Journal of Business Insight (JoBI), 1(1), March 2026 | pp.60-84
https://dbujournals.edu.et p-ISSN: xxxx-xxxx |e-ISSN: xxxx-xxxx

Determinants of Non-Governmental Organizations' Project Performance in Debre Berhan City, Ethiopia

Berhanu Mengesha[1], Dr. Solomon Melese[2*], Dr. Sisay Mulate[3].

[1] *Department of Management, College of Business and Economics, Debre Berhan University, Debre Berhan, Ethiopia,* Email: berhanumengesha3@gmail.com
[2] *Assistant Professor of Management, Department of Management, College of Business and Economics, Debre Berhan University, Ethiopia, Email:* solomonmelese92@gmail.com
[3] *Assistant Professor of Finance, Department of Accounting and Finance, College of Business and Economics, Debre Berhan University, Ethiopia,* Email: sisaym66@gmail.com

To cite this article:
Mengesha, B., Melese, S., & Mulate, S. (2026). Determinants of non-governmental organizations' project performance in Debre Berhan City, Ethiopia. *Journal of Business Insight (JoBI), 1*(1), 60–85.

ABSTRACT

The main objective of this study was to examine factors that influence project performance in some selected Non-Governmental Organizations (NGOs) in Debre Berhan City. Both explanatory and descriptive research methods were used in the study. A standardized questionnaire was used to gather information from 76 workers, or 79.2% of the 96 workers from seven distinct NGOs engaged in different projects. Project performance acted as the dependent variable, while the independent variables were project management practices, stakeholder engagement, human factors, communication strategies, and external factors. Descriptive statistics, including percentages and frequencies, summarized the data, and regression analysis assessed the significance of the independent variables. The findings indicated that all five hypothesized relationships were statistically supported: project management practices ($\beta = 0.208$, $p = 0.002$), stakeholder engagement ($\beta = 0.315$, $p < 0.001$), human factors ($\beta = 0.281$, $p < 0.001$), communication strategies ($\beta = 0.178$, $p = 0.019$), and external factors ($\beta = 0.178$, $p = 0.006$) each positively and significantly influenced project performance. These findings reinforce the need to incorporate good management practices, stakeholder involvement, the use of effective human resource engagement, communication, and consideration of external factors to improve the success of NGO projects.

Keywords: Communication Strategies, External Factors, Human Factors, Project Management Practices, Project Performance, Stakeholder Engagement.

***Corresponding Author:** Dr. Solomon Melese, Ethiopia, solomonmelese92@gmail.com
Article History: Received 7 March 2026; Revised 15 March 2026; Accepted 16 March 2026

1. Introduction

Humanitarian aid can be described as the assistance provided to individuals in the form of material, financial, and other resources in response to crises such as the plight of refugees, the homeless, the internally displaced, the victims of natural calamities, civil war, famine, and other forms of disaster. The purpose of humanitarian aid is to save lives, reduce human suffering, and uphold human dignity (Goltz, 2020). Non-governmental organizations (NGOs) contribute significantly to the resolution of global societal challenges (Teegen et al., 2004), including poverty reduction, environmental protection, among other responsibilities. The efficiency of NGOs in the resolution of societal challenges depends on the success of project implementation, which is often sponsored by different stakeholders (Khan & Sultana, 2020). Project management, defined as the application of knowledge, skills, tools, and techniques to project activities in order to meet project requirements, is central to the delivery of NGO mandates (PMI, 2021).

Effective project management encompasses structured processes across the project lifecycle, including initiation, planning, execution, monitoring and control, and closure, and it requires the coordinated management of scope, time, cost, quality, human resources, communications, risk, procurement, and stakeholder engagement (PMI, 2021). In the NGO context, these project management dimensions are often challenged by limited organizational capacity, volatile operating environments, and competing demands from multiple donors and beneficiaries. However, a significant level of project failure or underperformance has been a challenge in the NGO sector (Workneh & Aga, 2023), which can be described as the failure to meet deadlines, the failure to spend the budget as planned, the failure to deliver quality services, and the inability to attain the anticipated impact (Simon-Eigbe & Oghomwen, 2022). The efficiency of NGOs in the management of resources requires the understanding of the reasons behind the failure of projects in the NGO sector (Gureh & Ondara, 2024).

According to the Project Management Institute (PMI, 2021), 35% of projects fail to meet the original goals or business intent, while 31% of projects fail to meet budget and time targets. The Standish Group (2018) CHAOS report indicates that 36% of projects are completed on time and within budget, while 19% of projects can be regarded as failures.

The humanitarian crisis in the country is characterized by the coexistence of crises such as conflict, natural hazards, and epidemic outbreaks. The entry of NGOs in the country was initiated in the 1960s. This was mainly driven by the increasing needs that could not be addressed by the self-help groups or the government (Metalign, 2017). Most of the international NGOs that are currently operational in the country trace their origin back to the major famine crisis that occurred in the country from 1973–74 and 1984–85. Despite the critical role that these NGOs play in the country, particularly in the provision of relief services in the field of disaster relief, poverty reduction, health, education, among others, most of the projects that are carried out in Debre Berhan City are characterized by delays, overrunning of the budget, reduction of the scope of the project, among others (Frennesson et al., 2022a). These inefficiencies are mainly driven by a number of factors that include the lack of proper feasibility studies, poor coordination of the stakeholders involved,

lack of knowledge of the context of the project, or the use of outdated tools of project management (Frennesson et al., 2022b). Although the issue of NGO performance has been addressed by most researchers, the specific problems that affect the performance of these NGOs in Debre Berhan City have not yet been addressed. The specific socioeconomic, political, and institutional context of Debre Berhan City makes it imperative that the specific factors that influence the performance of the NGOs in the region are addressed. Therefore, the main aim of this study is to examine the key factors influencing NGO project performance. By doing so, the study seeks to support NGOs in improving their operational effectiveness, which can ultimately enhance the delivery of relief services to beneficiaries.

2. Literature Review

2.1. Theoretical Framework

The application of knowledge, skills, tools, and procedures to the project activity to meet the requirements of the project is called project management (PMI, 2021). The project lifecycle is one of the crucial elements of project management, which generally involves phases such as initiation, planning, execution, monitoring and controlling, and closing (Bogojevic, 2020). Though the process of risk management, which involves the identification, analysis, and minimization of possible risks, is equally crucial in effectively handling potential challenges to avoid costly delays, effective scope management helps prevent scope creep, a common cause of project failure (Zhidebekkyzy, 2019).

Understanding of projects and effective management rely on several theoretical models. Stakeholder theory emphasizes the importance of recognizing and balancing the interests of all project participants (Uribe et al.,2018). Regarding project performance, this theory argues that projects that identify and understand the needs of different stakeholders, such as donors, beneficiaries, and government agencies, perform better. According to resource dependence theory, which was emphasized by Clegg et al. (2002), NGO projects depend on the availability of organizational resources. Aligning stakeholder interests with project objectives minimizes conflicts and promotes project relevance (Freeman, 1984; Uribe et al., 2018). The effectiveness of a project depends on how well its material, financial, and human resources are managed. Strong partnerships between NGOs and resource providers lead to greater outcomes. Institutional theory highlights how donor requirements and regulations affect NGO behavior (Harnois, 2022). According to complexity theory, projects entail complex interactions and spontaneous activities among their components. NGOs that adhere to recognized project management techniques obtain greater performance and gain access to needed resources (Clegg et al., 2002).

