 | 33 | 32 | 34 | 33 | 34 | 30 | 33 | 34 | 27 | 24 | 70 |
| 10 | 32 | 30 | 34 | 32 | 29 | 34 | 34 | 29 | 29 » | 28 | 72 |
| 11 | 34 | 31 | 33 | 31 | /30 | 30 | 32 | 30 | 29 | 26 | 68 |
| 12 | 34 | 34 | 32 | 33 | 34 | 28 | 32 | 31 | 31 | 27 | 71 |
| 13 | 34 | 32 | 30 | 34 | 35 | 27 | 33 | 25 | 32 | 25 | 70 |
| 14 | 34 | 31 | 32 | 30 | 29 | 23 | 32 | 27 | 30 | 32 | 68 |
| 15 | 33 | 31 | 33 | 29 | 28 | 21 | 34 | 28 | 29 | 34 | 65 |
| | | $EX_1$ | $EX_2$ | $EX_3$ | $EX_4$ | $EX_5$ | $EX_6$ | | EX | | EY |

*Source: Field Survey (2002)*

Table 3.4 shows that selected NGOs in Enugu metropolis have achieved 83.49% in successful project realization objective within the limits of the critical success variables in project implementation and execution.

**Table 3.4: The Mean Score of each of the Critical Implementation Success Variables ($X_1$, $X_2$, $X_3$, $X_4$, $X_5$, $X_6$,) and their Percentages**

| VARIABLES | MEAN | PERCENTAGE SCORE |
|---|---|---|
| $X_1$ | 32.00 | 91,43 |
| $X_2$ | 32.47 | 92.77 |
| $X_3$ | 31.20 | 89.14 |
| $X_4$ | 27.67 | 79.06 |
| $X_5$ | 30.20 | 89.29 |
| $X_6$ | 29.93 | 85.51 |
| Y | 70.13 | 83.49 |

*Source: Field Survey* (2002)

**Table 3.5: Data for Computer Analysis**

| Respondent | $X_1$ | $X_2$ | $X_3$ | $X_4$ | $X_5$ | $X_6$ | Y |
|---|---|---|---|---|---|---|---|
| 1 | 34 | 35 | 34 | 34 | 35 | 31 | 77 |
| 2 | 34 | 30 | 30 | 30 | 30 | 27 | 75 |
| 3 | 31 | 32 | 29 | 21 | 34 | 33 | 67 |
| 4 | 28 | 33 | 34 | 28 | 34 | 31 | 70 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 5 | 33 | 24 | 28 | 29 | 25 | 32 | 70 |
| 6 | 34 | 35 | 30 | 25 | 30 | 29 | 70 |
| 7 | 33 | 35 | 34 | 27 | 35 | 27 | 72 |
| 8 | 32 | 35 | 30 | 28 | 34 | 32 | 69 |
| 9 | 32 | 34 | 34 | 39 | 33 | 27 | 70. |
| 10 | 30 | 34 | 29 | 34 | 34 | 29 | 72 |
| 11 | 31 | 33 | 30 | 30 | 32 | 29 | 68 |
| 12 | 34 | 32 | 34 | 28 | 32 | 31 | 71 |
| 13 | 32 | 30 | 35 | 27 | 33 | 32 | 70 |
| 14 | 31 | 32 | 29 | 23 | 32 | 30 | 68 |
| 15 | 31 | 33 | 28 | 21 | 34 | 29 | 65 |
| TOTAL | 480 | 487 | 468 | 415 | 453 | 449 | 1052 |
| | $EX_1$ | $EX_2$ | $EX_3$ | $EX_4$ | $EX_5$ | $EX_6$ | EY |

*Source: Field Survey (2002)*

Where

Y = Successful implementation of project objective.
$X_1$ = Top management support
$X_2$ = Project schedules and plans
$X_3$ = Personnel matters
$X_4$ = Technical tasks
$X_5$ = Monitoring and feedback
$X_6$ = Trouble shooting

