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Factors Affecting The Effective Implementation Of World Bank Funded Project: The Case Of Sustainable Land Management Project In Amhara National Regional State.

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FACTORS AFFECTING THE EFFECTIVE IMPLEMENTATION OF WORLD BANK FUNDED PROJECT: THE CASE OF SUSTAINABLE LAND MANAGEMENT PROJECT IN AMHARA NATIONAL REGIONAL STATE.

A THESIS PRESENTED FOR THE PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE IN ACCOUNTING AND FINANCE, COLLEGE OF BUSINESS AND ECONOMICS, BAHIR DAR UNIVERSITY.

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[MSC Program]

**FACTORS AFFECTING THE EFFECTIVE IMPLEMENTATION OF WORLD BANK
FUNDED PROJECT: THE CASE OF SUSTAINABLE LAND MANAGEMENT
PROJECT IN AMHARA NATIONAL REGIONAL STATE .**

By Kumlachew Getie

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Declaration

I declare that this paper is my original work and has never been submitted anywhere for a degree award or qualification of the same in any other university or institute of higher learning and that all sources of materials used for the thesis have been properly acknowledged. I further declare that I followed all the applicable ethical guidelines in conducting the research.

Declared by

Name Kumlachew Getie

Signature _____

Date _____

Confirmed by Advisor

Name Tilahun Aemiro (Ast. Prof)

Signature_____

Date _____

DEDICATION

This research is dedicated to a number of people who are close to my heart: First I dedicate this work to my father Ato Getie Tariku who was the base for my education but not seen my achievement, rest in peace. Credit also goes to my mother Emahoy Tsehay Muche for her contribution to who I am in life ,my wife Alem and my child Bisrategebrial for encouraging me to pursue further education, for their support and inspiration during my study for Masters Degree and patient understanding greatly influenced much the completion of this research paper.

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This work would not have been successful without the assistance and encouragement from some individuals who in one way or another gave in their contributions.

First and foremost, I give thanks and praises to our Almighty God for giving me the grace and health to do the work I did, and for the gift of all I have and have not that has contributed to this project.

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The sun will rise at the end of the silent cry

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List of Acronyms

ACT - Article

ADB - Africa Development Bank

ANRS - Amhara National Regional State

BOA - Bureau of Agriculture

CARE - Cooperative for Assistance and Relief Everywhere

DFPs - Donor Funded Projects

EADB - East Africa Development Bank

EU - European union

GDP - Gross Domestic Product

GEF- Global Environment Facility

GIZ - German International Cooperation

IBRD - International Bank for Reconstruction and Development

IDA - International Development Association

IFC - International Finance Cooperation

KPI - Key Performance Indicators

LDCF - Least Developed Countries Fund

LDC - Least Developed Countries

MDG - Millennium Development goals

MDP - Major Development Partner

M&E - Monitoring and Evaluation

MOA - Ministry of Agriculture

NGO - Non Governmental Organizations

OECD - Organization for Economic Co-operation and Development

PIU - Project Implementing Unit

RFP - Request For Proposal

SLMP - Sustainable Land Management Project

SPSS - Statistical Package for Social Sciences

US - United States

WB - World Bank

WBFP - World Bank Funded Project

ABSTRACT

Majority of world bank funded projects face various challenges in the course of implementation even though, huge amounts of money funded projects aimed at facilitating development and alleviation of poverty, there is lack of effectiveness in ensuring that the objectives of the funding are achieved. Therefore, the purpose of this study was to investigate the factors affecting effective implementation of world bank funded project in Amhara national region state, with reference to Sustainable land management project . The specific objectives of the study were: to assess how conditions imposed by donors influence implementation of world bank funded project, to investigate how procurement related factors influence implementation of world bank funded project, to determine influence of project management on implementation of world bank funded project and to examine the influence of training on implementation of world bank funded project. The target population of this study were the staffs who work at implementing agencies of the World Bank funded sustainable land management project in Amhara national region state. The targeted population comprised 78 employees working in Amhara national region state Bureau of Agriculture, Environmental protection and land use authority, and 24 woredas of sustainable land management project.

The researcher decided to use a census since the population of 78 was small and the study aimed to reach all the employees working in Amhara national region state sustainable land management project were the unit of analysis. The study used descriptive research design for close ended questions as a method of collecting primary data while frequency tables and percentages were used for quantitative data analysis. Data pertaining to the profile of respondents was analyzed through descriptive statistics, more particular, the mean and standard deviation and inferential statics such as correlation and regression were used. The results obtained was presented and discussed as per the objectives and research questions of the study.

The study concludes that effective project implementation was influenced by managerial factors, procurement related factors, donor conditions and training.

Key word ; - Implementation, Fund , World bank.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

A project is a temporary Endeavour undertaken by people who work cooperatively together to create a unique product or service (Project Management Institute, 2004) within an established time frame and budget to produce identifiable deliverables. The success of the project has been defined by the criteria of time, budget and deliverables based on the assertion by Flaman and Gallagher(2001) as used in the case of Christine kangdo,2013 . According to Antill (1974), a project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and it is accepted and used by the clients for whom the project was intended.

Implementing agencies is supposed to implement projects that are efficient, effective and meets internationally accepted standards. The issue that then arises is that the use of these funds has to follow some terms or conditionality, regulations and policies of the donor of those funds. At some point these conditionality impede the implementation of these projects as some of these conditions are political and therefore not aimed at the efficient and effective implementation of the projects (Oganyo ,2015) .

Majority of world bank funded projects there exist a myriad challenges in the course of implementation. Most of these hurdles relate to procurement policies and the need to adhere to donor guidelines which do not necessarily result in effective utilization of funds and efficiency in service delivery (Kirungu, 2011).Whereas public entities are required to adopt and adhere to the procurement policies and regulations as stipulated in the Public procurement Act 2009 and the subsequent regulations, NGOs do not ascribe to the public procurement regulations. Instead, NGOs are free to adopt procurement policies as set by different donors. This means there cannot be uniformity in procurement practices of such NGOs and as a result, execution of common procurement procedures often yields varying degrees of success in project implementation.

The nature of project support and short implementation timetables often require large amounts of funds to be spent in a limited time. Under pressure to spend quickly, project managers often do not monitor project expenditures closely or set up appropriate financial checks and balances which projects in developing countries are vulnerable to employee fraud (Peter,2013)

The Sustainable Land Management Project is one of world bank funded project which was approved and launch by the World Bank's Board on April 29, 2008, is a significant contributor

to rehabilitate degraded landscape in Amhara national regional state. SLMP has made progress in introducing sustainable land management practices in BoA, Environmental protection and land use Authority(EPLUA) and 24 selected woredas of the region, including remarkable progress in rehabilitating targeted degraded areas which were previously uneconomical and unproductive.

The project supported a comprehensive strategic approach to improved natural resources management, which included a highly participatory identification of degradation factors and impacts, the subsequent planning and design of the most appropriate interventions, and the community-led implementation of improved practices and infrastructure.

This study tried to see factors affecting the effective implementation of world bank funded project in Amhara national regional state in the case of sustainable land management project.

1.2 Statement of the problem

Though donor funding has continued to play an important role in developing countries, especially sub-Sahara Africa like Ethiopia, it is interesting to note that after half a century of channeling resources to the Third World, Aid to developing nations becomes even more important in 1990 with the endorsement of millennium development goals which were to be achieved by 2015, little development has taken place(Oganyo ,2015). In almost all of sub-Saharan Africa including Ethiopia there is a high degree of indebtedness, high unemployment, absolute poverty and poor economic performance. The average per capita income in the region has fallen since 1970 despite the high aid flows (Afande ,2013).

Every year millions of dollars are invested by international financiers and national governments on projects, for project implementation, despite increasing attempt to tackle the limiting factors, and many still fail to maintain the flow of expected benefits over their intended lifetimes of 10, or even 15 years, (Lockwood, 2004). Projects are supposed to be implemented as planned in the implementation schedules strictly adhering to set milestones in order to realize desired goals for the beneficiaries. But most of the funds advanced by the donor community do not end up being used for the intended purposes. In the past a lot of research undertaken partially addressed the factors that contributed to project failure in general. Much of the research was mainly focused on what causes delays in project implementation and cost overruns.

According to Kagendo (2013), major international development partners such as the World Bank, EU, IFC, GIZ, SIDA and other major development partners (MDPs) exert enormous influence on national and international approaches to project development and implementation.

There has been a lot of pressure from these organizations to most recipient countries, and especially the developing countries, on stewardship of projects that are financed by them. Yet historically, the communities that experience the direct effects of MDP-financed projects are rarely included in their design or implementation. Consequently, many projects fail to meet local peoples' needs, often with disastrous results. Furthermore, local community groups which are best situated to monitor and report on the impacts of projects are typically denied critical information about their rights, the terms and conditions of these projects and the actual content of the banks' mandatory policies.

Arndt (2000) argued that the officers in the donor funds projects chain may lack the formal training in foreign aid management, budgeting and accounting. These weak skills may lead to poor understanding of the donor expenditure protocols resulting in ineligible expenditures, which lead to rejection for further funding by the donor. This may be affected by the quality and timeliness of the liquidation documents which complicate the donor fund release, with obvious implications on levels of donor aid effectiveness.

Alajoutsijarvi (2001), also focused on the time and cost overruns in the power projects in Kenya and attributed project failure to factors ranging from delay in disbursement of funds by financiers to approval of the project by the technical people. Arrowsmith (1998) in analyzing project failure factors for Kenya Railways projects, little experience of the project manager late procurement of equipment and lack of training of project managers has being the major causes of project failure. Further evidence of the problem in Kenya is exhibited by Kirungu (2011) in a study on factors influencing implementation of Donor Funded Projects in Kenya, cites a World Bank Report (2009) which indicated that the current average project funds absorption rate was less than 10% per annum, which was attributed to a constrained procurement process. Whereas it's clear that execution of the procurement function has an impact on the outcome of donor funded projects in Kenya. On the same study she observes that challenges has faced to do with implementation and therefore not able to achieve its goals within the stipulated timeframes.

While a number of studies have been done and mentioned from various sources , there is limited research work carried out in Ethiopia especially in Amhara region on world bank funded projects and not considered as a variable and its impact on effective project implementation. All these studies investigated project implementation in areas other than sustainable land management and did not identify the reason and to what extent for those factors in a project environment that

have affect project implementation but these simply determine what factors influence the effective implementation of donor funded projects. However, the question of effective implementation of donor funded project remains a significant policy and management concern to be investigated. Some of factors that might influence the effective implementation of the sustainable land management project include; managerial factors, donor factors, factors related to procurement and training.

This study therefore seeks to fill this gap which are stated in the above by assessing these factors and their effect on the implementation of project activities in Amhara national regional state a case of sustainable land management project. Findings of this study add to the already existing knowledge and findings established by other researchers on world bank funded projects implementation.

1.3 Objective of the study

1.3.1 Main Objectives

The main objective of the study was to examine the factors affecting effective implementation of world bank funded Project: The case of sustainable land management project in Amhara national region state.