2.2. Project Performance in NGOs

NGOs have a vital role in tackling global humanitarian issues, such as poverty reduction, healthcare improvement, environmental sustainability, and education advancement (Chen et al., 2020). The organization's overall efficacy and long-term viability are mirrored in the projects' success (Nuru

Aron, 2018). Researchers must pay close attention to NGOs since they operate in settings with limited resources, complicated stakeholder connections, and dynamic political and economic conditions (YAA, 2015; Omar & Cagmadhige, 2021).

As the primary aim of these projects is not to generate financial profit but to measure and evaluate their social impact, measuring project performance in the NGO sector comes with several challenges, . This requires the application of Social Impact Measurement (SIM) techniques, which can effectively capture both qualitative and quantitative impacts of such projects (Krolu, 2023). Research revealed that there is a significant deficiency of knowledge of SIM methodologies among NGO staff, while limited human resources, budgetary constraints, and other restrictions significantly affect the successful implementation of SIM techniques (Krolu, 2023). The limited resources, as highlighted by Krolu (2023), suggest that it may be difficult for the NGOs operating in Debre Berhan City, which is characterized by limited resources, to effectively implement such theories.

2.3. Project Management Practices and Performance

The practices of good project management have been found to greatly determine the goals and the maximum impacts of projects. The study on the performance of projects in various Kenyan universities showed the positive and significant effect of planning, good management support, good communication, and monitoring and evaluation on project results (Otonde & Yusuf, 2015). The study found out that monitoring activities and project goals have a significant effect on high project performance. The study on the performance of various projects funded by the Somali Humanitarian Fund (SHF) in Mogadishu emphasized the need for effective communication, planning, funding, and monitoring and evaluation in project success, and the negative impacts of poor planning, poor communication, poor financial management, and M&E on project success (Gureh & Ondara, 2024).

A project is defined as a temporary effort undertaken to deliver a unique product, service, or result (PMI, 2021). When projects fail to meet their planned timelines or budgets, sometimes resulting in complete abandonment, it raises concerns about the growing rate of project failures. These failures often stem from a combination of factors, including technical problems due to inadequate project design and planning, as well as financial challenges during implementation (Pinto & Jr, 1990). Even though these challenges can be unexpected and tough to navigate, effective project management can significantly assist in overcoming them, since a skilled project manager can anticipate potential hurdles, proactively tackle them, and ensure that all crucial elements for successful project completion are identified and optimized for timely and cost-effective delivery (Urton & Murray, 2021). Based on this discussion it can be hypothesized that:

H1: Project management practices have positive and significant effect on project performance among NGOs.

2.4. Stakeholder Engagement

As a result, it is essential to include stakeholder perspectives in all facets of the strategic planning and implementation stages. By ensuring that the organization's strategies align with the needs of all stakeholders, including funders and recipients, this will improve the projects' relevance and sustainability (Tim Malual et al., 2024).A research on the projects of the World Food Program in Juba, South Sudan, revealed that the involvement of the stakeholders has a positive impact on the projects of the organization, as the effective interaction of the organization with the international community, government, and the beneficiaries improved the execution of the projects, the relevance of the projects, and the sustainability of the projects. However, the research also revealed the importance of the involvement of the stakeholders, including the representatives of the local communities (Tim Malual et al., 2024).

The understanding of the power balance among the stakeholders is also vital in ensuring the effective involvement of the stakeholders in the projects of the organization. The involvement of the stakeholders in the early stages of the project and the stakeholder analysis in the initiation stage of the project is also critically vital in the projects of the organization, as the early involvement of the stakeholders has a significant impact in improving the buy-in of the stakeholders in the later stages of the projects (Riahi, 2017). In the context of Debre Berhan City, the effectiveness of the stakeholders involved in the projects of the NGOs was also examined in the research to assess the impact of the stakeholders on the projects of the organization, including the level of participation of the local communities, the level of cooperation of the NGOs with the government, and the role of the international stakeholders in the projects of the NGOs. Based on this discussion it can be hypothesized that:

H2: The level of stakeholder engagement has a positive and significant effect on NGOs' project performance.

2.5. Human Factors

Project performance is greatly influenced by human factors, such as performance, teams, and leadership styles, among others. Research on IT projects indicated that successful project performance is critically influenced by project teams and project control activities (Kitanga et al., 2023). Communication, teamwork, and respect for one another are key factors that make a good and conducive working environment. Good leadership styles that empower employees, provide clear guidance, and promote teamwork are going to be absolutely crucial in helping to boost employees' morale and motivation (Elsa, 2022). Conversely, a poor working environment characterized by poor leadership, communication, and teamwork is likely to cause a rise in turnover while output falls (Uhle, 2022).

Attracting, motivating, and keeping qualified employees depends on offering opportunities for professional growth, such as career development, mentoring, and training. Through mentoring programs and on-the-job training, employees can acquire skills by learning from experienced colleagues (Moodley, 2018). The mission-based activities of NGOs and their positive impact can

also serve as motivators, even for those who receive limited pay or benefits (Schmidt, 2016). To make sure employees have the skills and knowledge needed to carry out projects successfully, NGOs should invest in professional development (Asiyah et al., 2021). Based on this discussion it can be hypothesized that:

H3: Human factors have a positive and significant effect on project performance in NGOs.

2.6. Communication Strategies

Effective coordination of project activities relies on strong communication. It ensures all team members are aligned with project goals and supports swift decision-making (Gureh & Ondara, 2024). Open channels of communication allow project managers to track progress efficiently. They also make it possible to identify potential challenges and implement solutions when needed (Makumi & Rosemary, 2020). Additionally, communication is essential for knowledge sharing and learning within teams, leading to improved project outcomes and continuous growth (Hidayat & Egbu, 2013).

Effective communication is crucial for project performance, according to studies on NGOs in the Garissa region of Kenya (Kabala & Ngacha, 2023). The researchers stressed the need of creating and maintaining clear communication mechanisms as well as the necessity of including stakeholders for effective project outcomes. Effective communication, as highlighted by various studies, is a crucial factor in project success. Team members need to align with the project's goals, facilitate timely decision-making, and assist in identifying and addressing potential challenges. Based on this discussion it can be hypothesized that:

H4: Communication strategies have a positive and significant effect on NGOs' project performance.

2.7. External Environmental Factors

The performance of a project could be significantly influenced by factors beyond the immediate control of the NGO. These factors include societal norms, economic fluctuations, and political instabilities. The influence of social and financial elements on project results is highlighted by research on construction projects in Pakistan (Khahro et al., 2023). Safety, land value, health, employment, and education were found to be important social elements; productivity, employment, transportation, market access, and the local market were important economic aspects affecting project performance. Another study examining NGO initiatives in Rwanda discovered that while time management had a detrimental effect, competent scope management was crucial for success (Urezweneza & Gitahi, 2024).