## RESULT OF COMPUTER EXAMINATION OF RELATIONSHIPS BETWEEN THE DEPENDENT VARIABLE AND THE SELECTED CRITICAL SUCCESS PROJECT IMPLEMENTATION STRATEGIES

As mentioned previously this investigation was carried out using simple regression analysis as follows:

**Table 3.6: Results of Regression of the Critical Success Project Implementation Strategies.**

| VARIABLES | COEFFICIENT OF DETERMINATION ($R^2$) |
|---|---|
| $X_1$ = Top management support support | 0.6564 |
| $X_2$ = Project schedules and plans | 0.7643 |
| $X_3$ = Personnel matters | 0.7582 |
| $X_4$ = Technical tasks | 0.5337 |
| $X_5$ = Monitoring and feedback | 0.7476 |
| $X_6$ = Trouble shooting | 0.7604 |

*Source: Field Survey (2002)*

## RESULT AND DISCUSSION

In this study, non-governmental organizations (NGOs) and lapses inherent in their application of principles of project implementation and execution in carrying out their projects or programmes came under scrutiny. In this section, the findings in relation to the objectives of the study are presented and discussed.

**Relationship between application of project implementation and execution principles and performance of NGOs in Enugu Metropolis.**

On the first objective which sought to find out if a linear relationship exists between application of principles of project implementation and performance of NGOs in Enugu Metropolis. The study found that to be true leading to the null hypothesis being rejected. Thus, we conclude that there is a relationship between the application of project implementation and execution principles and performance of NGOs in Enugu. From the investigation, it was found that NGOs in Enugu Metropolis depend so much for project realization objective on top management support. And incidentally, top management support is one of the key success strategies for successful project implementation and execution. This tallies with the remarks of Manley (1985).

That top management support and readiness to allocate sufficient resources (finance, time and useful suggestions) are imperative to project success. Furthermore since NGOs obtain their funds from voluntary agencies and public spirited individuals, these people and donor agencies technical inputs such as skills and competence go a long way in assisting NGOs to realize their project objectives. This information could have been the reason why technical tasks proved very reliable as one of the key success strategies.

**Identification of Lapses in the Implementation and Execution of NGO Projects**

The second objective sought to find out if there are lapses in the implementation of NGOs' projects. Again the null hypothesis was rejected indicating that come lapses are prevalent in implementation of projects by these NGOs. Ineffective monitoring and control mechanism was found to be one of the lapses to project realization amongst NGOs. This is in accordance with the exhortation of Souder et al (1985) that the importance of constant monitoring and fine tuning of the process of implementation as very essential for project success. The study reveals that the so called project managers or project officers employed by these NGOs are not technocrats. Their backgrounds show that they came from liberal arts, business and sciences, but without any previous training or expertise in the field of project management.

The above reasons would be contributory why troubleshooting as a critical variable indicator in this investigation proved insignificant. In most of these NGOs, personnel for the project team were choosen with

less-than-full regard for the skills necessary to actively contribute to implementation. This assertion aligns with Hammond's (1989) position on this.

## CONCLUSION

The study investigated the lapses in the application of the principles of project implementation and execution in NGOS' activities. Based on the findings of the study it is concluded that there is a linear relationship between the application of principles of project management and project performance objectives amongst NGOs' in Enugu metropolis. Top management as a critical success factor in project implementation and execution has overwhelming impact on project realization. Nevertheless, all is not well with these non-governmental organizations as lapses in implementation and execution of their projects are prevalent especially in project monitoring and feedback mechanism.