1.3.2 Specific Objectives

This study was guided by the following specific research objectives

1. To assess the influence of conditions imposed by donors on implementation of world bank funded project. The case of sustainable land management project in Amhara national regional state .
2. To investigate the influence of procurement related factors on implementation of world bank funded project. The case of Sustainable land management project in Amhara national regional state .
3. To determine the influence of managerial factors on implementation of world bank funded project. The case of sustainable land management project in Amhara national regional state.
4. To examine the effect of training on implementation of sustainable land management project of Amhara national regional state.

1.4. Research Questions

1. How do donor conditions influence implementation of the world bank funded project in Amhara national region state: the case of sustainable land management project?

2. To what extent does the procurement related factors influence implementation of World bank funded project: the case of sustainable land management project in Amhara national regional state?

3. To what extent does managerial related factors influence implementation of World bank funded project: the case of sustainable land management project in Amhara national regional state?

4. What does the effect of training of staff on implementation of World bank funded project: the case of sustainable land management project in Amhara national regional state?

1.5. Significance of the Study

This study would be important to several stakeholders including the management of Amhara national regional state implementing sectors, the donors, future researchers and academicians.

For the management of Amhara national regional state implementing sectors, the findings of this study would be important in understanding of the factors affecting sustainable land management project implementation.

The results of the study will also inform the management of the Amhara national regional state implementing sectors and particularly the steering committee of sustainable land management project on the factors influencing effective implementation of world bank funded projects. Hence, the management and steering committee take corrective actions on those factors when they make decisions.

To future researchers and academicians, the study would be important in the suggestion of areas requiring further research to build on the topic of factors affecting project implementation in the region. In addition, the findings of this study would be important source of reference for future scholars and researchers in broadening their knowledge base with respect to the factors influencing effective implementation of world bank funded projects within the Amhara national regional state.

It will also help the various donors understand the various challenges influencing the effective implementation of projects in the Amhara national regional state. The donors using the report will be able to know the various areas that they should address during the monitoring and evaluation of the project.

1.6 Scope of the study

This refers to the boundaries of a study also referred to as delimitation. It is the parameters of a research where the researcher should indicate the variables to be studied, like geographical scope and time scope which are periods in years.

This study has largely focused on investigating the factors influencing the effective implementation of world bank funded projects under Amhara national regional state implementing sectors which focused on the extent of-planning quality ,delay approval of annual plan , delay of fund disbursement, miss utilization of fund, delay of report and its quality based on managerial factors, donor conditions , factors related to procurement and training.

In terms of content, the groups and the respondents in the study were chosen from those that were directly and indirectly affected by the project of the case study office.

Therefore, the study discussed the subject in the mentioned implementing sectors of the region and wouldn't include issues of the subject matter at national level and in other regions.

1.7 Limitation of the study

This study has its own limitations which are encountered at various stages. The primary limitation of the study is lack of sufficient material and lack of prior research studies on the topic in Ethiopia was the main limitation to cite literature review and help the study to lay a project for understanding the research problems that the researcher wants to explore. Secondly, there was a challenge of distances to reach the respondents where they are. Respondents were not devoted themselves in filling and returning questionnaires on time. In addition, there were challenges during data collection where some targeted respondents due to their busy schedule (as results of their position) and reluctant to cooperate or they were unable to fill the questionnaires appropriately and return them on time. At last, due to limitation of resources, the study was confined to a smaller area by concentrating on the world bank funded sustainable land management project in Amhara national region state bureau of agriculture, Bureau of environmental protection and land use, and SLMP woredas even though the problem affected all bureaus and projects receiving world bank funds and it may be difficult to generalize the results of the findings to national level because of the uniqueness of projects and project duration at the country. A larger research would be more appropriate for generalization of the findings to the whole world bank funded projects in Ethiopia.

1.8 Definition of important terms used in the study

Donor Refers to an organization that provides resources for community project implementation(SLMP Manual ,2014).

Project Refers to a unique process consisting of a set of coordinated and controlled activities with a start and finish dates undertaken to achieve specific objectives conforming to specified requirements under the constraints of time, cost and resources.

Donor funded Projects: Are projects implemented by government in Bureau of agriculture which are externally funded by the development partners. The development partners include donors like IDA, GEF, Norway Embassy and LDCF as a world Bank and others (Oganyo,2015).

Donor condition: Are the terms or conditions donors attached to the funds that if the implementing Agency does not a did to, the donor may end up not funding the project or causing delay in the commencement of the project(Oganyo,2015).

Implementation: Project delivered that meets the original objectives within the constraints and specifications of budget, time and quality (Oganyo,2015).

Project Planning: Planning entails defining the activities, scheduling and sequencing for the project implemented by the bureau and its agencies. Planning the requisite manpower and staff required in sufficient quantities and quality, planning for the resources that will be spent in a time-phased manner, planning the activities performed and finally planning the procurement necessary for effective implementation project monitoring and control within the study woredas (Oganyo,2015).

Project Management Skills: these are skills that include Planning, Organizing, Staffing, Coordinating and Controlling as far as they are applicable to project formulation and implementation for the projects undertaken by the Bureau of agriculture(Oganyo,2015).

Woreda - is the lowest administration unit (next to Kebele), in the Ethiopian government's administrative hierarchy (SLMP Manual ,2014)

Kebele - Is the lowest administration unit in the Ethiopian government's administrative hierarchy(SLMP Manual ,2014).

1.9 Organization of the Study

This research paper were consists of five chapters which were organized in the following manner:

The thesis would have five chapters. The first chapter deals with introduction of the study which covers background of the study, statement of the problem, objectives, significance, and scope of the study. Chapter two deals with the theoretical and empirical review of the literature and covers the definition, meanings and factors affecting sustainable land management project implementation. Chapter three, deals with the research methodology which covers the research design, type and source of data, population, sample size, and method of data analysis. Chapter four discuss the results of the study followed by a discussion of the results and the fifth chapter summarizes the main results of the study, conclusion and gives some recommendations. The paper ends with annexed list of reference, and data collection instrument.

CHAPTER TWO

2. RELATED LITRATURE REVIEW

2.1 Introduction

This chapter provides literature on what had been addressed in terms of the problem at hand and reviews secondary sources of information relating to challenges faced in implementation of donor funded projects. It reviews literature that is related to the specific and general objectives of the research and covers knowledge gap that the researcher intends to bridge by conducting this study, and a conceptual framework that gives the highlights of the dependent and independent variables .

2.2 Theoretical Framework

2.2.1 Evolution of Donor Funding Modalities in Africa

According to Adedeji (2001), most western countries initiated aid programs in Africa in the 1960s in the wake of independence from former colonial states. In this period, donors encouraged African governments to plan their countries development, and urged the adoption of policies encouraging industrial growth. In the 1970s, the focus of aid shifted increasingly to poverty alleviation with a priority on projects to develop rural areas. In the 1980s, with the economic crisis in Africa and debt defaults associated with it, donors were forced to reconsider the effectiveness of project aid modality. In the 1990s, because of the limitation on the extent of reforms and the continuation of low growth rates in most of Africa, donor agencies turned to look for other causes of lagging growth. Poverty alleviation and improvements in the socioeconomic welfare of vulnerable households were again emphasized as the overarching objective of development.

World bank funded projects (WBFPs) like sustainable land management are characterized by a short life span which normally ranges between one to five years and an ad hoc nature of operational set-up. World bank funded projects are characterized by limited budgets, uncertainty in cash flows resulting from irregular funds flow and unfulfilled donor pledges. Quite often World bank funded projects work in remote locations which results in the projects' inability to attract and retain qualified and experienced professional staff. However, the most limiting factor for managers in WBFPs to implement projects is how they adopt effective management system, utilization of funds fully for the purpose for which they are planned, preparation of quality and

timing financial reporting linkage with physical progress in order to warrant a continued flow of funds from the donors.

The limited implementation time frame of these WBFPs force managers to spend more time and resources on core activities of projects in a bid to optimize outputs which will deliver a tangible return on their efforts. The combined effect of the challenges above, impede the management's ability to implement strategic organizational objectives and sound management strategies. The nature of operational set-up, the uncertainty in funds flow, the remote locations and all the limitations thereof, combine to affect management's vision and ability to plan for the overall operation of a project.

2.2.2 The Nature of world bank Funded Projects

In this section, emphasis has been placed on how prescriptive expenditure affects project operations. Donor funding is received as loans (repayable with or without interest) or grants (non-repayable) and comes from bilateral (between countries), financial institutions which may be; regional (such as East African Development Bank - EADB), Continental (such as African Development Bank - ADB, etc) and international institutions such as the World Bank. The World Bank group for example lends funds through two arms; the International Bank for Reconstruction and Development (IBRD) and International Development Association (IDA). IDA provides interest free loans and grants to Least Developed Countries (LDCs) - whose per capita income is less than \$1,000. IBRD provides loans to countries with a per capita income of more than \$1,000 and some LDCs which are considered credit worthy (World Bank, 2008).

Donors owe a responsibility to their funders (governments or boards) of ensuring that the funds disbursed to the recipients are used for the intended purposes. To meet this objective, disbursements are preceded by a funding agreement which stipulates how the funds will be spent among other conditions. Expenditure ceilings are thus built into these agreements to prevent misuse, align the impact and outcome of these projects to the countries' direction of development as well as to the Millennium Development Goals (MDGs). Unfortunately, it is these very safeguards which become an impediment to the establishment of a smooth implementation of a sound reporting process. Whether the projects are implemented by governments, local Non-Governmental organizations (NGOs) or the donor's own local management teams, these strict expenditure ceilings within which implementers have to operate in order to warrant a continued

flow of funds from the donors, leave little room for the establishment of sound and effective reporting.

2.2.3 Implementation of world bank Funded Project

The project implementation actually involved the execution of the projects as per plan and within the predefined specification that will meet the purpose for which the project was conceptualized. As asserted by Kerzner, 2001; if the project was developed for establishment of a marketable product, then the implementation phase could include the product life-cycle phase of market introduction, growth, maturity, and a portion of deterioration (Kerzner, 2001). Effective Implementation is the delivery of project that meets the original objectives within the constraints and specifications of budget, time and quality.

Implementation is the carrying out, execution, or practice of a plan, a method, or any design for doing something. As such, implementation is the action that must follow any preliminary thinking in order for something to actually happen. The nature of the implementation processes will depend on the type and size of the project. Scope, time, cost, risk, quality, project organization, and procurement must be managed.

The flow of donor funds is usually expected to be a straight forward process. However, this is not the case. The process is much subjective and complex in nature thereby resulting in delays in receipt of funds by the project implementing units.

Factors that affect effectiveness of world Bank funded projects include: delay approval of annual plans and disbursement funds; inadequacy of human resource capacity; lack of accountability; procurement corruption, timing and quality financial and activity reports . To improve this short comings capacity building for staff of the donor agencies; timely auditing of implementing agencies to ensure accountability; timely program reports from project officers are recommended (School of Business University of Nairobi, 2014).

