Non-Governmental Organizational Factors that Indicate a Project's Success: Case of Bamenda-Cameroon

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Abstract

Methods from the field of project management are crucial to the timely and successful creation of cutting-edge technologies and systems. The criteria used to evaluate the success of a project manager's efforts will have varying levels of significance based on the individual's position within the project. This paper set intended to discover what makes NGOs' projects in Bamenda successful. A causal research strategy was used for this investigation. Both descriptive and inferential statistics were used to examine the survey data collected from employees of SIRDEP and CARITAS Bamenda. The structural modelling equation found that public education and involvement positively influenced the outcomes of NGOs' projects in Bamenda. The study's author also demonstrated that the effectiveness of NGOs' projects in Bamenda was bolstered by political influence from inside the country. It was also shown that NGOs in Bamenda benefited from using a project management technique. Conversely, PPM was shown to have a detrimental impact on the project success of NGOs in Bamenda. Analyses of the data also showed that NGOs in Bamenda benefited significantly when their human resource stocks were high. In order to improve the project's chances of success, the research suggests that the project management office or committee place a greater emphasis on community awareness and engagement. The report also suggests that internal political influence be boosted to increase project efficacy and, ultimately, success. The research concludes that a more systematic approach to project management is necessary to raise the success rate of initiatives. Stressing the importance of a well-developed project management approach over the whole project life cycle is essential.

Key Words: Project Management, Project Success, Non-Governmental Organisations, Bamenda

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Introduction

Across the globe, non-governmental organizations (NGOs) are functioning in various countries and regions. Aid organizations arise because of human needs, poverty, and injustice. In contrast to the depletion of resources, human demands and desires are growing exponentially. As a result, poverty and injustice have become worse and worse in the world's poorest nations. It is because

of this that non-governmental organizations carry out a wide range of programs aimed at improving the lives of the people in such nations. There is no agreed-upon definition of "project success" (Joslin and Müller, 2015), despite the fact that it is a widely disputed topic in the project management industry. Project management success, as determined by factors like cost, time, and quality, is distinct from project success, which is accomplished by the application of the project's product, as defined by Cooke-Davies (2002). (Atkinson, 1999). All along the project's life cycle, you may influence whether or not these needs are met by adjusting your focus on the right success criteria (Müller and Turner, 2007).

Rather than relying on the 'vicissitudes of the economy', the international community should provide targeted, purposeful help to underdeveloped and/or emerging nations (Goodman and Ignacio, 2019). For this reason and others, most governments currently give considerable attention to programs aimed at enhancing economic and social development in places where the managerial, economic, and political contexts vary significantly from those found in industrialized countries (Hayes, 2002). INGOs play a major role in aiding the development of underdeveloped and/or developing nations, like Cameroon, by providing bigger resources than ever before, exactly as in this instance.

In the beginning, international cooperation was limited to minor but critical undertakings like providing food, but it expanded into complete joint efforts involving multilateral organizations and government agencies. Creating a comprehensive Millennium Development Program is one such example of a project aimed at developing the Republic's long-term plan (Ijigah, Oloruntoba and Mohd, 2012). However, despite substantial IDP investments, most developing nations have not seen the economic and social improvements they had hoped for (Goodman and Ignacio, 2019). It is thus crucial to have a better grasp of the aspects that are important in ensuring international development projects (IDPs) succeed in order to assure both the socioeconomic advancement in the recipient nations and the efficacy of the assistance supplied by donor countries and organizations,

There are many different economic activities that may be combined into one project. The function of project management in the economy's growth is critical in both the construction and manufacturing sectors. In order to maintain and grow their company, multinational corporations are constantly spending and reinvesting in new initiatives. If these factors are not given the proper attention, the project will fail. A project's success depends on the organization's ability to identify the most important success factors, assess those factors quantitatively and systematically, anticipate the effects of those factors, and then choose the most effective strategies to deal with those effects, as stated by Ahmed and Younis (2014).

Numerous projects throughout the world are failing to meet their goals. There has been a lot of money put in these initiatives, yet there have been no discernible results or effects. According to Miklosik (2015), just 47% of the teams meet their targets of 70% to 89 %. More than a fifth of the teams reported that they were only able to meet half of their objectives. 64 percent of initiatives fail to reach their objectives (Hornstein, 2015) According to KPMG (2010), 70% of organizations had at least one unsuccessful project in 2009. (Project Management Institute, 2014).