These studies clearly demonstrate how crucial it is to consider external factors while organizing and executing a project. For instance, ensuring project relevance and understanding local sociocultural norms are essential to effective community involvement. In a similar vein, understanding the economic context helps guide resource allocation and project sustainability

methods. To determine the primary external factors influencing NGOs in their particular operational environment, one could perform a SWOT analysis. Based on this discussion it can be hypothesized that:

H5: External factors have a positive and significant effect on NGOs' project performance.

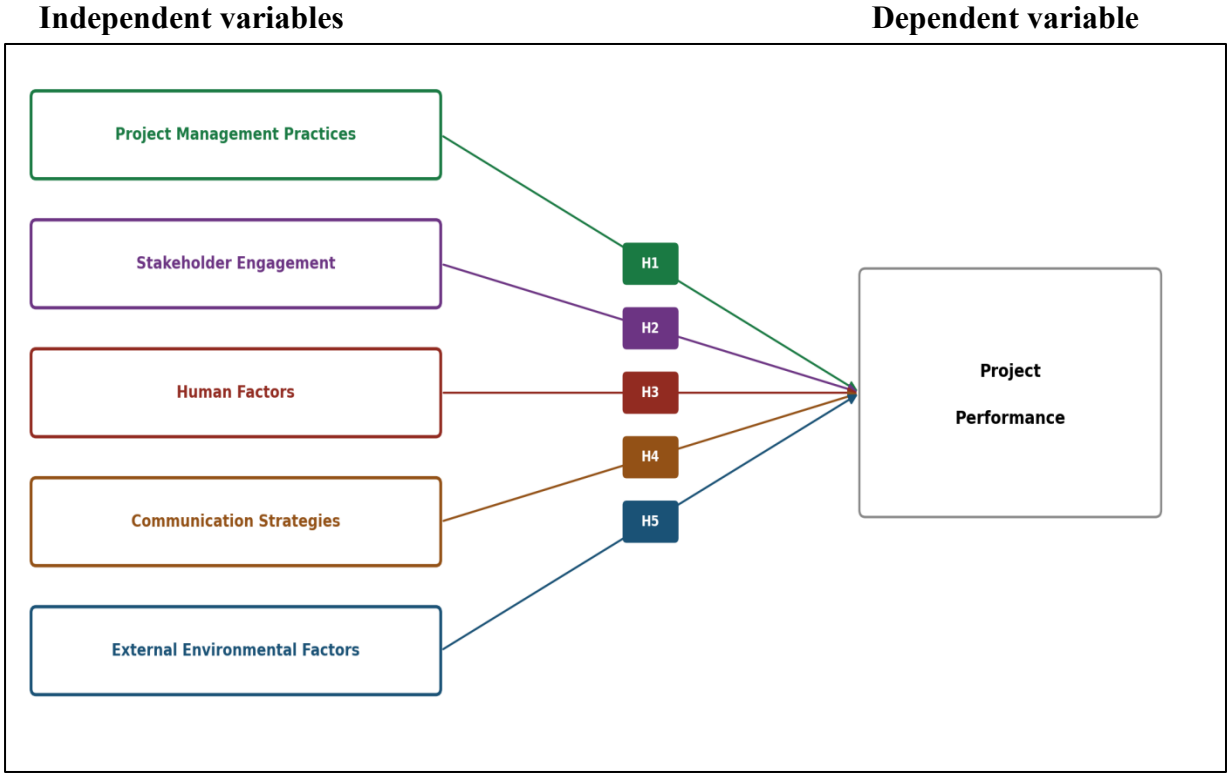

Figure 1. Conceptual Framework of Determinants of NGOs' Project Performance
Source: Authors' own compilation based on reviewed literature

3. Materials and Methods

3.1. Research Design

This study used a combination of descriptive and explanatory research designs. The descriptive part of the study aimed to determine the current state of project management practices, stakeholder involvement, human factors, communication strategies, and environmental conditions in NGOs in Debre Berhan City. The explanatory part examined the relationships between these variables and project performance. Using both descriptive and explanatory approaches is appropriate because it not only presents the current situation but also explains how the factors influence project outcomes (Creswell, 2014). The study employed a quantitative approach because it allows researchers to analyze relationships between variables across a defined population and draw objective, generalizable conclusions (Bryman, 2003).

3.2. Target Population and Sampling

A total of 96 employees from seven different non-governmental organizations who were actively engaged in carrying out various development and humanitarian projects in Debre Berhan City, Ethiopia, made up the target population. The organizations included GOAL Ethiopia, CUAMM (Doctors with Africa), EOTC-DICAC, ESD, JeCCDO, HPD-O, and FATE. These organizations were chosen on two major criteria: their active participation and engagement in different community-based humanitarian projects, and the availability of active grants under implementation.

Considering that the target population was not too large, a census method of sampling was used. This method ensured that every member of the target population participated in the study. This method of sampling eliminated any form of sampling bias and ensured a comprehensive representation of different roles and positions, ranging from project managers and technical officers to administrative staff and workers. Out of a total target population of 96 staff members, 79.2% or 76 different individuals participated and offered reliable information.

Table 1: Distribution of Study Participants Across Organizations

SN	Organization	Total Staff	Samples Taken	% of Total
1	GOAL Ethiopia	26	24	31.6%
2	CUAMM/Doctors with Africa	16	12	15.8%
3	EOTC-DICAC	15	12	15.8%
4	ESD	15	11	14.5%
5	JeCCDO	8	6	7.9%
6	HPD-O	9	6	7.9%
7	FATE	7	5	6.6%
	Total	**96**	**76**	**100%**

Source: Study data (2025)

3.3. Data Collection Procedure

The Department of Management at Debre Berhan University gave its approval prior to data collecting once the plan was successfully completed. Each chosen NGO granted authorization for the study, and each respondent gave their approval. KoBoToolbox was used to electronically collect data, and study participants were sent the URL via email. The study participants had access to a phone number and email address to help them with any questions or concerns they could have had while filling out the form. Daily follow-ups were carried out to track the respondents' progress. A structured questionnaire served as the data gathering tool.

Prior to data collection, ethical clearance was obtained from the Institutional Review Board (IRB) of Debre Berhan University, and formal permission was secured from each of the targeted NGOs. All participants were informed about the purpose and objectives of the study and were made aware of their rights to decline participation or to withdraw from the study at any time without any

consequences. Written consent was obtained from each participant. The researcher ensured the confidentiality and privacy of all information provided during the study.

3.3.1. Validity of the Instrument

The content validity of the questionnaire was ensured through two steps. First, the questions were developed based on a thorough review of validated instruments from previous studies on project management practices, stakeholder engagement, human factors, communication strategies, external environmental factors, and project performance (Gureh & Ondara, 2024; Kabala & Ngacha, 2023; Kitanga et al., 2023). Second, the questionnaire was examined for completeness, relevance, and clarity by a panel of experts that included one senior NGO practitioner and two project management academics. Prior to the pilot test, their input was taken into consideration. Ten NGO employees who were not involved in the primary study piloted the questionnaire to further test its face validity, and their input helped improve the items' language and design.