As reported in International Journal of Business Management and Administration, It was encouraging to note that many donors and partner countries were making aid effectiveness and by extension project implementation effectiveness a high priority, and reaffirmed commitment to accelerate progress in implementation, especially reforming and simplifying donor policies and procedures to encourage collaborative behavior and progressive alignment with partner countries' priorities, systems and procedures; and Defining measures and standards of implementation and

accountability of partner country systems in project management and procurement in line with broadly accepted good practices and their quick and widespread application (Afande, 2013).

In addition, here are some more critical factors that must play for a successful implementation of any project. They include the management style they adopt and the qualification and the competency of the officers managing and coordinating the project; the monitoring and evaluation system executed to keep track and feedback on the progress of the project and the way the materials and equipments are acquired.

2.2.4 Measurement of Effective Project Implementation

According to Brown and Hyer (2010), effective project implementation or simply put, project success can be measured on the basis of time, cost and quality, commonly known as the triple constraint. These three factors represent the Key Performance Indicators (KPIs). To establish whether a project has been effectively implemented, or better still, if the project has been successful, one has to go back to the initial project goals of time, cost and quality and be able to measure the extent of their individual achievement.

Brown and Hyer's triple constraint model is premised on the principle of interdependency whereby each constraint affects the others. For example, if a project requires more time, the cost is likely to rise. Likewise, a higher performance may lead to increased project cost. They further argue that whereas there have been widespread project failures; the world has also witnessed remarkable project successes. This argument is anchored on the fact that the Project Management Institute (PMI) each year recognizes a Project of the Year where past winners have included the Saudi Aramco's Hawiya Gas Plant project, the Olympic Winter Games in Salt Lake City, and the US Department of Defense Fernald Closure Site project. These projects received PMI recognition because they had, first and foremost achieved their project outcome goals, but also because they had done so in a way that delivered results on time, within budget and to the satisfaction of customers and other key stakeholders. The PMI recognition criteria therefore clearly stipulates the parameters within which an effectively implemented project can be measured; which are cost, time and performance as initially envisaged in the project plan.

According to Frese (2003), a successful project must be on time, on budget and deliver quality (features and functions). Anything less will be either a failed project or a challenged project. Thus the envisaged initial project cost, time and project quality (performance) are the three fundamental cornerstones for measuring the effectiveness of any public project.

Lysons and Farrington (2006) espouse the view that implementation is about converting a strategic plan into action and doing what needs to be done to achieve the targeted strategic goals and objectives. In most cases, if not all, projects form the heart of those strategies and as such a successfully implemented project would determine the success of any given strategy for creating a competitive edge.

Implementation strategy for a project success, applying Lysons & Farrington's principles, is underpinned by the following primary factors: i) Communicating the strategic plans to all who have not been involved their formulation; ii) Obtaining commitment from those concerned. This involves the disclosure and discussion in consultative processes, such as meetings and team briefings; iii) Framing policies; iv) Setting operational targets and objectives and ensuring that these are related to corporate objectives; v) Assigning responsibilities and commensurate authority to individuals and teams for achievement of objectives; vi) Changing organizational structures where necessary; vii) Allocation of resources and agreeing on budgets; viii) Providing employees with required training; and finally, ix) Constantly monitoring the success or otherwise of strategies and making required revisions.

Some of the foregoing pre-requisite factors that affect successful project implementation as proposed by the different authors on the subject as already reviewed in this study.

2.3 Challenges facing effective implementation of Donor Funded projects

2.3.1 Managerial Factors

The extent of success of donor funded projects is determined by managerial capacity of the human resources of the implementing agencies.

Before any person or organization considers investment in a new project or before taking responsibility for project management, the project requirements must be clearly established, documented and understood. The project must be defined as accurately and fully as possible before it is allowed to start. The manager of the project cannot be expected to carry out successfully if the requirements are not adequately defined in a project charter or specification (Greer, 1992; Kerzner, 2001; Richey, Fields, & Foxon, 2001).

Gardiner, (2005), Mullay 2003 discussed the mission breakdown structure as a tool that helps clarify the purpose of the project. It exhibits what the project might do for the organization.

Program and project designs must take adequate account of the capacity of local administrative systems to support staff and service delivery. For example: if watershed workers of SLMP are

not getting paid regularly, are not paid a living wage for seedily production workers, travel allowances are not available to woreda focal persons, and their performance is not rewarded in any way, then their ability and willingness to work on project activities must be assessed accordingly. While projects may then 'intervene' by providing special incentives, sustainable outcomes are unlikely in such situations. Programs and project can only set realistic objectives in light of such practical constraints.

Competent managerial leadership should be encouraged to guide adaptations and achieve sustainable outcomes. Donor supported projects must be designed and managed so that they improve effectiveness in implementation.

2.3.1.1. Project Planning

Planning skills is also a major issue to be looked into when we deal with the project implementation of the world bank funded projects. Kerzner, 2014 contends that the project plan is the road map that defines how to get to the end. Effective project planning requires particular skill far beyond writing a document with schedules and budget. Unlike small projects that involve few activities, complex projects that go beyond a certain threshold level of magnitude should proceed on the basis of a sound formal planning platform without which there may be chaos. Sound formal planning provides the basis for organizing the work on the project and allocating responsibilities to individuals.

Above all planning provides the basis for monitoring and control. Planning entails defining the activities, scheduling and sequencing, planning the requisite manpower and staff required in sufficient quantities and quality, planning the money that should be spent in a time-phased manner and finally planning project monitoring and control (Lockyer & Gordon, 2005).

Planning will also involve setting out goals, and also includes an outline of the time and cost. General planning includes identifying the purpose, defining the scope, determining customer requirements (user needs), identifying tasks (key procurement activities), estimating time (delivery schedules for goods and services) and cost, assigning responsibilities and other activities (Brown & Hyer, 2010).

2.3.1.2. Project Coordination

It is essential for a project manager to acquire interpersonal skills like motivation, conflict management and leadership as human aspect in the project management besides technical skills

(K.Verma, 1995). James Taylor (2006) also asserted that personal characteristic of a good project manager has ability to balance technical and human components of a project, problem solving and decision making capability and good time management. The real key to success can only be achieved through good leadership, mentoring, coaching and negotiation. They must therefore have a strong, active and continuous interest in teaching, training and developing subordinates (Taylor, 2006).

The project managers rarely possess all the technical and administrative expertise needed to direct the project single handedly; moreover, it is not even necessary or desirable (Gosh, 2008).

As Muhammad Israr (2005) explained in his article of Project Mentality: a threat to effective implementation and sustainability of donor funded projects in Pakistan, a new project initiative in the public sector triggers a political race for gaining important positions in the project. Merit and qualifications are usually set aside and nepotism nurtures the less competent leadership. Privileges associated with a project such as provision of new vehicles and the procurement liberty motivate those who are politically potent to influence decision making processes in the country. The unqualified leadership which takes up the charge is less bothered to comprehend the purpose and objectives of the project (Israr, 2005).

A comprehensive understanding of "Project Mentality" is crucial in relation to the sustainability and effectiveness of donor funded initiatives, particularly in the public sectors in developing countries (Israr, 2005). Averting the deep-rooted misperceptions, myths, mindsets and the unlawful practices would require short-term and the long-term strategies. Israr emphasizes that, the short-term strategies should focus on the newly initiated projects and may include: a participatory planning involving all line managers in order to develop a sense of ownership; involvement of civil society for a greater transparent accountability system to ensure the identification and recruitment of more visionary and competent leadership and better management of resources, and an effective monitoring and supervisory mechanism for maintaining good quality of project outputs (Kusek & Rist, 2004). The donor agencies should make the availability of funds conditional to the enforcement of these short-term strategies. The long-term strategies may include: Sound policies and appropriate strategies to mitigate poverty and implement good governance reforms, political stability and commitments, and the focused efforts to build institutional capacity.

2.3.1.3. Financial Management

Financial management is very important for the implementation of world bank projects. Many world bank projects fail due to poor financial management skills. Continuing transparency on income and expenditure, book keeping and accounting are essential aspects in implementation of projects (Bold and Fonseca, 2001).

Financial management is concerned with accounting for and controlling the sources and uses of the funds that an organization employs in its operation. According to Nickel (1999), financial management is the managing of foreign finance resources so as to meet their goals and objectives. This is supported by Cole, (2004) financial management is the process of working with and through others to effectively achieve an organizations stated objectives by efficiently using resources in the ever changing environments.

Financial managers are responsible for collecting overdue payment and making sure that the organization does not lose too much money to use out of budget and unplanned activities. Financial Management consists of all the activities concerned with obtaining money and using it effectively. Effective financial management involves careful planning and efficient use of resources. Proper financial management can ensure that financial priorities are established in line with project goals and objectives; spending is planned and controlled in accordance with established priorities and sufficient financing is available when it is needed (Pride, 2002).

Good financial management reduces project expenditure by ensuring that the services needed by the citizens especially the poor are actually delivered, maintained and worked properly. The key objectives of financial management of world bank project projects are to follow the use of funds for intended purpose as based on approved plan and budget, and submission of an adequate report to the donor.

Most local authorities are faced with financial problems due to failure to make realistic budgets, lack of control ,low financial performance and poor financial management practice. This has led to lack of services rendered to its residents (Kiringai, J. and G. West. 2002).

Effective management of the resources of an organization, or of a project or service within an organization, involves: expenditure is always within available funds, and that the organization is always aware of the effect on its overall financial position; A record keeping system for financial transactions that meets accounting standards, and provides accurate and useful financial reports. A control and risk management system that ensures procedures are in place to protect the

organization against fraud or insolvency. Delegations which is the allocation of authority to approve specific financial transactions (most usually applied to specifying who can approve payments at different levels of expenditure, but should also be applied to other activities such as setting up or closing accounts, transferring funds between accounts and so exercise of authority which is the actual signing of transaction documents (such as cheques or receipts) by the people with delegated authority to approve the transaction; evidence which is a paper trail of evidence that shows the validity of transactions and the appropriate exercise of delegated authority; auditing which involves closer examination of the financial records through audits, checks that the evidence exists to show that transactions are occurring appropriately and an efficiency review process that assesses the most resource efficient way to do things.

2.3.1.4. Reporting and Accountability

The notion of accountability has a range of connotations. It can refer to ‘giving an account’ to another party who has a stake in what has been done, or ‘being held to account’, that is being held responsible by others (Cornwall et al., 2000). Accountability can also defined as responsibility, reliability, confidence and transparency in the context of development cooperation; associated specifically with financial issues, but includes all relevant matters of development concern and cooperation between partners (NPA, 2008).

Participatory methods can be used to guarantee the inclusion of all the stakeholders, the establishment of agreements between them, and the provision of appropriate information at each level and for different purposes. Cornwall et al., (2000) says that when primary stakeholders can hold other stakeholders accountable, power shifts to them. Thus, the objective of improving accountability and empowerment are strongly related to each other.