## RECOMMENDATIONS

Based on the findings, the following recommendations are made to facilitate further improvement of NGOs' activities.

i. The existence of lapses in the implementation and execution of NGOs' projects is an antithesis to their development and existence. It is recommended that NGOs should follow as a matter of urgency the critical success factors for project implementation enumerated in this study. These factors amongst others should include technical tasks, top management support, monitoring and feedback etc.

ii. The use of non-professionals as project officers or managers should be reconsidered by non-governmental organizations. Project management, at its best and where it is applied, will result in outstanding performance and profit.

iii. Trouble-shooting mechanisms should be employed contingently by NGOs to enhance their project realization objective. Such approach makes it possible to react to problems as they occur during the implementation process.

iv. Making allowance for adequate monitoring and feedback control mechanism will minimize the incidence of lapses in the project implementation process.

v. Non-governmental organizations (NGOs) should learn to implement projects within an integrated project management framework tailored specifically to the project being undertaken

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**APPENDIX**

**REGRESSION OF Y ON X4**
**MODEL 1: Y = 54.5178 + 0.5644 X4**

| ***Regression Statistics*** | |
|---|---|
| Multiple R | 0.7305 |
| R Square | 0.5337 |
| Adjusted R Square | 0.4978 |
| Standard Error | 2.1572 |
| Observations | 15 |

**ANOVA**

| | *df* | *SS* | *MS* | *F* | *Significance F* |
|---|---|---|---|---|---|
| Regression | 1 | 69.23517 | 69.2351 | 14.87743 | 0.00198 |
| Residual | 13 | 60.49816 | 4.65370 | | |
| Total | 14 | 129.73333 | | | |

| | *Coefficients* | *Standard Error* | *t Stat* | *P-value* |
|---|---|---|---|---|
| Intercept | 54.5178 | 4.0866 | 13.3405 | 5.81E-09 |
| X4 | 0.5644 | 0.1463 | 3.8571 | 0.00020 |

**REGRESSION OF Y ON X4 AND X1**

**MODEL 2: Y = 35.7621 + 0.5214 X 4 + 0.6233 X1**

| *Regression Statistics* | |
|---|---|
| Multiple R | 0.8102 |
| R Square | 0.6564 |
| Adjusted R Square | 0.5991 |
| Standard Error | 1.9275 |
| Observations | 15 |

**ANOVA**

| | *df* | *SS* | *MS* | *F* | *Significance F* |
|---|---|---|---|---|---|
| Regression | 2 | 85.1506 | 42.5753 | 11.4597 | 0.0016 |
| Residual | 12 | 44.5827 | 3.7152 | | |
| Total | 14 | 129.7333 | | | |

| | *Coefficients* | *Standard Error* | *t Stat* | *P-value* |
|---|---|---|---|---|
| Intercept | 35.7621 | 9.7698 | 3.6605 | 0.0033 |
| X4 | 0.5214 | 0.1324 | 3.9384 | 0.0020 |
| X1 | 0.6233 | 0.3012 | 2.0697 | 0.0607 |

**REGRESSION OF Y ON X4, X1 AND X5**

**MODEL 3: Y = 17.2191 + 0.5121 x X4 + 0.8255 X1 + 0.3797 X5**

| *Regression Statistics* | |
|---|---|
| Multiple R | 0.8646 |
| R Square | 0.7476 |
| Adjusted R Square | 0.6787 |
| Standard Error | 1.7254 |
| Observations | 15 |

**ANOVA**

| | *df* | *SS* | *MS* | *F* | *Significance F* |
|---|---|---|---|---|---|
| Regression | 3 | 96.9870 | 32.3290 | 10.8598 | 0.0013 |
| Residual | 11 | 32.7463 | 2.9769 | | |
| Total | 14 | 129.7333 | | | |

| | *Coefficients* | *Standard Error* | *t Stat* | *P-value* |
|---|---|---|---|---|
| Intercept | 17.2191 | 12.7656 | 1.3489 | 0.2045 |
| X4 | 0.5121 | 0.1186 | 4.3179 | 0.0012 |
| X1 | 0.8255 | 0.2880 | 2.8662 | 0.0153 |
| X5 | 0.3797 | 0.1904 | 1.9940 | 0.0715 |

**REGRESSION OF Y ON X4, X1, X5 AND X3**

**MODEL 4: Y = 17.6774 + 0.4831 X4 + 0.7682 X1 + 0.3044 X5 + 0.1483 X3**

| *Regression Statistics* | |
|---|---|
| Multiple R | 0.8707 |
| R Square | 0.7582 |
| Adjusted R Square | 0.6615 |
| Standard Error | 1.7712 |
| Observations | 15 |