3.3.2. Reliability of the Instrument

Cronbach's alpha coefficient was used to assess the constructs' internal consistency. According to George and Mallery (2003), alpha values above 0.70 indicate acceptable reliability, values between 0.60 and 0.69 are questionable but acceptable in exploratory research, and values below 0.60 are considered poor. The reliability analysis was conducted using SPSS Version 27, and the results are presented in Table 2 below.

Table 2: Reliability Statistics (Cronbach's Alpha) for Each Construct

SN	Construct	No. of Items	Cronbach's Alpha	Composite Mean	Composite SD
1	Project Management Practices	10	0.628	3.84	0.87
2	Stakeholder Engagement	8	0.757	3.84	1.00
3	Human Factors	11	0.777	3.43	0.97
4	Communication Strategies	7	0.641	3.89	0.78
5	External Factors	10	0.717	4.03	0.92
6	Project Performance	12	0.792	4.12	0.88

Source: SPSS results (2025).

3.4. Data analysis techniques

The data collected for the purpose of this study was organized, structured, and coded in an appropriate manner so that the findings could be presented in an effective way. The Statistical Package for the Social Sciences (SPSS), Version 27, was used for the analysis of the quantitative

data using statistical techniques. After ensuring the accuracy of the data collected using the questionnaire, the data was analyzed using the techniques of descriptive statistics. According to Boone and Boone (2012), the mean Likert Scale scores that fall in the range of 1.00–1.80 correspond to Strongly Disagree (Very Low), scores that fall in the range of 1.81–2.60 correspond to Disagree (Low), scores that fall in the range of 2.61–3.40 correspond to Neutral (Moderate), scores that fall in the range of 3.41–4.20 correspond to Agree (High), and scores that fall in the range of 4.21–5.00 correspond to Strongly Agree (Very High).

In order to analyze the data collected using the quantitative data collection instrument, the techniques of inferential statistics were employed. In this context, correlation and regression analyses were conducted on the data collected for the purpose of this study. These statistical techniques helped analyze the data collected for the purpose of this study so that the relationship that exists between the independent variables and the dependent variable could be understood.

4. Results and Discussion

4.1. Respondents' Demographic Profile

From the total of 76 respondents, it was identified that the majority of the respondents, that is, 60 (78.95%), were males, while the remaining 16 (21.05%) were females. The majority of respondents, or 51 (67.1%), are between the ages of 26 and 35, while the remaining 22 (28.9%) are between the ages of 36 and 45. Furthermore, three (3.9%) of the respondents are younger than 25. This implies that the bulk of study participants are young, who make up the population's most active and productive age group and are anticipated to contribute significantly to the organization.

53.9% of the respondents have a bachelor's degree, while 46.1% have a master's. This implies that the study's NGOs' staff, whether directly or indirectly participating in the project, are comparatively more educated and possess well-informed understanding about project implementation and the variables that affect it. Regarding the positions of the respondents, it was identified that the majority of the participants, that is, 54%, are involved in technical positions such as project officers/specialists, while the remaining 21% are involved in supervisory/senior officer positions. In addition, 12% of the participants hold managerial positions. This suggests that the majority of the participants of the study are professionals involved in the practical aspects of the project. The data also reveal that the majority of the NGOs operating in Debre Berhan City are involved in humanitarian relief projects such as health, nutrition, water, sanitation, hygiene, and protection, with the majority of the participants, that is, 93.4%, involved in this field.

4.2. Project Management Practices

The research examined the survey responses (N=76) to evaluate the risk management and project management techniques in the major phases of the project, including the initiation, planning, execution, and M&E phases. The needs assessment revealed mixed perceptions, as 42.1% agreed and 6.6% strongly agreed that projects are initiated according to the needs identified, whereas 26.3% disagreed. The mean score of 3.29 (SD= .935) indicates that it is in the moderate category, implying

that there is an opportunity to enhance the match of projects to the needs of the communities. The clarity of the objectives was also identified as a strength, as the mean score was 3.62 (SD= .692), where 57.9% agreed and 5.3% strongly agreed that the objectives were established in the initiation phase of the projects.

The work plans were also seen as comprehensive, as the mean score for work plans that covered all the necessary activities was 3.82 (SD = .920), the mean score for work plans that were in line with the key indicators was 3.83 (SD = .719), and the mean score for the specification of deadlines was 3.92 (SD = .744). The M&E frameworks also scored the highest in the entire survey, as the effectiveness of the M&E systems scored a mean of 4.25 (SD = .819), showing that the M&E systems were perceived as extremely effective, and the transparency of M&E findings as well as the involvement of stakeholders scored 4.14 (SD = .761), showing that there was a well-established learning culture in the projects. The perception of the risk management processes in the execution of the projects was moderately positive, as the mean score was 3.87 (SD = 1.02).

Table 3: Perceptions of Project Management Practices (N = 76)

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	M	Std. Dev.
Projects initiated based on identified ground needs	0.0	26.3	25.0	42.1%	6.6%	3.29	.935
Objectives and outcomes clearly established at initiation	0.0	6.6	30.3	57.9%	5.3%	3.62	.692
Projects have clearly defined goals and objectives	0.0	9.2	31.6	46.1%	13.2%	3.63	.830
Work plan covers all necessary activities	0.0	9.2	25.0	40.8%	25.0%	3.82	.920
Work plan specifies deadlines for each activity	0.0	3.9	19.7	56.6%	19.7%	3.92	.744
Resources estimated and allocated during planning	0.0	6.6	19.7	52.6%	21.1%	3.88	.816
Risks identified, prioritized, and mitigation strategies included	1.3	5.3	13.2	52.6%	27.6%	4.00	.864
Scope changes communicated, approved, and managed effectively	0.0	2.6	9.2	63.2%	25.0%	4.11	.665
M&E frameworks are robust and effectively implemented	0.0	5.3	7.9	43.4%	43.4%	4.25	.819
Risks are regularly assessed and updated during execution	0.0	13.2	19.7	34.2%	32.9%	3.87	1.02

Key: SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree SA=Strongly Agree, M = Mean, **Std.Dev.** *= Standard Deviation*

Source: SPSS results (2025)

4.3. Stakeholder Engagement

The analysis indicates different perceptions of stakeholder engagement practices, both strengths and weaknesses. At the initiation stage of the project, stakeholder analysis had a moderate mean of 3.00 (SD = .849), indicating a neutral perception but only 27.6% agreed and 2.6% strongly agreed and a high rate of neutral responses (36.8%). Similarly, for early stakeholder input, the mean was 3.28 (SD = .903), indicating a moderate level of agreement. Collaboration with local government agencies was a strength in stakeholder engagement practices, as indicated by a high mean of 4.41 (SD = .677) and 38.2% agreed and 51.3% strongly agreed. However, stakeholder participation in decision-making was moderate at 3.34 (SD = 1.014) with 25% disagreeing and 30.3% neutral. Similarly, feedback mechanisms had a moderate mean of 3.38 (SD = .966) with 22.4% disagreeing.