Stein (2001) avers that people’s participation provides an opportunity to establish new habits of control, reporting and joint responsibility in development interventions. The people’s participation also helps for an improved understanding of the role of the several stakeholders involved and the limitation of technical and financial resources that exists to address the problems of the poor . Based on the above authors sustainable land management project implementers are accountable to the world bank fund to utilize the funds based on the agreements between them, the purpose intended in the approved plans and financial and activities reports shall be submitted to the donors timely.

2.3.2 Factors Attributed to Donor Behavior

These are the conditions or terms imposed by the world bank that must be followed in sustainable land management project. When world bank attaches so many conditions on the loan or grants agreement, the disbursement of funds for the projects may end up being delayed and it can culminate into cost over-run of the project or the project stalling or abandoned by the funder. It can also extend the project completion time generally which leads to ineffective implementation of the project . Some of the conditions are explained as follows:

2.3.2.1.Donor Policies

Donor policies can be important because they influence how contracts are prepared, the duration of funding, and what is funded. There are many donor policy related factors that affect project implementation. Per-expenditure approval or no objection is one of the donor policies. Before expenditure is incurred especially in World Bank funded project a no objection has to be sought from the World Bank office and this delays the process and sometime collapse of the process especially when it is not approved. This therefore means there is no flexibility on the side of the recipient of the aids as well as lack of confidence by the donor on the proper use of the funds.

As stated in the World Bank consultancy guideline revised July 2014, When, under time-based contracts, the services are of a routine nature or do not require an innovative approach, the Borrower may, subject to the Bank's no objection, require the consultants to include in their proposal the same level of experts' time inputs as indicated in the Request for Proposal (RFP), failing which their financial proposal shall be adjusted for the purpose of comparison of proposals and decision for award (World Bank, 2014).

2.3.2.2.Fund Disbursement Bureaucracies

In all governments, resources earmarked for particular uses flow within legally defined institutional frameworks. Typically, funds pass through several layers of government bureaucracy down to service facilities, which are charged with the responsibility of spending the funds. However, in developing countries, information on actual public spending at the frontline level or by program is seldom available (Dehn, Reinikka, and Svensson, 2003).

Disbursement of funds is the most important aspect of project implementation. It is on this basis that scheduled project activities are translated into measurable outputs in the execution of the project objective by the Project Implementation Unit (PIU). Disbursement is a critical aspect of

project financial management since projects are modeled on capital budgeting principles and as such, all relevant cash flows associated with the undertaking must be ascertained with a fair degree of accuracy so that the desirable returns are achieved within the set time periods. Therefore all decisions made during project implementation invariably have financial implications hence the need for utmost care and diligence in arriving on the same (Keng'ara,2014).

Disbursement of funds may be defined as the release of funds from one entity, in this case the donor, to an appointed beneficiary of the borrower, that is the PIU for onward implementation of the project activities. These funds are usually in form of loan, grant or mixture of both. The disbursement process involves a donor making a commitment to release funds after loan approval when PIU places a request for first disbursement, replenishment or direct payment. This is subjected to review by the donor and subsequent approval for release of a specified quantity of funds (Keng'ara,2014).

The funds to be disbursed to the project must be applied for in form of a request. For direct payments, the borrower requests the donor to pay the supplier a stated sum of money and is ideal for huge contractual sums of money. The payments are effected from the donors host country and are in form of foreign currency. Funds release based on approved annual plans for the first time depend on the agreements between the two parties. In regard to reimbursable expenditure the PIU is required to submit a fully supported and certified accountability form referred to as Summary of Expenditure (SOE). Procurement of goods, works and services is a critical aspect in implementation of project activities since it triggers expenditure. The progress made in implementation is measured on how much has been spent on various components of the project activities. Procurement rules and regulations for donors differ from the recipient countries and in most cases the donor rules prevail. These may be one of the causes delay in disbursement of funds to the project since PIU staff are only conversant with the country's laws and regulations as opposed to the donor's (Keng'ara,2014).

Approved annual plans is the core activity in any project whereby the funds disbursed are used in carrying out the actual project work. Funds allocated are used over a one year cycle based on the approved annual plan. Most projects are not completed on time and implementation activities are punctuated with occasional stoppages of project works hence delayed benefits to intended citizens (Keng'ara,2014).

The process of obtaining donor funds once the lending agreements have been concluded is lengthy and delicate. This adversely affects the disbursement process leading to delays in implementation of projects (Keng'ara,2014).

2.3.2.3.Monitoring and Evaluation

Monitoring, in a limited definition, means keeping track of a project's activities and outputs on an on-going basis during the life of the project it involve collecting data on a project's processes. It is important, because the information can be helpful to those responsible for ensuring that the project is on track - consistent with what it agreed to do (Lockyer & Gordon, 2005). However, monitoring is even more helpful when viewed in relation to an overall M&E plan - one that relates to the broader purposes of the project, and contributes to an evaluative perspective.

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development or relief intervention with indications of the extent of progress and achievement of objectives and progress in activities the use of allocated funds.

There is a clear consensus that good monitoring throughout the project is essential, and there must be close contact with the beneficiaries, and also defined indicators of implementation effectiveness.

Evaluation is the systematic and objective assessment of an on-going or completed project, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, and effectiveness. Evaluation also refers to the process of determining the worth or significance of an activity, policy or program - an assessment, as systematic and objective as possible, of a planned, on-going, or completed development intervention.

Note: Evaluation in some instances involves the definition of appropriate standards, the examination of performance against those standards, an assessment (Gosh, 2008).

Evaluation studies show that it is very common for insufficient attention to be given at project preparation to working out plans for monitoring, and the lack of a clearly laid out plan encourages project staff to give it low priority. It is the impression that field staff think of all returns and reports as being unwelcome chores that interrupt the real work.

The consensus is that evaluation, like monitoring, is important because it allows lessons to be learned, leading to improvement in future projects. But like monitoring, it is not done with

sufficient rig hour. For example, many projects cannot precisely pinpoint who has benefitted and by how much or in what way. This does not indicate the projects are unsuccessful, but that existing methods of appraisal and evaluation are too limited.

Few agencies feel that they have the resources to evaluate every project, and so evaluation, particularly ex-post evaluation, tends to be biased towards projects with problems. Also, small agencies particularly are reluctant to use the time of project staff on evaluation when they could be getting on with the next project. The larger agencies which have separate evaluation units face the difficulty that the independence of these units makes them less able to influence the operational departments.

As the foregoing discussion notes, monitoring and evaluation is core to any project's implementation effectiveness. Given that there is a lack of literature on sustainable land management project as far as the influence of monitoring and evaluation on the effectiveness of world bank funded projects is concerned, the present study seeks to bridge the knowledge gap by focusing on the same.

2.3.2.4 Auditing

According to Simiyu (2014), auditing is a systematic process of evaluating transactions to determine organization's compliance with prescribed policies and procedures. The objective of auditing in project may be to minimize the likelihood of fraud, misappropriation, waste or inefficiency. The audit procedures should ensure that activities are performed efficiently, the funds are spent as the budget approved in the annual plan and the financial information shall relate with the activities performed, that expenses report shall indicate the activities performed using those resources. Financial reports to be reconciled and linked with physical progress. The audit report should indicate whether the organization is moving towards desired goals.

The audit process should be conducted by a competent and independent authority which systematically examines the financial records and other information. The MOA is responsible for the conduct of audit in Project in BOA by taking delegation from world bank. This process should be conducted on an annual basis (SLMP, Financial Management Manual, 2014).

2.3.3. Procurement related factors

Procurement is the acquisition of goods and services. It is a process that involves two parties with different objectives who interact in different market segment. Good procurement practice

increases profitability by taking advantage of quantity discounts, Minimizing cash flow problems, and seeking out quality suppliers. For this reason, it is always standardized practice that is aimed at lowering the paperwork cost (Kerzner, 2001).

Procurement related factors refer to several factors that directly or indirectly determine the implementation progress of projects. These includes improper procurement planning, lack of integrity of procurement procedures and corruption are procurement related factors that influence implementation of the world bank funded projects:

2.3.3.1.Procurement Planning

A Procurement plan defines the products and services that you will obtain from external suppliers. A good procurement plan will go one step further by describing the process you will go through to appoint those suppliers contractually. Whether you are embarking on a project procurement or organizational procurement planning exercise, the steps will be the same. First, define the items you need to procure. Next, define the process for acquiring those items. And finally, schedule the timeframes for delivery (Northwest Territories Public works and Services, 2009).

Brown and Hyer (2010) explain that planning involves identifying the purpose, defining the scope, determining customer requirements, as well as identifying tasks (key procurement activities), estimating time (delivery schedules for goods and services) and cost, assigning responsibilities and other activities. In underscoring the critical role planning plays in successful project implementation, Frese et al (2003) contends that planning requires excellent preparations, which includes detailed scheduling of the process implementation stages and milestones, task timeliness, fallback positions and re-planning and also integrated the procurement plan with physical and financial plan of the project within the budget year . This means that initial planning is not enough.

According to Saunders (1997), planning also encompasses the aspect of forecasting to help in the process of predicting costs and cash flows (financial disbursements). Ultimately, the purpose of procurement planning is to safeguard against delayed implementation of world bank projects and to avoid situations of budgetary constraints which would hinder successful project execution and completion.

2.3.3.2.Integrity of the Procurement Process

An effective project procurement system is essential for good governance. A poor procurement system results in higher costs to the project. It delays project implementation which further increases costs, leads to poor project implementation effectiveness and delays the delivery of benefits to the beneficiaries. Procurement problems also increase scope for corruption, generate more complaints and raise concerns about the integrity of the procurement process.

The organizational factors also affect ethical standards in project procurement. These factors like frequency of procurement cycle audit and lack of fair competition practices within the procurement cycle (Kasyoki &Wamalwa, 2014).

Finally, poor procurement discourages good national and foreign firms from participating in bidding, thus deprive the project of receiving better prices and goods, works and services that (Sarfo, 2011) .

2.3.3.3.Corruption in Procurement

Corruption is often defined as the abuse of public office or entrusted power for private gain. It occurs any time that public officials or employees misuse the trust placed in them as public servants for either monetary or non-monetary gain that accrues to them, their friends, their relatives or their personal or political interests. Corruption in any given context usually has both legal and socio-cultural definitions, which are not always in agreement. But neither law nor culture is immutable, and anticorruption efforts may need to target one or both. When misuse of office is seen as a low risk-high gain behavior, it can undermine the rule of law, the legitimacy of government, financial growth and investment potential, as well as a country's overall development objectives.

In early coordination meetings following the onset of a crisis, corruption risks are rarely on the agenda. However, the potential for corruption to sabotage the best-intentioned efforts cannot be ignored. If appropriate controls are not in place or well-enforced, and officials believe they can act with impunity, public sector corruption can progressively degrade a country's governance structures and its ability to deliver services to citizens. In addition Corruption reduces the amount of available resources for lifesaving operations, impacts on quality of products and services, and diverts aid from those who need it most. It also has indirect consequences, such as reduced

public support for humanitarian action. It is extremely difficult to estimate the scope or financial cost of corruption.