**ANOVA**

| | *df* | *SS* | *MS* | *F* | *Significance F* |
|---|---|---|---|---|---|
| Regression | 4 | 98.3619 | 24.5905 | 7.8385 | 0.0040 |
| Residual | 10 | 31.3714 | 3.1371 | | |
| Total | 14 | 129.7333 | | | |

| | *Coefficients* | *Standard Error* | *t Stat* | *P-value* |
|---|---|---|---|---|
| Intercept | 17.6774 | 13.1229 | 1.3471 | 0.2077 |
| X4 | 0.4831 | 0.1294 | 3.7327 | 0.0039 |
| X1 | 0.7682 | 0.3081 | 2.4932 | 0.0318 |
| X5 | 0.3044 | 0.2262 | 1.345 | 0.2082 |
| X3 | 0.1483 | 0.2241 | 0.6620 | 0.5229 |

**REGRESSION OF Y ON X4, X1, X5, X3 AND X6**

**MODEL 5: Y = 20.9299 + 0.4751 X4 + 0.7497 X1 + 0.2936 X5 + 0.1544 X3 – 0.0762 X6**

| *Regression Statistics* | |
|---|---|
| Multiple R | 0.8720 |
| R Square | 0.7604 |
| Adjusted R Square | 0.6274 |
| Standard Error | 1.8583 |
| Observations | 15 |

**ANOVA**

| | *df* | *SS* | *MS* | *F* | *Significance F* |
|---|---|---|---|---|---|
| Regression | 5 | 98.6547 | 19.7309 | 5.7138 | 0.0120 |
| Residual | 9 | 31.0786 | 3.4532 | | |
| Total | 14 | 129.7333 | | | |

| | *Coefficients* | *Standard Error* | *t Stat* | *P-value* |
|---|---|---|---|---|
| Intercept | 20.9299 | 17.7294 | 1.1805 | 0.2681 |
| X4 | 0.4751 | 0.1385 | 3.4293 | 0.0075 |
| X1 | 0.7497 | 0.3294 | 2.2761 | 0.0489 |
| X5 | 0.2936 | 0.2402 | 1.2224 | 0.2526 |
| X3 | 0.1544 | 0.2360 | 0.06542 | 0.5293 |
| X6 | -0.0762 | 0.2618 | -0.2912 | 0.7775 |

**REGRESSION OF Y ON X4, X1, X5, X3, X6 AND X2**

**MODEL 6: Y = 21.4205 + 0.4793 X4 + 0.7903 X1 + 0.4234 X5 +0.1340 X3 -0.1196 X6 -0.1289 X2**

| *Regression Statistics* | |
|---|---|
| Multiple R | 0.8743 |
| R Square | 0.7643 |
| Adjusted R Square | 0.5876 |
| Standard Error | 1.9549 |
| Observations | 15 |

**ANOVA**

| | *df* | *SS* | *MS* | *F* | *Significance F* |
|---|---|---|---|---|---|
| Regression | 6 | 99.1611 | 16.5269 | 4.3247 | 0.0305 |
| Residual | 8 | 30.5722 | 3.8215 | | |
| Total | 14 | 129.7333 | | | |

| | *Coefficients* | *Standard Error* | *t Stat* | *P-value* |
|---|---|---|---|---|
| Intercept | 21.4205 | 18.6996 | 1.1455 | 0.2851 |
| X4 | 0.4793 | 0.1462 | 3.2786 | 0.0112 |
| X1 | 0.7903 | 0.3640 | 2.1712 | 0.0617 |
| X5 | 0.4234 | 0.4369 | 0.9690 | 0.3609 |
| X3 | 0.1340 | 0.2545 | 0.5265 | 0.6129 |
| X6 | -0.1196 | 0.3000 | -0.3985 | 0.7007 |
| X2 | -0.1289 | 0.3542 | -0.3640 | 0.7253 |