However, communication with international donors and stakeholder information sharing had very high means above 4.40. It is therefore clear that NGOs are good in communicating with donors and coordinating with local governments but have weaknesses in terms of stakeholder analysis and decision-making, thus needing improvement in enhancing stakeholder engagement practices (Boone & Boone, 2012).

Table 4: Perceptions of Stakeholder Engagement (N = 76)

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	M	Std. Dev.
Stakeholders' analysis conducted at initial project stage	0.0	32.9	36.8	27.6%	2.6%	3.00	.849
Stakeholders given opportunity to provide input early in project	0.0	23.7	31.6	38.2%	6.6%	3.28	.903
Strong collaboration with local government agencies	0.0	0.0	10.5	38.2%	51.3%	4.41	.677
Stakeholders and community participate in decision-making	0.0	25.0	30.3	30.3%	14.5%	3.34	1.014
Feedback from stakeholders is collected and handled	0.0	22.4	28.9	36.8%	11.8%	3.38	.966
Intended beneficiaries kept informed of project progress	0.0	0.0	10.5	38.2%	51.3%	4.41	.677
Value and purpose of project discussed with stakeholders	0.0	0.0	7.9	42.1%	50.0%	4.42	.638
Strong relationships maintained with international donors	0.0	0.0	6.6	38.2%	55.3%	4.49	.622

Key: SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree SA=Strongly Agree, M = Mean, **Std.Dev.** *= Standard Deviation*

Source: SPSS results (2025)

4.4. Human Factors

As indicated, there is a clear understanding of human factors, although there are gaps in training, leadership, and motivation. The study found that there was high clarity of roles (M = 3.88, SD = .692) and job descriptions (M = 3.92, SD = .726). The sufficiency of human resources and their competence were also rated high (M = 3.97). The performance evaluation system was also well established (M = 4.16, SD = .654, 55.3% agreed and 30.3% strongly agreed). The cohesion of the team scored very high (M = 4.05). The effectiveness of leadership scored moderately (M = 3.08, SD = .779, 43.4% neutral, indicating inconsistent support). Motivation scored moderately, while incentives scored moderately to very high (M = 3.41). Training and development scored the lowest, with technical training (M = 2.68), managerial training (M = 2.76), and mentorship (M = 2.92) scoring the lowest, almost on the lower end of the scale.

Table 5: Perceptions of Human Factors (N = 76)

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	M	Std.Dev.
Project team members understood their role	0.0	0.0	30.3	51.3%	18.4%	3.88	.692
Sufficient human power (quality and quantity) to complete project	0.0	3.9	19.7	53.9%	23.7%	3.97	.765
Personnel understood how their performance will be evaluated	0.0	0.0	14.5	55.3%	30.3%	4.16	.654
Job descriptions written, distributed, and understood	0.0	0.0	30.3	47.4%	22.4%	3.92	.726
Adequate technical/managerial training available for team	7.9	35.5	36.8	19.7	0.0%	2.68	.883
Project team members work as a cohesive group	0.0	0.0	21.1	52.6%	22.4%	4.05	.691
Effective leadership style and support for the project team	1.3	22.4	43.4	32.9	0.0%	3.08	.779
Staff are motivated and have job satisfaction	1.3	38.2	32.9	27.6	0.0%	2.87	.838
Regular training and development opportunities available	2.6	40.8	34.2	22.4	0.0%	2.76	.831
Mentorship and coaching programs available	2.6	35.5	30.3	30.3	1.3%	2.92	.906
Adequate incentives (monetary and non-monetary) provided	1.3	19.7	27.6	39.5%	11.8%	3.41	.982

Key: SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree SA=Strongly Agree, M = Mean, **Std.Dev.** *= Standard Deviation*
Source: SPSS results (2025)

4.5. Communication Strategies

The results reveal that the project communication practices are strong and effective, especially in the basic aspects of project communication. The respondents rated the clarity of the project objectives highly (M = 4.05, SD = .630), as well as the clarity of the project plans (M = 4.11, SD = .685). The respondents also rated the formal communication channels for guiding the projects and giving feedback highly (M = 4.14, SD = .582). However, the meeting documentation scored moderately (M = 3.46, SD = .901).

The results also revealed that the access to digital communication tools was a challenge, as the mean was lower (M = 3.51, SD = .986) and 22.4% disagreed that they had access to it. Channels for receiving feedback from beneficiaries scored moderately high (M = 3.93, SD = .660), and input providers receiving feedback on acceptance or rejection of input also scored high (M = 4.01, SD = .643). The NGOs performed well in the basic aspects of communication, but access to digital tools and meeting documentation need improvement.

Table 6: Perceptions of Communication Practices (N = 76)

Statement	SD (%)	D (%)	N (%)	A (%)	SA(%)	M	Std.Dev.
Project objectives clearly communicated to team and stakeholders	0.0	0.0	17.1	60.5%	22.4%	4.05	.630
Plans clearly communicated to team members and stakeholders	0.0	0.0	18.4	52.6%	28.9%	4.11	.685
Access to digital communication tools (email, software, apps)	0.0	22.4	17.1	47.4%	13.2%	3.51	.986
Channels for receiving feedback from beneficiaries exist	0.0	1.3	21.1	60.5%	17.1%	3.93	.660
Meeting decisions published and distributed to applicable personnel	0.0	18.4	26.3	46.1%	9.2%	3.46	.901
Input providers receive feedback on acceptance/rejection of input	0.0	0.0	19.7	59.2%	21.1%	4.01	.643
Project adopted formal communication channel for work orders and feedback	0.0	0.0	10.5	64.5%	25.0%	4.14	.582

Key: SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree SA=Strongly Agree, M = Mean, **Std.Dev.** *= Standard Deviation*

Source: SPSS results (2025)

4.6. External Environmental Factors

The survey results indicate that external factors, particularly political and economic conditions, pose **significant** challenges to project implementation, whereas socio-cultural and technological factors provide crucial support and help maintain operational stability. Unfavorable political conditions (56.6% agreed and 28.9% strongly agreed, M = 4.11, SD =.647), working in politically sensitive areas (43.4% agreed and 44.7% strongly agreed, M = 4.33, SD =.681), and dealing with instability or conflict (38.2% agreed and 51.3% strongly agreed, M = 4.38, SD =.748). Project teams demonstrated resiliency in the face of these challenges.

Significant economic issues included inflation implications (44.7% agreed and 22.4% strongly agreed, M = 3.75, SD =.968), financing limitations (30.3% agreed and 22.4% strongly agreed, M = 3.47, SD = 1.125), and changes in economic policy (39.5% agreed and 46.1% strongly agreed, M = 4.29, SD =.780). In contrast, socio-cultural factors were supportive (47.4% agreed and 39.5% strongly agreed, M = 4.24, SD = .746), with community acceptance, and technological infrastructure was positively rated (48.7% agreed and 38.2% strongly agreed, M = 4.25, SD = .676).