The financial cost of corruption in procurement can be calculated by comparing the prices of similar goods and services delivered through direct negotiations versus those paid pursuant to an apparently competitive bidding process. Other costs include reduced quality of goods and services; inflated prices; biased allocation of goods and services; and reputational damage to the project beneficiaries and declines the project implementation effectiveness.

It is the Bank's policy to require that Borrowers (including beneficiaries of Bank loans), bidders, suppliers, contractors and their agents (whether declared or not), sub-contractors, sub-consultants, service providers or suppliers, and any personnel thereof, observe the highest standard of ethics during the procurement and execution of Bank-financed contracts. These actions are required to establish and maintain a controlled environment adequate to provide reasonable assurance that loan proceeds and government funds are used for the intended purposes. Where allegations of fraud or corruption are made to project implementation entity staff or project implementation entity staff have reason to believe in the course of their work that fraud or corruption may have occurred, then project implementation entity staff should bring any allegations to the attention of the project coordinator. However, there are a lot of organizational factors affect ethical standards in public procurement. The environmental variables specifically the level of clarity of policies and procedures (policy climate) affects the ethical climate in project procurement. Political influence in the project procurement affects the decision-making by the project procurement officers and hence diminishes the ethical integrity of their actions. The internal politics within the organization also play a role in undermining the ethical standards in the procurement departments. Lack of proper documentation of procurement activities undermines transparency and the thrust for better ethical standards in project procurement. Project coordinators who receive allegations of fraud or corruption are obligated to report them to the appropriate national agency and the World Bank Department of Institutional Integrity. In instances where the project implementation entity staff member is not comfortable reporting potential fraud or corruption to the project coordinator, they may contact the Department either directly or through the Fraud and Corruption Hotline.

Opportunities to engage in corruption are particularly high in emergency contexts, where controls are weak, funding levels and media pressure are high, and staff turnover is rapid.

Media coverage of corruption may affect the way both beneficiaries and the donor public perceive aid providers. Such reports can be exploited by those seeking to discredit particular agencies or interventions. In some cases, exposure of corruption can result in reduced donor support.

2.3.4. Awareness and Training

The provision of appropriate training for identified target groups is often a key strategy for achieving sustainable benefits. To improve the effective implementation of the project it should start at the right time (i.e. not near the end), be conducted throughout the project, and allow for repetition. While the most appropriate type of training will depend partly on the nature of individual projects, experience indicates that certain approaches are more likely to achieve sustainable benefits than others. Effective training should not only 'educate' but also motivate; trainees must be selected on merit, include both men and women, and be of direct relevance to their work. Trainees must also be given the opportunity to apply newly acquired skills on completion of training. In-country training, such as on-the job training, mentoring and short-course competency based training are more likely to support more sustainable benefits than overseas courses or long-term 'academic' training for a few. In cases where counterparts are transferred or leave over time, training must also be repeated and refresher courses given if the required skill base is to be sustained throughout. Arndt (2000) argued that the officers in the world bank funds projects chain may lack the formal training in foreign aid management, budgeting and accounting. These weak skills may lead to poor understanding of the donor expenditure protocols resulting in ineligible expenditures, which lead to rejection for further funding by the donor. This may be affected by the quality and timeliness of the liquidation documents complicate the donor fund release, with obvious implications on levels of donor aid effectiveness.

2.4 Empirical Review

There are a number of researches conducted in the field of world bank funding projects by various scholars.

Donors are sometimes viewed as promoting their own self-interests when setting conditions for the aid recipients . Conditions are imposed on unwilling recipients at the time of contract signing where both parties know that these are only paper conditions whose outcome is determined by the fact that both parties need to maintain a sustainable normal relationship and flow of aid. At

the end of it all, aid flows have not helped in developing Africa, neither have they helped in development of policies .

Bulir and Lane (2002) observed that donors do set a number of conditions that govern the entire disbursement of funds to recipients. It also sets out the accountability criteria for previously disbursed funds before additional tranches are released to PIUs.

Nkamelu (2011) in a study conducted in Botswana between 1990 and 2007, established that at inception of a project, there was considerable delay between the time of loan commitment and application for first disbursement of funds averaging to 20 months .This trend had adverse effect on the preliminary activities such as assembly of PIU and project launch.

Bagoole (2011), in a review of periodic technical and financial reports of projects revealed that timing of disbursement of funds was affected by funds accountability requirements by financial partners prior to disbursement of funds thereby affecting effectiveness of agricultural projects. This tends to increase chances of failure to avail funds on schedule if such reporting is not done hence adversely affect implementation activities. Besides, some projects do not submit financial accountability reports to the Auditor General for review and subsequent expression of opinion. This prompts donors to withhold disbursement until the audit on financial statements is done.

The donors have placed rigorous reporting requirements for PIUs in certain specific formats at different timelines for monitoring and evaluation purposes as pointed out by Monaheng (2007).

This enables control of the project and assessing whether it is on course in realizing its set targets. According to Bagoole (2011), a weak monitoring system contributes to incidences of unprofessional conduct and disclosure of false information which translates to wide variation in quality hence poor utilization of funds disbursed. This always leads to funds disbursement being suspended by donors thereby impeding implementation activities. According to Gohou and Soumare (2009) for every \$1 invested by donors in Africa, it attracts \$2 more by donors or governments. A delay in commencement of implementation may impact adversely on its performance in several ways including high final financial costs due to escalation of unit prices for goods especially in the infrastructure sector.

Ndaruhutse and Brannelley (2006) point out that weak procurement systems lead to delay in disbursements of funds and project schedules in East and Central Africa especially in Ethiopia and Zambia. This affects a project's absorption capacity which in turn results in slower than

predicted disbursement. There are instances where a large portion of the project funds is tied to procurement.

According to Kirungu (2011), PIU has failed to achieve its goals within stipulated project timelines due to the challenges attributable to constrained both World Bank (WB) and Government of Kenya procurement systems. The major implementation obstacles for donor funded projects implementation is procurement policies and donor guidelines due to bureaucracy which results in low disbursement of donor funds. This results procurement delays that causes in extended periods from initiation of procurement to actual delivery of goods, services and works. These impact negatively on timely project implementation and sometimes results in cost overruns. The fact that both donor and Government procurement policies and guidelines are applied concurrently only serves to compound an already worse implementation situation and to eliminate conflicts that normally arise during their application.

2.5 Knowledge gaps

Even though studies have been done on and around this topic from the literature review the researcher found out that no specific investigation on the four factors which the researcher intend to study and its impact on effective project implementation. Besides, all these studies investigated project implementation in areas other than sustainable land management they did not identify the reason and to what extent for those factors in a project environment that have affect project implementation but these simply determine what factors influence the effective implementation of donor funded projects, which indicates that there exists a gap . This study , therefore, seeks to fill this gap by investigate these factors in a project environment that have affect project implementation, and understand these variables and establish their contribution to project implementation in Amhara national regional state bureau of agriculture a case of sustainable land management project woredas .

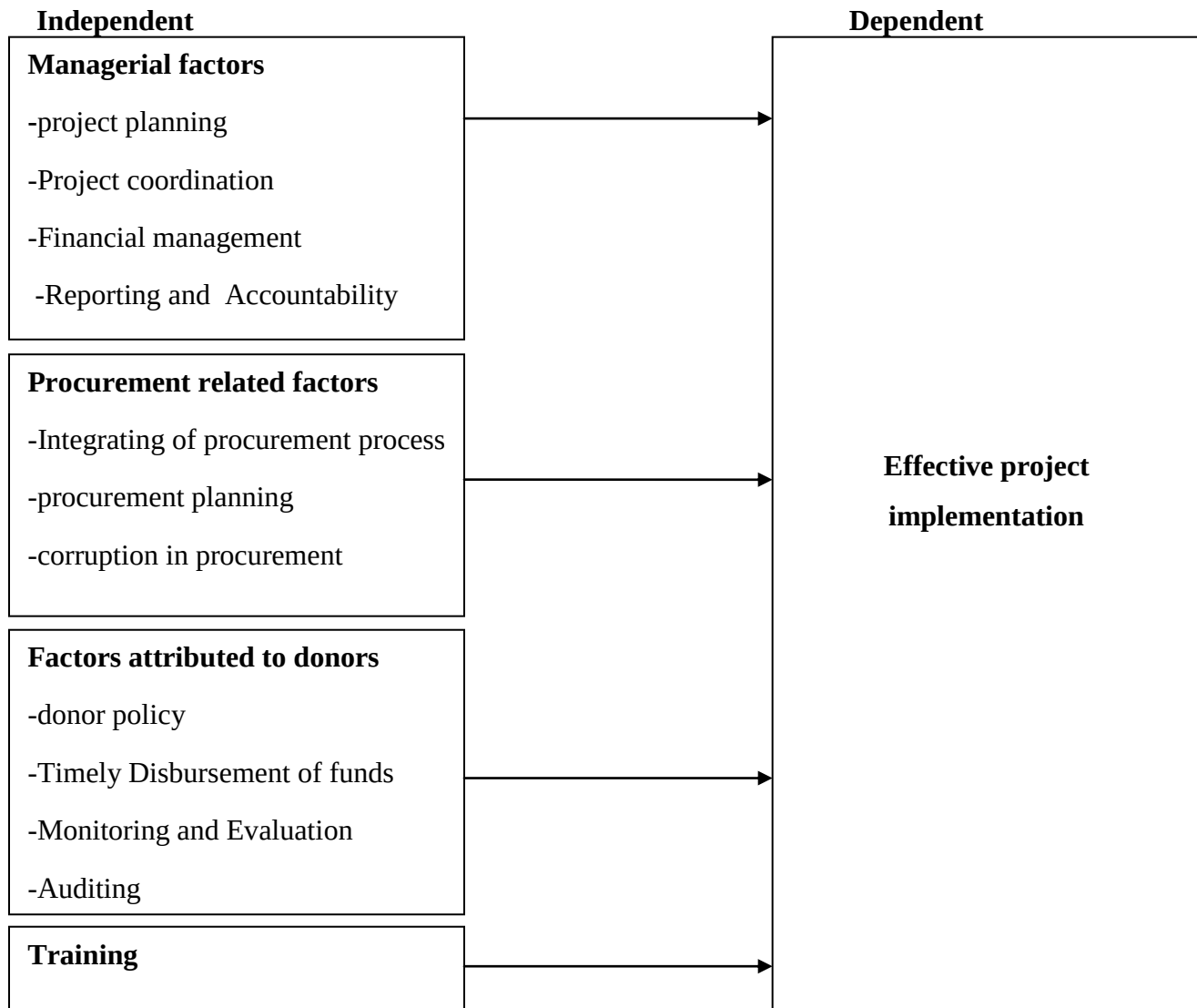
2.6 Conceptual Framework of the research

The Conceptual Framework sets out the concepts that underlie the factors influencing the effective implementation of world bank funded project. The objective of this Conceptual Framework is present the structure of this research investigation in a measurable terms.