Only 29% of DBE-funded projects were deemed successful in 2012, according to data gleaned from the organization's Annual Performance Report, while 71% were deemed failures. Additionally, in accordance with the Bank's 2013 annual

performance report, the bank's percentage of successfully operating projects stood at 31% as of June 30, 2013, and it drops to 28% at the bank's Corporate Credit Process, the main credit processing unit through which the bank grants borrowers access to more than 75% of the bank's total annual lending amount (Malede & Yilkal, 2013). The country's sunk costs will rise regardless of the cause of the project failure, as the fixed investments of the projects are difficult to liquidate or demand a significant switching cost. Furthermore, it depletes the Bank's loanable funds, which may be used to support other initiatives that are critical to the country's economic development. Poor communication, insufficient financial resources, lack of enthusiasm, tendering techniques, and poor project description and project structure were all shown to contribute to project failure in a study conducted by Sumner, Bock, and Giamartino (2006). Lack of communication, lack of expertise, late equipment procurement and lack of training for project managers are among the most common reasons of project failure, according to Arrow Smith (1998).

Literature Review

An analytical model was developed by Rolstads et al. (2014) to analyze the project organization's performance in relation to its problems, based on the project management strategy that was adopted. Literature study, model creation, interviews, and case studies were used to conduct the research. Project management may be broken down into two distinct approaches: The prescriptive method focuses on the project organization's formal aspects, such as controlling documents and processes. In the adaptive method, a project's structure, culture, and dedication to the team were all considered in the process of improvement. Case studies of three separate projects have helped identify the two methods. Analysis of the project organization's performance and the project management technique has been done using a model known as the Pentagon model. In order to better understand the organization, the model looked at five key aspects: structure, technology; culture; social ties and networks; and interaction.
Bryde (2005) examined the impacts on the usage of ways to manage project KPIs; the requirement for and presence of methods; and the elements that allow the achievement of the KPIs. There are a number of factors that influence the approaches that are used in project management, including whether or not an organization's performance management system is in place. It was discovered that project management capabilities were dwindling in part because of a failure to achieve psychological project KPIs. There were several encouraging characteristics, however, that led to a relatively low degree of adoption: top-level policy, widespread training across the company, integration with existing procedures and integrating into the project management system were all observed. The psychological KPIs of program and project managers were overlooked by decision-makers in certain cases. Because of this, organizations may not be managing their project management capabilities effectively and may be hindering long-term, sustainable performance gains.

In her study from 2015, Chandra looked at both the dangers and the rewards of doing a certain endeavour. From the 180 completed surveys, we were able to quantify the project's success using Structural Equation Modelling (SEM). Standardized coefficients for natural risks are 0.442, for design risks they are -0,499, for resources they are 0.257, for finance risks they are 0.651, for legal and regulatory risks they are 0.166, and for construction risks they are -0.197, as determined using structural equation modelling. Standardsized correlation coefficients of 0.878, 0.873, and 0.804 between project success and cost, quality, schedule, customer satisfaction, and profit

(standardized coefficient of 0.850). Recommendations are made for preparing for financial risks associated with inflation to guarantee the project's success.

It was found that project success was dependent on the ability to handle crucial success elements effectively and efficiently. Only a small number of studies have been undertaken in the building and manufacturing sectors in Punjab on the Critical Factors impacting the Project Success. Project success variables in Punjab were examined by researchers in this study. A sample of 155 people were surveyed with pre-structured questionnaires for the study's goal. Reliability and descriptive analysis were performed, as well as correlation and regression analysis, using SPSS software, to examine the data. According to the conclusions of this research, crucial success variables and project success have a very close and substantial link with one another. In the building and manufacturing sectors in Punjab, critical success criteria have a substantial influence on project success.