Table 7: Perceptions of External Environmental Factors (N = 76)

Statement	SD (%)	D (%)	N (%)	A (%)	SA (%)	M	Std. Dev.
No favorable political environment during implementation	0.0	0.0	14.5	56.6%	28.9%	4.11	.647
There was instability/conflict while the project was being implemented	0.0	2.6	7.9	38.2%	51.3%	4.38	.748
Project is situated in a politically sensitive environment	0.0	0.0	11.8	43.4%	44.7%	4.33	.681
Government request aligned with the project scope	1.3	28.9	28.9	23.7%	17.1%	3.26	1.10
Economic conditions (funding shortage) affected implementation	0.0	27.6	19.7	30.3%	22.4%	3.47	1.125
Socio-cultural dynamics (community acceptance, traditions) supportive	0.0	2.6	10.5	47.4%	39.5%	4.24	.746
Technological infrastructure and access supportive	0.0	0.0	13.2	48.7%	38.2%	4.25	.676
Inflation occurred and affected project performance	0.0	14.5	18.4	44.7%	22.4%	3.75	.968
Economic policy/regulation changes affected project performance	0.0	2.6	11.8	39.5%	46.1%	4.29	.780
Currency devaluation occurred and affected project performance	0.0	3.9	9.2	50.0%	36.8%	4.20	.766

Key: SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree SA=Strongly Agree, M = Mean, **Std.Dev.** *= Standard Deviation*

Source: SPSS results (2025)

4.7. Project Performance Outcomes

This shows that overall project performance is satisfactory, especially in budget management, project scope, and project goal achievement. The majority, or 36.8% agreed and 53.9% strongly agreed, confirmed that projects were within budget (M = 4.37, SD = .907), and 53.9% agreed and 44.7% strongly agreed were within the project scope (M = 4.43, SD = .525). The project objectives were highly achieved, with 51.3% agreed and 46.1% strongly agreed (M = 4.43, SD = .550), especially in meeting donor expectations, where 46.1% agreed and 50.0% strongly agreed and the mean is higher (M = 4.46, SD = .576).

In project completion, the results were lower, with only 23.7% agreed and 39.5% strongly agreed that the project was completed on time (M = 3.79, SD = 1.204), and 23.7% disagreed on project completion. Only 46.1% agreed and 22.4% strongly agreed that beneficiary expectations were fully met (M = 3.71, SD = 1.030), and the lowest in project performance is in sustainability, where only 46.1% agreed and 18.4% strongly agreed that the project is sustainable (M = 3.74, SD = .870), and 26.3% are neutral on project sustainability.

Table 8: Perceptions of Project Performance Outcomes (N = 76)

Performance Indicator	SD (%)	D (%)	N (%)	A (%)	SA (%)	M	Std. Dev.
Timely completion of projects	0.0	23.7	13.2	23.7%	39.5%	3.79	1.204
Staying within budget	3.9	0.0	5.3	36.8%	53.9%	4.37	.907
Staying within the project scope	0.0	0.0	1.3	53.9%	44.7%	4.43	.525
Meeting quality standards	0.0	17.1	17.1	34.2%	31.6%	3.80	1.071
Meeting project objectives	0.0	0.0	2.6	51.3%	46.1%	4.43	.550
Planned beneficiaries adequately addressed	0.0	0.0	9.2	46.1%	44.7%	4.36	.647
Beneficiary expectations met	0.0	19.7	11.8	46.1%	22.4%	3.71	1.030
Long-term sustainability of outcomes ensured	0.0	9.2	26.3	46.1%	18.4%	3.74	.870
Donor expectations met	0.0	0.0	3.9	46.1%	50.0%	4.46	.576
Stakeholder expectations met	0.0	6.6	23.7	44.7%	25.0%	3.88	.864
Projects aligned with organizational and donor priorities	0.0	2.6	6.6	52.6%	38.2%	4.26	.700
Projects contribute to long-term organizational goals	0.0	1.3	13.2	52.6%	32.9%	4.17	.700

Key: SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree SA=Strongly Agree, M = Mean, **Std.Dev.** *= Standard Deviation*

Source: SPSS results (2025)

4.8. Correlation Analysis

According to Cohen (1988), an r value between 0.50 and 1.00 suggests a strong relationship. The correlation analysis indicates that all the independent variables have a strong relationship, which is positive and statistically significant ($p < 0.01$), with project performance. Communication has the strongest relationship ($r = 0.745$) followed closely by stakeholder factors ($r = 0.742$); thus, these factors are critical for project success. Human factors also have a strong relationship ($r = 0.720$) with project performance, while project management practices ($r = 0.698$) and external factors ($r = 0.652$) have a slightly lower but still strong relationship with project performance.

Table 9: Pearson Correlation Results

SN	Independent Variables	Dependent Variable: Project Performance	
1	Project management Practice	Pearson Correlation	.698**
		Sig. (2-tailed)	.000
2	Stakeholder Engagement	Pearson Correlation	.742**
		Sig. (2-tailed)	.000
3	Human Factors	Pearson Correlation	.720**
		Sig. (2-tailed)	.000
4	Communication Strategies	Pearson Correlation	.745**
		Sig. (2-tailed)	.000
5	External Factors	Pearson Correlation	.652**
		Sig. (2-tailed)	.000

*** Correlation is significant at the 0.01 level (2-tailed). Dependent Variable: Project Performance*

Source: SPSS results (2025)

4.9. Regression Analysis and Hypothesis Testing

The multiple linear regression model had excellent explanatory power, as indicated by an R value of 0.911, signifying a very strong correlation between the predictor variables and project performance. Additionally, the R-squared value of 0.830 indicates that the five independent variables have an overall combined explanatory power of 83% for project performance variance. This is a high level of explanatory power for a social science study (Hair et al., 2010). Further, the model's Adjusted R-squared value of 0.818 confirms its robustness even after correcting for the number of predictors in the model. Also, the Durbin-Watson statistic of 1.861 is within an acceptable range of 1.5 to 2.5, indicating no autocorrelation issues in the model's residuals (Durbin & Watson, 1950). All VIF values are below 2.5, indicating no issues of multicollinearity in the model. ANOVA results confirmed model overall significance for explaining project performance variance ($F(5, 70) = 68.575$, $p < 0.001$). All regression assumptions were satisfied, as normality was confirmed using the Shapiro-Wilk test for all variables ($W = .973$ to $.988$, $p > 0.05$) and homoscedasticity was verified through visual inspection of standardized residual plots, which revealed no systematic pattern.