According to Mugenda and Mugenda (2003), conceptual framework is the conceptualization of the relationship between variables in the study and shows the relationship graphically or diagrammatically.

From these models, it is easy for one to know how independent variables like managerial factors, factors attribute to donors, procurement related factors and training affect the effective implementation of world bank funded project a dependent variable. This implies that the effective implementation or ineffectiveness of the project is determined by the effectiveness or ineffectiveness of the independent variables.

Figure 2. 1 conceptual framework



Source - Developed from (Afande.O.F 2013 and Oganyo.O.J 2015)

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Research Approach

This research survey was adopted Quantitative approach with positivist or post positivist body of knowledge to investigate the factors affecting the effective implementation of world bank funded projects. Information were obtained from people who responded to a series of questions given to them through self administer questionnaires in the subject area by the researcher.

A research survey was used to collect empirical data; base on the research aim. This was done by sending questionnaires out to the relevant respondents and analyzing the responses returned.

Quantitative approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion. This study was used inferential type of approaches to form a data base from which to infer characteristics or relationships of population. This usually means survey research where a sample of population is studied (questioned) to determine its characteristics, and it is then inferred that the population has the same characteristics(Creswell, 2003)

This was used because of its impact in providing the necessary information needed for the studies. The Quantitative data collection was used in line with the research aim to produce a single piece of evidence that was used to meet the study objectives.

3.2 Research Design

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2004). This study adopted a descriptive research design. Descriptive research design has been chosen because the study entails asking a large number of people questions (in form of questionnaires) and this study seeks to examine the relationship between these variables that affecting the effective implementation of world bank funded project in Amhara national region state.

3.3 Population

The target population is a well-defined set of people, events, groups of things, households that are being investigated (Ngechu 2004). It can also be described target population as that population the researcher studies, and whose findings are used to generalize to the entire population(Mugenda and Mugenda, 2003).

For the purpose of this study the target population was the implementation officers of world bank funded sustainable land management project in Amhara national regional state which includes the project coordinator in the bureau, project focal persons of the woredas, Project accountant and procurement officer of the regional and woreda offices. The target population refers to the 78 staff who are currently working with the project. It comprised seventy two (72) officers from the 24 woredas and six (6) from the two regional bureau namely Bureau of Agriculture and, Bureau of Environmental protection and land use . There were 3 respondents from each of the offices, the project Focal person(project coordinator at regional level - one person) , Project accountant and procurement officer of the regional and woreda offices (the project implementer). Since the population is small a census was taken meaning all the 78 employees were respondents.

The targeted population is homogeneous as they have the same donors and they have been subjected to similar conditions and donor financial administration system.

3.4 Sample

Kombo and Tromp (2006) define a sample as a finite part of a statistical population whose properties are studied to gain information about the whole sample. Saunders, Lewis & Thornhill (2003) define sampling as the process of selecting a number of individuals for a study from the larger group referred to as the population.

The study adopted a census technique with respect to the unit of analysis which is the factors affecting the effective implementation of SLMP. This therefore ruled out application of specific sampling design and sampling technique. The researcher decided to use a census since the population of 78 was small and the study aimed to reach all the employees in all world bank funded SLM project in Amhara national region state. Through census of implementing agencies, the researcher require information from key informative officers who have directly and actively participation in the implementation of World Bank Funded Project: project managers , project accountants , woreda focal persons and procurement staffs of the regional project coordination unit and woreda offices. These were help the study to achieve the needed information. Cooper and Schindler (2003) argue that statistically, in order for generalization to take place, a sample of at least 30 elements (respondents) must exist.

Since the population is small a census of 78 respondents were drawn from 26 implementing agencies which represented 100% of the target population.

Census provides a true measure of the population since there is no sampling error and more detailed information about the study problem within the population is likely to be gathered (Sekaran & Bougie 2010).

3.5 Methods of data collection

There are various tools for data collection but the main ones are interviews, observations and questionnaires as discussed by Mugenda and Mugenda (2003).

Primary data was required in this study. The study used questionnaires to gather information. This therefore entailed collection of quantitative data. The quantitative data was collected using the closed ended questions where enable the researcher to analyze data easily using the stated alternative. This alternative was designed in such a way as to be simple for the respondents to understand and the responses were scored on a numerical scale. Thus instrument were developed to contain the items that help in achieving the objectives of the study and is a quick method to collect data .

This is further supported by (Amin, 2005) , as cited by Kairu & Ngugi (2014) who affirmed that the technique is less time consuming and could adequately cover the entire sample within the proposed time framework. In addition (Diamantopoulos & Schlegelmilch, 2007) ,as cited by Kairu & Ngugi (2014) asserts that questionnaires offer a great assurance of anonymity. The closed ended questions were presented on a Likert scale. The Likert scale, commonly used in business research because they allow participants to respond with degrees of agreement or disagreement.

3.6 Validity of Instruments

Validity concerns the extent to which a measurement actually measures those feature the investigator wishes to measure, and provided information that is relevant to the question being asked. The measurements are accurate if they are relatively free from systematic errors. Validity was insured by making sure the sampling techniques were free from bias by giving each subject an equal opportunity to score and the results or the degree to which results obtained from the analysis of the data actually represent a phenomenon under study . The validity of the data was verified by experts ,collogues and my research advisor in line with the research objectives.

According to (Sekaran, 2003), content validity is a judgmental act where experts check whether the items represent the construct which is being studied as well as the wording, formatting and scoring of the instrument. Content validity of the self administered questionnaires was

established by carefully designing clear and unambiguous questions making it easy for the respondents to easily answer all questions. Therefore, In order to establish its validity, the questionnaire that was used was seen, edited and commented by concerned senior officers who have educational level of Masters and working in Amhara region Bureau of Agriculture. The corrections identified were incorporated in the instruments so as to increase the validity.

3.7 Reliability of Instruments

Reliability analysis was conducted in this study to ensure that the measures of variables had internal consistency across time and across the various items that measure the same concept or variable (Sekaran, 2003). Reliability therefore is the degree to which measures are free from random error yielding consistent results (Cooper & Schindler, 2003). This means that the same data was collected each time in repeated observation of the same phenomena. Due to the importance and need to detect and determine weaknesses in the instrument that was applied in the research study, the self administered questionnaire was pre-tested before distributing it to the whole sample. The researcher used targeted respondents to pilot, evaluate and refine the measuring instrument. The respondents who had participated during the pilot testing were excluded from participating during the actual study. Cronbach's coefficient alpha formula was used to estimate the internal consistency of the study tool (breakwell, 1995),cited in (Mwangi,2012). The reliability coefficient of 0.7 and above is recommended. Reliability analysis through SPSS yielded a cronchbach alpha greater than 0.7 for the four research questions or objectives. This implies that the research instrument was reliable. The researcher also sought suggestions for amendments and adjustments from the supervisor where necessary in order to make and produce an instrument for use in the field that enabled the research to achieve its objective.

3.8 Analysis of the data

According to Marshall and Ross man (1999), data analysis is the process of bringing order, structure and interpretation to the mass of collected data. The collect data from the questionnaire was systematically organize in a manner to facilitate analysis. Data analysis involves preparation of the collect data - coding, editing for accuracy and checked for completeness. The data was analyze using quantitative techniques. This involves generation of both descriptive and inferential statistics which includes; frequency distribution; percentages, correlation and regression analysis. Descriptive statistics is, where the percentages and frequencies together with

the means and standard deviations were compute and analyze. The correlation analysis is, which establishes the relationship between dependent variable and effects of independent variables. This was followed by inferential statistics (variance or regression analysis) to examine the extent to which independent variables explained the variation in dependent variables.

After data collection the findings were summarize using Statistical Package for Social Sciences (SPSS) version 20 aid in generating descriptive statistics and regression analysis to establish the relationship between the dependent and the independent variables of study. SPSS was preferred because it is also very systematic and covers a wide range of the most common statistical data analysis. The scaled types of questions were analyzed descriptively through the likert scale based on the various attributes provided in the questions.

The findings were presented in frequency distribution tables and percentages. Each table was followed by brief explanations, inferences, and interpretations of the finding from the earlier related reviewed literature with the aim of bridging the research gaps through seeking of the study problem (Orodho, 2005).

3.9 Test of Significance

Pearson correlation coefficients was used to test the relationship between independent variable and dependent variable. These inferential tests was conducted at 95% confidence level with a significance test of 0.05 level of significance. The result obtained was tested for correlation co-efficient the higher the correlation co-efficient the test retest reliable.

3.10 Analytical Model

The Ordinary Least Square (OLS) method of regression analysis technique was used to establish the relationship between project implementation and all the independent variables i.e. managerial factors, factors related to donor ,procurement factors and training. The regression analysis was used to determine with statistical significance, the influence or effect that the independent variables had in the dependent variable. The multiple regression model was of the form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

β_0 = Constant

Y= Effective implementation of world bank funded project

X1 = managerial factors

X2 = factors related to procurement

X3 = Donor conditions

X4 = Training

β_i = Coefficients of regression for the independent variables X_i (for $i = 1, 2, 3, 4$)

ε = error term

β_0 represent the constant, X represents the factors that determine project implementation effectiveness and β represent the coefficients which is the strength of the effect each factor has on project implementation which is the basis of this study.

ε = Error term that is assumed to have zero mean and constant variance.

3.11 Ethical consideration of the study

In the first place, the thesis advisor and the department of accounting and finance primarily approve the title and proposal of this thesis. In addition, the researcher observed all the ethical principles throughout the research process including design, data collection, analysis and interpretation of data. Prior permission from target respondents' organization was obtained before embarking on field work . The collected data used purely for the academic purposes and shall not be divulged to unauthorized parties. One of the principles was protection of the confidentiality or private information provided by the respondents. The right of confidentiality and anonymity was also assured and there was no where identity of respondents sought in the collection instruments. The findings from the research work shall also be shared with the organization that was studied. The other ethical consideration was acknowledgement of authors when presenting information or ideas which was borrowed from different textbooks and research materials.

3.12 Pilot Testing

The researcher pre-tested the questionnaire using ten respondents with an aim of ensuring the questionnaire was able to capture all the required information in the context and form required as well as to assess the effectiveness of the data collection instruments. The purpose of pre-testing the instrument is to ensure that the items in the instrument are stated clearly and have the same meaning to all respondents (Connaway & Powell, 2010) ,cited in (Kairu and Ngugi,2014). Results from the pilot test were used to improve the quality of the data collection instruments.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter intends to give a clear presentation of analysis and discussion of findings on what the researcher obtained during the research period according to research objectives and the research questions on the factors affecting the effective implementation of world bank funded projects in ANRS Bureau of agriculture, EPLUA and project woredas. Among the factors investigated included; Managerial factors, Factors attributed to donors, factors related to procurement and training. The study targeted all the employee working in world bank funded sustainable land management project in Amhara national regional state bureau of agriculture, Bureau of environmental protection and land use and project woredas whereby a sample of 78 respondents were selected based on censuses presented in the previous chapter. The data collected was analyzed using both descriptive and inferential statistics. For descriptive statistics, the findings are presented in form of frequency tables, percentages, mean score and standard deviation where applicable and their implications discussed while in inferential statistics such as correlation and regression tables generated from coded data using Statistical package for social science (SPSS) version 20 was used to test the relationship between the effective implementation and the independent variables. This was followed by data interpretation and discussion.