In Karachi, Pakistan, Mauzzam and Ali (2019) studied the success elements crucial to evaluating building projects (Capital of Sindh). Purposive sampling was used to gather data from project managers in Karachi's construction industry who had a history of project completion, were now employed by a company or were a freelancer project manager with at least five years of experience in the field. Analyses of thematic material were conducted and findings are broken down into five primary groups. All of these aspects fall into one of five categories: project management; procurement; external factors; materials; and other considerations. To guarantee a successful project execution, the research found a rise in the competence, dedication, and communication of project workers. This study aims to close the knowledge gap by offering in-depth qualitative analysis and recommendations to Karachi's project managers, consultants, advisers, politicians, and anyone else interested in the city's building industry.

According to a study conducted by Tesfaye, Lemma, Berhan, and Beshah (2016), successful projects have a connection to effective project planning. Human, managerial, technological, and organizational elements were evaluated as four input components that were thought to have an impact on the quality of the planning process. Analysis of statistical correlations between planning input parameters and planning processes and between planning procedures and project success was conducted using data from several Ethiopian building projects. Confirmatory Factor Analysis (CFA) was utilized in the research to find the most important elements influencing the effectiveness of project planning. Human factors were shown to have little influence on planning procedures, according to the study. Despite this, just three of the project's planning procedures (time, cost, and risk) were positively linked to the project's success.

Project portfolio management researchers Costantino, Di Gravio, and Nonino (2015) studied the use of an artificial neural network model based on essential success variables to pick projects. It's becoming more common to look for and analyze the key factors that contribute to project success, but how these findings might be applied to portfolio management is still being studied. It is possible to avoid potential project failures by using project critical success factors (CSFs) in the selection process, taking into consideration the company's goals, the expertise of project managers, and other relevant aspects. A new approach to project selection has been offered by this study's researchers. A decision support system for predicting project outcomes is described in detail in this study, including the processes of design, development, and testing. Project

managers' prior successes and failures are used to train an artificial neural network (ANN) that can be used to any collection of CSFs to classify a project's riskiness.

Managerial politics have been shown to have a negative impact on NPD team communication and cooperation, as well as project success. NPD team integration has been studied extensively from an economic standpoint, with the goal of developing suitable processes, structures and relationships. It is yet to be studied whether or not political pressures have an impact on the working relationship between TTMs and MMs throughout the NPD process. Intra-team politics may have both good and bad impacts on TTM/MM communication, according to the data. This is important because it has a favorable impact on cooperation and new product development (NPD). Additionally, the impact of communication factors on these two outcomes varies depending on whether one is a TTM or MM.

Research Gap

Many authors have research on the factors of project success in the world but little or nothing has been done in Cameroon. Among the literature reviewed, it is observed that most author adopted variables which do not give an in depth of the research interest. The researcher intends to use structural equation modelling which is one of the best and comprehensive technique to explore the causal relationship that exist between the dependent variable and a set of independent variables.

Research Objectives

The main research objective is to examine the factors of project success implemented by NGOs in Bamenda, Cameroon. This study specifically seeks to;

Assess the effect of community awareness and participation on project success in Bamenda, Cameroon.

Evaluate the extent to which project management methodology affect project success in Bamenda, Cameroon.

Investigate how internal political influence affect project success in Bamenda, Cameroon.

Determine the influence of stock of human asset on project success in Bamenda, Cameroon.

Methodology

This researcher adopted a causal research design. Data for this study was gotten with the help of a structured questionnaire. This study will use primary data collected from the field in order to capture raw information from the respondents who are who work with NGOs in Bamenda. The study adopts to use primary data in order to have first-hand information directly from the respondents.
The real model was as follows;

$$Y = \beta_1 CAP + \beta_2 PMM + \beta_3 IPI + \beta_4 SHA + \beta_5 PP + \varepsilon$$

Where;
Y – Represent project success.

β1, β2, β3, β4, β5 - Coefficients as will be determined by the model known as parameters

CAP = community awareness and participation
PMM = project management methodology
IPI = internal political influence
SHA = stock of human asset
PP= Project Portfolio

α,β_1,β_2,β_3,β_4,β_5, are respectively the constant term and the coefficients of x1, x2, x3, x4 and x5 measuring the change in project success

resulting from a unit change in each of those variables holding any other thing constant. From economic theory, it is expected that the signs of the coefficientsβ_0,β_1,β_2,β_3,β_4,β_5,>0

ε is the anticipated normally distributed disturbance term.