Table 10: Model Summary of Regression Analysis

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.911[a]	.830	.818	.19524	1.861
a. Predictors: (Constant), External Factors, Stakeholder Engagement, Project Management Practice, Human Factors, Communication Strategies					
b. Dependent Variable: Project Performance					

Source: SPSS results (2025)

Table 11: Analysis of Variance

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.070	5	2.614	68.575	.000[b]
	Residual	2.668	70	.038		
	Total	15.739	75			
a. Dependent Variable: Project Performance						
b. Predictors: (Constant), External Factors, Stakeholder Engagement, Project Management Practice, Human Factors, Communication Strategies						

Source: SPSS results (2025)

Table 12: Regression Coefficients

Coefficients [a]										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-1.890	.370		-5.111	.000	-2.628	-1.153		
	Project management Practice	.299	.093	.208	3.221	.002	.114	.485	.580	1.725
	Stakeholder engagement	.334	.072	.315	4.609	.000	.189	.478	.517	1.933
	Human Factors	.562	.129	.281	4.369	.000	.306	.819	.585	1.709
	Communication factors	.200	.084	.178	2.397	.019	.034	.367	.440	2.275
	External Factors	.186	.066	.178	2.813	.006	.054	.318	.602	1.660
a. Dependent Variable: Project Performance										

Source: SPSS results (2025)

All of the research hypotheses received empirical support. Hypothesis 1, stating that project management practices positively and significantly influence project performance in NGOs, was supported ($\beta = 0.208$, $p = 0.002$). Hypothesis 2, indicating that stakeholder engagement has a positive and significant impact on project performance, was supported ($\beta = 0.315$, $p < 0.001$). Hypothesis 3, which suggested that human factors significantly improved project performance, was validated ($\beta = 0.281$, $p < 0.001$). Hypothesis 4 was validated ($\beta = 0.178$, $p = 0.019$), indicating that communication techniques have a significant beneficial impact on project performance. Hypothesis 5, which looked at how external influences affected project performance, was also supported ($\beta = 0.178$, $p = 0.006$).

5. Conclusions and Recommendations

5.1. Conclusions

The most important factor in project effectiveness was identified to be stakeholder engagement ($\beta = 0.315$), which reinforces the need to enhance stakeholder engagement throughout the project cycle. The next most important factor ($\beta = 0.281$) related to project effectiveness is human resources, which entails employee competency, teamwork, and leadership skills. The most important gap in project effectiveness is related to training and development, which reinforces the need to invest in employee development. Project management techniques ($\beta = 0.208$) were also identified to have a positive impact on project effectiveness, although this is limited by gaps in beneficiary engagement and needs assessment.

The success of the project was positively influenced by project communication tactics, albeit to a limited extent ($\beta = 0.178$). This effect, however, was hindered by limited access to technology. Performance results were significantly influenced by external environmental factors such as political, economic, and donor-related factors. NGOs, however, demonstrated their resilience by using accessible technology. Among all the results of project performance, sustainability of the project received the lowest mean score of 3.74. This indicates that sustainability of the project requires serious attention. This study, therefore, emphasizes an all-encompassing strategy that entails improving communication systems, human resources, stakeholder contributions, and the use of project management techniques that are adaptable to external environmental factors.

5.2. Recommendations

Based on the findings of the study, the following recommendations are proposed for the enhancement of project performance in NGOs. These recommendations are based on the five key determinants of project performance in NGOs.

First of all, since stakeholder engagement was found to be the most significant factor that affects project performance ($\beta = 0.315$), NGOs should continue to engage in their stakeholder engagement strategies. The descriptive analysis revealed that the quality of participation varies during the project lifespan. However, the regression analysis confirmed that stakeholder engagement positively and significantly impacts project performance. Specifically, the engagement activity

conducted at the downstream phase of project implementation, such as donor communication (M = 4.49), and information sharing with other stakeholders (M = 4.42), were rated higher than the engagement activity conducted at the upstream phase of project implementation, such as stakeholder analysis at project initiation (M = 3.00) and community participation in decision-making (M = 3.34). This indicates that although NGOs are already successful in their engagement activity at some point in the project lifespan, there is still much to be desired for the engagement activity conducted at the project initiation phase, which may result in improving project performance if addressed. In order to methodically record the voices of the community that are considered during the project lifespan, NGOs should develop inclusive strategies for stakeholder engagement that will extend the strong engagement activity to the planning phase of project implementation.

Second, since human factors were found to be the second most important factor affecting project effectiveness (β = 0.281), NGOs should focus more on improving staff motivation and human resource development. Technical training (M = 2.68) and managerial training (M = 2.76) were the areas that had the lowest scores for all the questions related to training and development. Therefore, NGOs should focus more on training their staff. New staff should also be considered for training. Furthermore, mentoring should be enhanced for staff development. To enhance staff performance and retain the staff, attention should be paid to staff motivation (M = 2.87) and leadership (M = 3.08).

Thirdly, NGOs should strive to enhance their project management skills, especially in the planning and execution stages. This can be achieved by carrying out needs assessment in order to relate project objectives with the needs of the communities. The project planning should also be thorough to include the tasks to be undertaken at different stages, the people involved in specific tasks, the deadlines to be met, and the resources to be used. Gantt charts/logical frames/project management software are some of the project management practices to be encouraged.

Fourth, communication technology should be enhanced in NGOs. NGOs should develop strategies to ensure equitable access to communication technology like emails and other messaging apps for all stakeholders. In addition, meeting documentation practices should be improved to ensure decisions are consistently recorded and distributed to all applicable personnel. Communication technology should be used to document communication strategies in place to facilitate effective communication in planning stages.

Fifth, NGOs should develop strategies to be resilient to external factors like economic changes, including inflation and currency fluctuations. Financial management techniques should be developed to mitigate risks like inflation and currency fluctuations. Furthermore, NGOs should strengthen their engagement with government agencies to ensure that government requests are better aligned with project scope, as this was found to be the weakest external factor (M = 3.26). Adaptive project management techniques should be encouraged to cope with changes in government policies and other dynamic factors in the environment.

Lastly, more focus should be put on project sustainability and meeting beneficiary expectations, as these were found to be the lowest performing areas among all project performance outcomes, with beneficiary expectations (M = 3.71) scoring the lowest and long-term sustainability (M = 3.74) scoring the second lowest. This should be achieved by taking into account sustainability from the inception of the project, building the capacity of local stakeholders, and ensuring post-implementation resources are adequate. NGOs should also strengthen mechanisms for capturing and meeting beneficiary expectations throughout the project cycle. Mechanisms for long-term monitoring and evaluation should be put in place to ensure sustainability beyond the project life cycle.

6. Limitations and Future Research Directions

While interpreting the results, it is important to consider the various limitations of the study. Firstly, the statistical power of the study is limited, and the results are not generalizable for other NGO settings across Ethiopia or other countries due to the small sample size (N = 76) of the study, which collected data from seven different NGOs operating in one location. In order to enhance the generalizability of the study, future studies should consider larger sample sizes, cities, or countries. Secondly, the study's sole dependence on questionnaire data might result in common method biases, which might result in overestimating the correlations between different variables (Podsakoff et al., 2003). In order to enhance the validity of future studies, it is important to consider combining questionnaire data with other forms of data, like independent project data. Finally, a longitudinal study design might have been more useful for evaluating the effects of changes in stakeholder participation or management techniques on project performance, as it was not possible with a cross-sectional study design.