4.2 Respondents General Information

The study sought to determine the gender, age, level of education and the number of years of working in the organization. The results of the study are presented in the sections below:

4.2.1 Questionnaires return rate

Questionnaire return rate is the proportion of the sample that participated in the survey and returned their questionnaires as intended by the researcher.

The researcher distributed questionnaires to 78 respondents, 75 respondents filled in and returned the questionnaires which represents a 96% response rate that the researcher found sufficient to proceed with data analysis. According to Mugenda & Mugenda (2003), a response rate of 50 percent is adequate for analysis and reporting; a rate of 60 percent is good and a response rate of 70 percent and over is excellent. Based on the assertion, the response rate of this study was considered to be excellent.

The response was as a result of the researcher directly distributing questionnaires to the respective SLMP respondents and follow up made to that effect. This response rate was adequate to make conclusions for the study.

Table 4.1: Response Rate

Questionnaires Distributed	78
Questionnaires Returned	75
Missed responses	3
Responses rate Percentage	96%

Source: Field Data, (2018)

Table 4.1 shows that 96% of the questionnaires were returned by respondents under this study. This shows that the researcher had good rapport with the respondents and that the respondents were taking the research seriously. Also the researcher seems to have made a good follow up of the distributed questionnaires which enabled him to get back all the questionnaires.

4.2.2 Respondents distribution by gender

The respondents were asked to indicate their gender with the aim of establishing whether the study was gender sensitive and to establish the representation of respondents in terms of gender in the world bank funded sustainable land management project .

Table 4.2: Respondents Gender

Gender	Frequency	Percent
Male	66	88
Female	9	12
Total	75	100.0

Source: Field Data, (2018)

The finding show that majority of the sampled respondents 66 (88.0%) in sustainable land management project were male as compares to 9(12%) female. This illustrates that

implementation of the world bank funded project in the organization are carried out mainly by male employees. This reveals a gender inequality in terms of representation in the world bank funded sustainable land management project.

4.2.3 Respondents Age Category

The analysis of age was performed in order to establish the representation of members of world bank funded SLMP in terms of their ages.

Table 4.3: Respondents Age category

Age	Frequency	Percent
18-25 years	-	-
26-35 years	31	41.3
36-50 years	44	58.7
Above 50	-	-
Total	75	100.0

Source: Field Data, (2018)

The results reveal that majority of the respondents were within the age category of 36 to 50 years as accounted by 58.7% of the respondents . These were followed by respondents were between the ages of 26 to 35 years as accounted by 41.3% which is vibrant work force that could contribute significantly to project implementation even with the exclusion of 18-25 year age group. None of the respondents was 18-25 years and above 50 years.

The finding generally suggest that the respondents were old enough to provide valuable responses and involvement of respondents aged 36 years and above was a rich source of information on implementation of world bank funded SLMP in the study area.

4.2.4 Respondents Duration of work

The respondents were asked to indicate the period of time they had participated in implementation of world bank funded sustainable land management project. The longer one participated in implementation of project, the more experienced he/she was and the more objective the responses were expected to be.

Table 4.4: Respondents Duration of work

Duration of work	Frequency	Percent
Less than 1 year	2	2.7
Between 1-2 years	3	4.0
Between 2-4 years	67	89.3
Above 4 years	3	4.0
Total	75	100.0

Source: Field Data, (2018)

The findings show that most of the respondents have worked in the world bank funded project for between two to four years as accounted by 89.3% of the respondents, while the service rendering of 2.7 % respondents in their respective organizations for less than one year. The results also show that 4% of the respondents stated that they have worked for between one and two years, and 4% respondents render above four years of services.

The findings mean that the respondents have worked in world bank funded project for more than two years who have a good understanding and experiencing the challenges in the implementation of world bank funded project and therefore gave accurate answers . This shows that most of the key staff were experienced with the world bank funded sustainable land management project since they have been in these project for more than three years.

4.2.5 Respondents Highest Level of Education

An analysis of the levels of education was done in bid to establish the composition of members of world bank funded sustainable land management project in terms of their highest levels of education. This was because Education not only endows one with the power to read and hence informed, but it also allows one to communicate, positive career outcome and most institutions use level of education as an indicator of one's productivity.

Table 4:5 Distribution by level of education

Level of Education	Frequency	Percent
Diploma	-	-
Bachelor	72	96%
Masters and above	3	4%
Total	75	100

Source: Field Data, (2018)

From the findings shown that majority of the respondents had attained undergraduate level of education as accounted 96% of the respondents. However few of the staffs had Masters and above level of education as accounted by 4.0% of the respondents while there was no respondent who had a diploma.. This shows that most of the key personnel in the donor funded project had held first degree and above level of education as accounted by 100% of respondents .

4.2.6 Job Position of the Respondents

The study sought to establish the current designation of the employees in the organization. The respondent's composition for this study is important as it informs their involvement in the subject matter. The respondents are grouped into professionals in the area of coordinator, focal person finance and procurement officers.

Table 4:6 Position of the Respondents

Area of specialization	Frequency	Percent
Project coordinator	1	1.3
Focal Person	25	33.3
Finance officer	25	33.3
Procurement officer	24	32.0
Total	75	100.0

Source: (Field Data, 2018)

Majority of the respondents were focal persons and finance officers as accounted the same composition of 33.3% of the respondents. These were slightly followed by procurement officers

who accounted for 32% of the respondents. The other positions were only made up of one respondent since they only had one project coordinator.

4.3 Reliability of the Analysis

Reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency. Cronbach's alpha was calculated by application of SPSS version 20 for reliability analysis. The value of the alpha coefficient ranges from 0-1. A higher value shows a more reliable generated scale. Cooper & Schindler (2008) have indicated 0.7 and above is recommended reliability coefficient while according to Mugenda and Mugenda (2003), A coefficient of 0.80 or more implies that there is a high degree of data reliability.

Table 4.7 Reliability Coefficients

Variables	Cronbach's Alpha	Number of items
Managerial Factors	.884	5
Procurement related factors	.876	5
Factors related donors	.904	5
Training factors	.889	5
Implementation of world bank funded project	.859	5

Source: (Field Data, 2018)

The survey instrument was subjected to overall reliability analysis and was found to be highly reliable (alpha = 0.904). Given this overall picture, the reliability coefficient for the measures of project implementation and the effect of the factors were analyzed. The Cronbach's Alpha coefficients for each variable range 0.859 to 0.904 for all dimensions under consideration as presented in the table 4.7 all the five scales were reliable as their reliability values exceeded the prescribed threshold of 0.7 for the four research questions or objectives. This implies that the items of this study have internal consistencies as they lied above the recommended cutoff and the research instrument was reliable .

4.4 Descriptive Statistics

This section presents the results of the descriptive statistical analyses of the data and their interpretations. The descriptive statistics used are the means and standard deviations. The main

purpose of using this statistical parameter is to interpret the average response rate of respondents for each item. The respondents were to give their independent answers with degrees of agreement or disagreement on the factors of SLMP effective implementation. The range was 'Strongly agree - (1)' to 'strongly disagree - (5)'. According to (Kajuju, 2012) the scores of strongly agree /agree have been taken to present a variable which had a mean score of 3.5 to 5 on the continuous Likert scale; ($3.5 \leq S.E < 5$). The scores of 'neutral' have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale; ($2.5 \leq M.E < 3.4$). The score of disagree/strongly disagree have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale; ($0 \leq L.E < 2.5$). However , the researcher prepares the questioner to the reverse of this argument which results reverse interpretation .

A standard deviation of greater than 0.8 implies a significant difference on the impact of the variable among respondents (Kajuju, 2012).

4.4.1 Descriptive analysis of Managerial Factors

Table 4.8: Descriptive Statics for Managerial Factors

S/N	Statement	N	Mean	Std. Deviation
1.	The management system adopted in this project are effective.	75	2.11	1.085
2.	Project management problem affect the effective implementation of world bank funded project	75	2.91	1.317
3.	The project implementation procedures and financial management systems are well coordinated	75	2.16	1.001
4.	The project has uses the financial management with sufficient planning, organizing and controlling system.	75	2.43	1.243
5.	The finances are utilized fully for the purpose for which they are planned.	75	2.24	1.051
6.	The financial management system and controlling mechanisms employed by the project enable effective implementation of the world bank funds.	75	3.12	1.241
7.	Poor project planning has frequently resulted in problem of proper donor project implementation	75	1.99	.878
8.	There is an approval system for all transactions by the authorized managers in SLMP implementation	75	2.27	1.212
9.	There is financial management and reporting procedural manual for the project fund management system.	75	1.93	.741
10.	The project financial management system has quality and timing financial reporting, submitted to the concern stakeholders at all levels of the project implementation.	75	2.51	1.167
11.	The soft skills like: planning ,finance and monitoring and evaluation influence project manager effective implementation of projects.	75	1.43	.498
	Overall average score	75	2.2800	.40263

Source: - Researcher's Survey Report(2018)

The study sought to establish the effect of project management skills on the implementation of world bank funded SLMP in Amhara national region state . Several statements were presented to which the respondents were to indicate their extent of agreement with each statement. The study then computed mean and standard deviation to help in the analysis. The question as to whether there is availability of effective management system in this project had a mean of 2.11 and standard deviation of 1.085. This shows that majority of the respondents strongly agree or agree that support the statement and the result indicates that the management system adopted in this project are effective. The question on project management affect on the implementation of world bank funded project in ANRS had a mean of 2.91 with a standard deviation of 1.317 the respondents averagely agree on project management problem influence effective implementation of projects. The other statement there is availability of well coordinated project financial management systems and its implementation procedures had a mean of 2.16 and standard deviation of 1.001, Coordination of the activities of the world bank funded project is well managed as shown with a mean of 2.43 and standard deviation of 1.243 ,fully utilization of finances for the purpose in which they are planned had a mean of 2.24 with a standard deviation of 1.051. As to whether there was availability of effective financial management system and controlling mechanisms, the finding shows a mean of 3.12 and standard deviation of 1.241 which is the least score. This indicates the respondents neither agree nor disagree with the statement . Poor planning and its effect on implementation of a project had a mean of 1.99 and a standard deviation of 0.878 implying that poor planning creates a problem during project implementation while an approval system for all transactions by the authorized managers had a mean of 2.27 and standard deviation of 1.212. There is an agreement that there were financial management and reporting procedural manual as shown by a mean score of 1.93 and standard deviation of 0.741. Quality and timely financial reporting of the donor funded project are averagely achieved as shown by a mean of 2.51 and standard deviation of 1.167. The study findings further showed that project manager are well equipped with skills in project planning, and monitoring and evaluation as shown with a mean of 1.43 and standard deviation of 0.498. The managerial factors summed up grand mean score of 2.2800 which shows that managerial factor has a strong effect on implementation of a project and standard deviation of 0.40263 , this result shows there no significant difference on the impact of the variable among respondents or data points were not widely spread from the mean. The findings are also in line with (Pride, 2002) which states that

proper financial management can ensure that financial priorities are established in line with project goals and objectives; spending is planned and controlled in accordance with established priorities and sufficient financing is available when it is needed.