Analysis & Discussion

Reliability of the Constructs

The essential basic quality of empirical measures, according to Sullivan and Niemi (1979), is reliability. The Cronbach's Alpha coefficients presents the internal consistency coefficient for all the constructs revealing that all the Cronbach's Alpha coefficients are above 0.7 indicating that all the latent variables have good levels of internal consistency and hence reliability the constructs are reliable. The measurement model adopted in this study was reflexive. The test result is present in the table below;

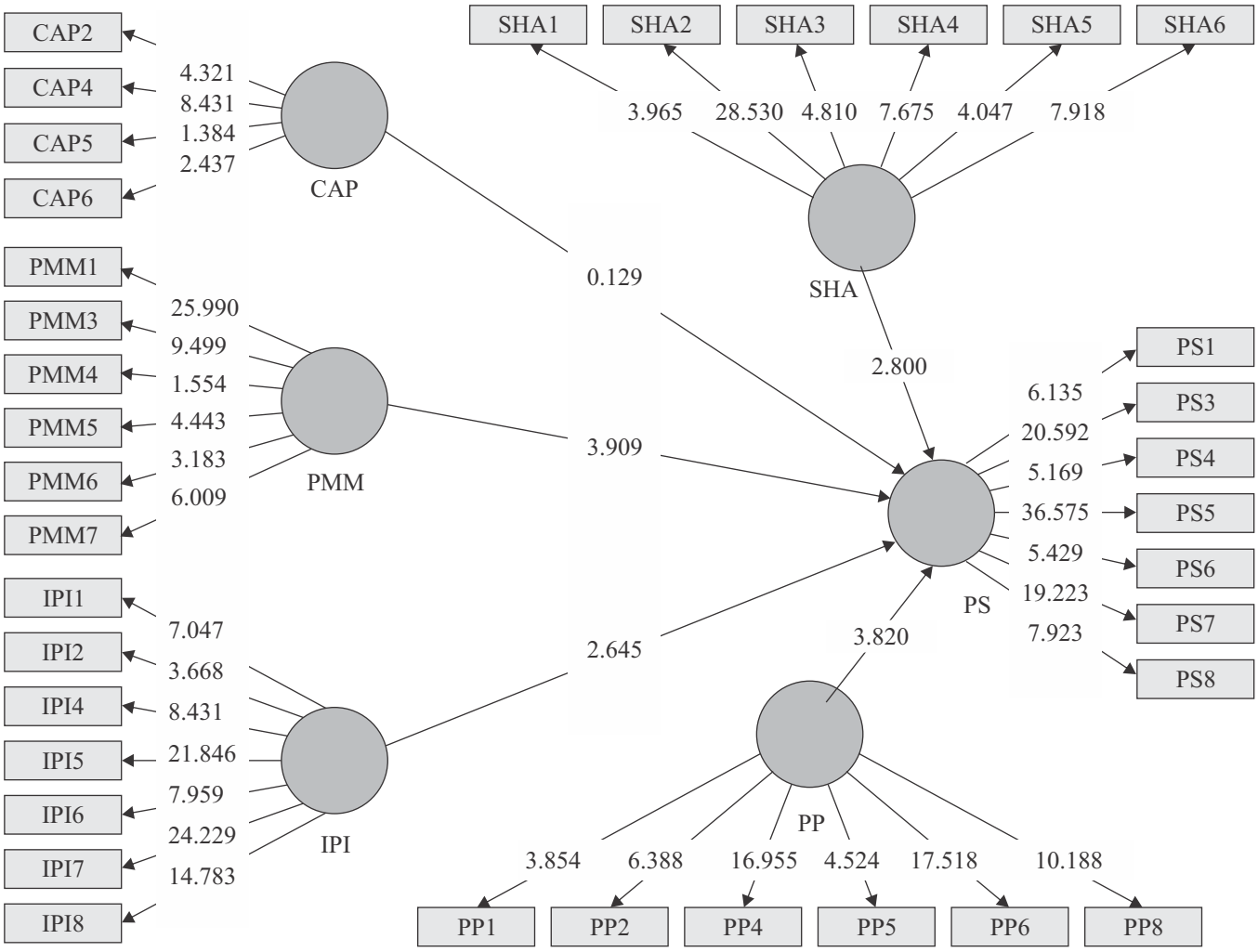
Table 1: Construct Reliability and Validity Test Result