7. References

Asiyah, S., Wiyono, B. B., Hidayah, N., & Supriyanto, A. (2021). The effect of professional development, innovative work and work commitment on quality of teacher learning in elementary schools of Indonesia. *Eurasian Journal of Educational Research, 95*, 227–246. https://doi.org/10.14689/EJER.2021.95.13

Bogojevic, S. (2020). Project lifecycle management and scope control in development contexts. *International Journal of Project Management, 38*(4), 214–229.

Boone, H. N., & Boone, D. A. (2012). Analyzing Likert data. *Journal of Extension, 50*(2), 1–5.

Bryman, A. (2003). *Research methods and organization studies*. Routledge. Burger, R. (2008). Reconsidering the case for enhancing accountability via regulation. *Voluntas, 19*(2), 162–177.

Chen, X., Liu, Z., & Wei, L. (2020). NGO project performance and organizational effectiveness: Evidence from Sub-Saharan Africa. *Nonprofit Management and Leadership, 30*(3), 421–437.

Clegg, S., Pitsis, T., Rura-Polley, T., & Marosszeky, M. (2002). Governmentality matters: Designing an alliance culture of inter-organizational collaboration for managing projects. *Organization Studies, 23*(3), 317–337.

Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Lawrence Erlbaum Associates.

Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods* (4th ed.). SAGE Publications.

Durbin, J., & Watson, G. S. (1950). Testing for serial correlation in least squares regression I. *Biometrika, 37*(3–4), 409–428.

Elsa, M. (2022). Leadership, motivation and organizational performance in the NGO sector. *Journal of Nonprofit & Public Sector Marketing, 34*(1), 52–71.

Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Pitman Publishing.

Frennesson, L., Andarab, M. J., Bhatt, M., Kelly, C., Lindström, V., & Phung, A. (2022a). Identifying humanitarian project success factors in sub-Saharan contexts. *Disasters, 46*(2), 415–434.

Frennesson, L., Andarab, M. J., & Bhatt, M. (2022b). Coordination and accountability in complex humanitarian operations. *International Journal of Disaster Risk Reduction, 72*, 102857.

George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference* (4th ed.). Allyn & Bacon.

Goltz, N. (2020). *Humanitarian law and principles of humanitarian assistance*. Springer International Publishing.

Gureh, M., & Ondara, A. (2024). Factors influencing the performance of humanitarian projects in Mogadishu: A case of SHF-funded interventions. *International Journal of Development and Sustainability, 13*(2), 87–105.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Prentice Hall.

Harnois, G. (2022). Institutional theory and organizational behavior in NGOs: A critical examination. *Voluntas, 33*(4), 811–826.

Hidayat, F., & Egbu, C. (2013). A literature review of the role of project management in construction industry development. *ARCOM Doctoral Workshop Proceedings*, 1–10.

Kabala, L. E., & Ngacha, W. (2023). Communication strategies and project performance in operating in Garissa District, Kenya. *International Journal of Project Management and Productivity Assessment, 11*(1), 1–18.

Khahro, S. H., Memon, Z. A., Memon, N. A., & Memon, A. H. (2023). Social and economic impact factors on project performance in Pakistan's construction industry. *Buildings, 13*(3), 752.

Khan, M. R., & Sultana, A. (2020). Funding diversity, donor accountability, and NGO performance. *Nonprofit and Voluntary Sector Quarterly, 49*(1), 104–125.

Kitanga, I., Mwakibinga, F., & Kachenje, Y. (2023). Human factors and IT project performance in East Africa: Evidence from Tanzania. *African Journal of Information Systems, 15*(2), 112–131.

Krolu, B. (2023). Social impact measurement challenges and capacities in women's empowerment NGOs in Turkey. *Voluntas, 34*(2), 244–259.

Makumi, L., & Rosemary, N. (2020). Communication management and project performance in Kenyan NGOs. *Journal of Project Management, 5*(2), 69–82.

Metalign, A. (2017). Non-governmental organizations and development in Ethiopia: An overview. *Ethiopian Journal of the Social Sciences and Humanities, 13*(2), 1–26.

Moodley, K. (2018). Staff development, mentoring and organizational performance in the development sector. *Development Southern Africa, 35*(4), 556–570.

Nuru Aron, T. (2018). *Factors influencing the performance of development projects implemented by NGOs in Ethiopia*. Addis Ababa University Press.

Omar, A. A., & Cagmadhige, C. J. (2021). NGO project performance challenges in fragile and conflict-affected environments. *Journal of Development Effectiveness, 13*(3), 247–264.

Otonde, J. O., & Yusuf, A. M. (2015). Factors influencing project performance in public universities in Kenya. *International Journal of Social Sciences Management and Entrepreneurship, 2*(1), 72–91.

Pinto, J. K., & Slevin, D. P. (1990). Project team communication and cross-functional cooperation in new program development. *Journal of Product Innovation Management, 7*(3), 200–212.

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology, 88*(5), 879–903.

Project Management Institute. (2021). *A guide to the project management body of knowledge (PMBOK guide)* (7th ed.). PMI.

Riahi, Y. (2017). Stakeholder management, communication and performance in development projects. *International Journal of Project Management, 35*(5), 820–833.

Schmidt, S. (2016). Mission-driven motivation and compensation in the nonprofit sector. *Nonprofit Management and Leadership, 27*(2), 221–238.

Simon-Eigbe, F. O., & Oghomwen, M. A. (2022). Critical success factors for NGO project performance in West Africa. *Journal of Project Management, 7*(1), 43–58.

Standish Group. (2018). *CHAOS report 2018: Decision latency theory*. The Standish Group International.

Teegen, H., Doh, J. P., & Vachani, S. (2004). The importance of nongovernmental organizations in global governance and value creation: An international business research agenda. *Journal of International Business Studies, 35*(6), 463–483.

Tim Malual, J., Antwi, J., & Chipeta, M. (2024). Stakeholder engagement and project performance of World Food Programme projects in Juba, South Sudan. *International Journal of Humanitarian Action, 9*(1), 1–17.

Uhle, T. (2022). Toxic organizational culture, leadership and workforce performance in humanitarian settings. *Nonprofit Management and Leadership, 32*(4), 601–619.

Urezweneza, V., & Gitahi, N. (2024). Triple constraints and NGO project performance in Rwanda. *Journal of Development and Agricultural Economics, 16*(1), 25–38.

Uribe, D. F., Ortiz-Marcos, I., & Uruburu, A. (2018). What is going on with stakeholder theory in project management literature? A symbiotic relationship for sustainability. *Sustainability, 10*(4), 1300.

Urton, A., & Murray, J. (2021). Competent project management and humanitarian effectiveness: Lessons from field operations. *Disasters, 45*(1), 88–114.

Workneh, A., & Aga, D. A. (2023). Determinants of NGO project failure in Ethiopia: A qualitative investigation. *Development Policy Review, 41*(2), e12648.

Yaa, E. A. (2015). Determinants of project performance in Ghanaian NGOs. *Journal of Management Research, 7*(3), 134–155.

Zhidebekkyzy, A. (2019). Risk management in humanitarian projects: Challenges and best practices. *International Journal of Disaster Risk Reduction, 34*, 367–375.