	Cronbach's Alpha	rho_A	Composite Reliability
CAP	0.747	0.762	0.761
IPI	0.819	0.852	0.863
PMM	0.722	0.923	0.794
PP	0.828	0.889	0.873
PS	0.833	0.881	0.878
SHA	0.715	0.816	0.803

Source: Field Survey, August (2021)

The composite reliability for all constructs was substantially above the minimum cut-off requirements, indicating strong evidence of internal consistency (see Table 1). This result implies that the factors employed to measure the construct, such as community awareness and participation, project management methodology, internal political influence, stock of human asset, project portfolio management and project success were accurate.

Bootstrapping Construct Result



Source: Field Survey, August (2021)

Figure 1 : Bootstrapping Construct Results

Using a technique called bootstrapping, SmartPLS generates "t" statistics to assess the importance of the internal and external models. To acquire the conventional bootstrap errors, a large number of subsamples are generated from the original sample using replacement. These subsamples are then used to make an approximation of the "t" values used in significance tests of the structural routes (Wong, 2013). The endogenous factor in this model is project success, while the exogenous community awareness and participation, project management methodology, internal political influence, stock of human asset and project portfolio management.

Bootstrapping Path Coefficients Results

Table 2 : Path Coefficients (Mean, STDEV, T-Values, P-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
CAP -> PS	0.008	0.023	0.063	0.129	0.897
IPI -> PS	0.386	0.388	0.146	2.645	0.008
PMM -> PS	0.379	0.376	0.097	3.909	0.000
PP -> PS	-0.376	-0.354	0.098	3.820	0.000
SHA -> PS	0.475	0.459	0.170	2.800	0.005

Source: Field Survey, August (2021)

NGOs in Bamenda benefit from increased public knowledge and engagement, which has a small but favorable influence on the outcomes of such organizations' projects. Only 33.3 percent of respondents were optimistic regarding project completion rates, while 68.7 percent were negative, according to Odongo Oronje, Rambo, and Odundo (2014). Unpredictable cash flow, political influence, and delays in audits all contributed to project completion rates being lower than they should have been. Nawaz and Arslan (2020) found a very positive link between risk management and project performance, indicating that managers may have a better chance of making accurate predictions when they take this step. The importance of managers being aware of the risks they face and managing their confidence is highlighted by the findings that the effect of risk awareness as a significant mediator strengthens the relationship between risk management and project success, and that the effect of manager's overconfidence behaviour as a significant moderator weakens the mediation relationship between risk awareness, risk management, and project success.

Project management techniques were shown to increase the success of NGOs' operations in Bamenda. The likelihood of success for non-governmental organisation (NGO) initiatives in Bamenda increases with better project management practises. Our assumption led us to anticipate finding this. According to research conducted by Joslin and Müller (2015), PMM implementation accounts for 22.3% of the variation in project success, with PMMs deemed "sufficiently comprehensive to manage the project" leading to higher levels of project success compared to those that require supplements for use by the project manager. Pace (2019) observed that there was a weak association between the project management technique and the reported success of the project, and that this relationship was not attenuated by either the kind of industry or the experience level of the project manager. Given the discrepancy between these studies, more investigation into successful methods and moderating variables is warranted. As Bryde (2005) noted, many factors led to the low degree of adoption of such approaches, including a lack of top-level policy, organization-wide training, integration with existing management practises, and incorporation into the project management system.

Additionally, it was shown that the performance of NGOs' programmes in Bamenda is positively correlated with internal political influence, as indicated by a positive coefficient value. An increase in the political influence of NGOs in Bamenda will have a positive effect on the marginal value of projects. It has been argued that

the policy environment plays just as important a part in a project's success as the project's distinctive traits, such as its size or sectoral description. This is shown by economic growth, inflation, and the country's level of development. Agheneza (2009) emphasized the need of well-defined project goals, competent leadership, transparency, planning, and a collaborative approach with full involvement of the receivers as the key to strong project success. While not-for-profit goal had a negative link, cost management, political variables and stakeholder participation had a high positive correlation, according to Shivairo and Were (2017). According to the findings from the research, stakeholder participation and political variables were strongly linked to the success of non-profit projects. Intra-team politics may have both good and bad impacts on TTM/MM communication, according to Kyriazis, Massey, Couchman, and Johnson (2017). This is important because it has a favorable impact on cooperation and new product development (NPD). According to Bhoola, the key factors in ensuring a project's success are meticulous planning, adherence to processes, on-time completion that meets customer expectations, strong management and teamwork, adaptable human resources practises, cutting-edge tools, generous compensation plans, and a pleasant workplace (2015).

The coefficient of project portfolio management was found to be negative, meaning that there is an indirect influence of project portfolio management on NGOs in Bamenda's project success. At 1%, this result is statistically significant. Project success, according to Dvira, Razb, and Shenhar (2003), is independent of how rigorously management processes and procedures are followed, and these processes and procedures may be readily supported by modern digital technologies and project management education. On the other hand, expenditure in requirements formulation and creation of technical specifications was linked to project success. An effective selection process for projects that takes into consideration the strategic goals of the organization, the expertise of the management, and the competitive environment may help avoid failures caused by variables such as Costantino, Di Gravio, and Nonino's (2015) CSFs (critical success factors). According to Beringer, Jonas, and Kock (2013), the role of portfolio managers in guiding a portfolio was modest. The results of this study reveal that the degree of stakeholder involvement has a wide range of effects on portfolio performance. Stakeholder theory was used to the project portfolio environment to enhance project research and provide practical direction for further professionalizing PPM.

The results of the construct demonstrate that Bamenda NGOs' project success is positively influenced by the amount of human capital they have on hand. This suggests that the success of Bamenda-based non-governmental organizations (NGOs) will be affected by a unit variance in the stock of human assets, everything else being equal. Successful projects are correlated with factors such as cost, quality, timeliness, customer happiness, and profit, according to Chandra's (2015) research on the subject matter (standardized coefficient of 0.850). To guarantee a successful project execution, Mauzzam and Ali (2019) underlined the need of increasing worker attributes such as competence, dedication, and communication. Planning methods, according to Tesfaye, Lemma, Berhan and Beshah (2016), are indifferent to the human dimension. Despite this, just three of the project's planning procedures (time, cost, and risk) were positively linked to the project's success.

Conclusion

The primary goal of this research was to examine the factors that contribute to the success of non-governmental organizations (NGOs) in Bamenda.

Use of community awareness and engagement in projects, as well as the use of project management methodologies as well as political power inside the organization were used to determine project success. A causal research approach was used in the study. To conduct the research, researchers used survey data from a well-structured questionnaire and conducted an analysis that included descriptive and inferential stats. Sampled questionnaires were sent out to 85 people, however only 79 of them were returned.

Recommendations

The researcher recommends that project management office or committee should lay more emphases on community awareness and participation for it was found to exert a positive effect on project success. This can eliminate the mismatch of collaboration amongst the stakeholders and consequently enhancing the success rate. The study also recommends that the involvement of internal political influence should be enhanced to improve the effectiveness of projects and consequently success. To improve project management methodology of the projects, the study recommends that improving on the project management methodology will increase the rate of project success. Project management methodology should be emphasized at all stages of the project cycle. Project portfolio management should be given less consideration for it has a negative effect on project successes in Bamenda. From the empirical results, it is revealed that an increase in project portfolio management will reduce the rate of project successes in Bamenda. The study further recommends that the management should consider enhancing the stock of human asset by employing more workers and also giving them better on the job training for it will further improve on project successes.

Scope For Further Research

The researcher admits that, since this study is the outcome of human efforts, it cannot be void of limitations; it is on this base that the researcher gives room for further studies so as to add to the existing stock of knowledge in this field of study. It is noted that, the determinants of project success are many and the researcher has concentrated just on a few, the researcher has also concentrated on a very small scope of Bamenda-Cameroon, implying that focused of this study is limited to a small geographical scope. The researcher hereby suggests that, other studies be done even with the same variables on NGOs that assess the global phenomenon of Cameroon. In addition, other variables can be added to the model to make it more comprehensive.

Limitations of The Study

Underfunded research was a key challenge for the researcher since it slowed down data collecting and delayed the timely completion of the study report. The final report was delayed due to a lack of funds, but this was eventually resolved with help from loved ones.

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