4.4.2 Effect of procurement related factors on implementation of world bank funded SLMP

The study sought to find the level of agreement of the respondents on effects of procurement factors on the achievement of SLMP objectives during implementation. It has given the most important aspects or parameters that affect the implementation of the project. These factors must be checked at all stages of project implementation to examine the effect of procurement factors on the implementation of the donor funded project in the organizations.

Table 4.9 Descriptive Statics for Procurement factors

S/ N	Statements	N	Mean	Std. Deviation
1	The project used the procurement plan in making decisions on procurement.	75	2.40	1.162
2	The project procurement system is transparent , based on open competition and efficient to enable timely utilization of project foreign finance resources.	75	2.45	1.044
3	Lack of accountability in procurement creates opportunities for corruption.	75	2.17	.964
4	Officials involved in procurement make proper use of their position	75	3.16	1.014
5	Failure to present procurement requirements in time by departments leading to corruption on procurement	75	2.32	1.187
6	Lack of skills in user departments to accurately state their requirements leading to corruption on procurement	75	2.13	1.018
7	Procurement planning, Integration of procurement process & Corruption in procurement practice affected project implementation most significantly.	75	1.72	.559
	Overall average score	75	2.3371	.50788

Source: - Researcher's Survey Report(2018)

The findings shows that usage of the procurement plan in making decisions on procurement has a mean of 2.40 with standard deviation of 1.162 illustrating that project used procurement plan to make decisions during the implementation of the SLM project. Transparency of the project procurement system scored a mean of 2.45 with standard deviation of 1.044 indicating that transparency of procurement system is good based on open competition and efficient to enable timely utilization of project foreign finance resources for the world bank funded project. The respondents also agreed that project officials involved in procurement make proper use of their position has mean of 3.16 implies that the respondents neither agree nor disagree with the statement and that lack of accountability creates opportunities for corruption as indicated by a mean of 2.17 illustrating a negative impact on the implementation of world bank funded SLM project. Respondents indicated that lack of skills and failure to present procurement requirements in time by user departments can create opportunities for corruption on procurement as indicated by a mean of 2.13 and 2.32 respectively, which indicates majority of respondents agreed with presence of problems stated by these procurement factor statements. Procurement planning, Integration of procurement process & Corruption in procurement practice has a mean of 1.72 and standard deviation of 0.559 implying that that majority of the respondents either agreed or strongly agreed. The overall average summed up mean score of 2.3371 and standard deviation of 0.50788 which shows that majority of respondents either strongly agree or agree with statements stated on procurement factors impact on effective implementation of the project. The findings are also in line with the arguments by Ndaruhutse and Brannelley (2006) point out that weak procurement systems lead to delay in disbursements of funds and project schedules . This affects a project's implementation effectiveness where a large portion of the project funds is tied to procurement.

4.4.3 Effect of donor conditions on implementation of world bank funded SLMP

Table 4.10 Effect of donor conditions on implementation of world bank funded SLMP

S/ N	Statement	N	Mean	Std. Deviation
1	The funding availed by the donors have conditions on their applicability and no money can be spend outside the budget.	75	2.37	1.343
2	Financial reports are sent with physical progress reports as per the donor requirements.	75	2.53	1.256
3	Staffs are committed to ensure the project is implemented as per the donor agreement.	75	2.59	1.337
4	There is no timely auditing of implementing agencies to ensure accountability.	75	2.75	1.316
5	Inability to use the budget within the budget period has resulted in the lapsing of the budget and cancelling of the project.	75	2.41	1.198
6	There is a delay of fund disbursement from the donor prospective that unable to accomplish project work on time.	75	1.71	.564
7	The project monitoring and evaluation system carried out periodically affects effective implementation of the project.	75	2.37	1.063
8	Lack of efficient project monitoring mechanism in the donor often leads to poor performance and as a result failure to use the foreign finance resource.	75	2.32	1.210
9	The project takes appropriate measures in accordance with the report of the external audit findings immediately to improve project implementation effectiveness.	75	2.32	1.105
	Overall average score	75	2.3748	.72695

Source: - Researcher's Survey Report (2018)

The study also attempted to examine the contribution of donor conditions on the world bank funded project in ANRS . On whether the funding availed by the donors have conditions on their applicability and no money can be spend outside the budget, the findings showed a mean of 2.37 and standard deviation of 1.343 implies that donor funds used as per the donor budgets. Physical and financial reports are sent as per the donor requirements had a mean of 2.53 with standard deviation of 1.256 which means medium that needs more attention to improve . Respondents were required to indicate whether staffs are committed to ensure the projects are implemented as per the donor agreement, the findings showed a mean of 2.59 and standard deviation of 1.337 which indicate that majority of the respondents neutral with the statement. There is no timely auditing of implementing agencies to ensure accountability has a mean of 2.75 and standard deviation of 1.316, which shows that most of implementing agencies were audited lately results resolved audit matters and ensure accountability difficult during implementation time. The study findings showed that donor funded projects fail to use the budget within the budget period has resulted in the lapsing of the budget and cancelling of the project as shown by a mean of 2.41 and standard deviation of 1.198. As to whether there was a delay of fund disbursement from the donor prospective unable to accomplish project work on time has a mean of 1.71 and standard deviation of 0.564 implying that delay of disbursement of funds is unable to accomplish the project in the implementation period. The study findings further showed that the project monitoring and evaluation system carried out periodically affects effective implementation of the project as shown with a mean of 2.37 and standard deviation of 1.063 . The question on the lack of the availability of efficient project monitoring mechanism had a mean of 2.32 with standard deviation of 1.210, implying that there are no proper monitoring mechanisms, the project implementation is not attainable. The project takes appropriate measures in accordance with the report of the external audit findings immediately to improve project implementation effectiveness are well achieved as indicated with a mean and standard deviation of 2.32 and 1.105 respectively even if there is no timely auditing conducted as shown in the result above . The finding is concurred with (Keng'ara,2014) which states that the process of obtaining donor funds once the lending agreements have been concluded is lengthy and delicate. This adversely affects the disbursement process leading to delays in implementation of projects.

4.4.4 Descriptive analysis of Training Factors

Table 4.11 Descriptive Statics for trainings

S/N	Statement	N	Mean	Std. Deviation
1	Employees have undergone any training related to the job they do in this project.	75	2.16	.959
2	The training are effective in equipping the employees at the project with the necessary to deliver on their jobs	75	2.21	1.031
3	Staffs trained in procurement who participating in procurement planning in the project.	75	2.37	1.171
4	The current levels of staff training improve the effective implementation of this project.	75	2.36	1.098
5	Employees of the project financial management system are well trained and sufficiently skilled to manage the implementation process.	75	2.27	1.070
	Overall average score	75	2.2747	.64328

Source: - Researcher's Survey Report(2018)

To substantiate these claims, several statements were fronted to the respondents to which they were to indicate their level of agreement how effective the training offered to staff was . From their responses, the study computed mean and standard deviations. Asked whether Employees have undergone any training related to the job they do in this project, the mean was 2.16 with a standard deviation of 0.959 implying that employees have undergone a training to perform specific jobs with a view to increase effectiveness of project implementation. The training are effective in equipping the employees at the project with the necessary to deliver on their jobs, the mean was 2.21 with a standard deviation of 1.031 illustrates that the training provided to project staffs are well equipping them to do their works . Staffs trained in procurement who participating in procurement planning in the project, the mean was 2.37 with a standard deviation of 1.171 indicate that majority of the respondents either agreed or strongly agreed. The current levels of staff training improves the effective implementation of this project, the mean was 2.36 with a standard deviation of 1.098 and Employees of the project financial management system are well trained and sufficiently skilled to manage the implementation process, the mean was 2.27 with a

standard deviation of 1.070. Training factors has a mean of 2.27 with standard deviation of 0.643 illustrating that training has a positive effect on the implementation of donor funded projects.

4.4.5 Implementation of the Project

The study sought to establish the factors that affect the effective implementation of SLM project at the ANRS implementing sectors. Several statements were fronted to which the respondents were to indicate their extent of agreement with each statement. The study then computed mean and standard deviation to aid in the analysis.

Table 4.12 Descriptive Statics of project implementation

S / N	Statement	N	Mean	Std. Deviation
1	Timely auditing of implementing agency to ensure accountability is used to enhance project effectiveness	75	2.08	1.010
2	Timely physical and financial reports from project officers helps effective implementations of the project.	75	2.00	.959
3	Earlier approval of the annual plans and disbursement of funds are used to enhance project effectiveness	75	2.29	1.050
4	Terms and Conditions of the sub agreement are adhered by all implementing sectors help to effective implementation of the project.	75	2.39	1.423
5	System of regularly reviewing expenditures against approved budgets by donor has improve effective implementation of the project.	75	2.28	1.047
6	Capacity building for staff of a project improves effectiveness(effective implementation of the project)	75	1.68	.573
	Overall average score	75	2.1200	.71846

Source: - Researcher's Survey Report (2018)

The findings, on the question as to whether timely auditing undertaken at the project to ensure accountability of implementing agency is used to enhance project effectiveness, the mean was 2.08 with a standard deviation of 1.010 shows that majority of the respondents agreed timely auditing to insure accountability improves project implementation effectiveness. Respondents were required to indicate whether timely financial and activity reports from project officers helps

effective implementations of the project, the mean was 2.00 with a standard deviation of 0.959 illustrating that timeliness of the financial and activity reports helps effective implementation of the project. Respondents were requested whether earlier approval of the annual plans and disbursement of funds are used to enhance project effectiveness, the mean was 2.29 with a standard deviation of 1.050. The question on system of regularly reviewing expenditures against approved budgets by donor, terms and Conditions of the sub agreement are adhered by all implementing sectors scored a mean of 2.28 and 2.39 , and a standard deviation of 1.047 and 1.423 respectively. The other statements capacity building for staff of a project improves effectiveness scored a mean of 1.68 and a standard deviation of .573.

4.5 Inferential Statistics

Inferential statistics are used whenever we wish to infer things about the population at large from information taken from a small sample of that population. Inferential statistics are important in social sciences research as we typically study a sample yet we wish to reach conclusions about the larger populations from which the sample drawn. Inferential statistics allow us to make generalization from the situation not studied. This study used correlation and regression analysis in the data analysis.

4.5.1 Correlation statistics

Correlation is a statistical technique that can show whether and how strongly pairs of variables are related . In this case, the statistical treatment of the study included the determination of the relationships between the independent and dependent variables. The correlation is the r value . The Pearson's correlation coefficients were used to determine the level of association. The level of association as measured by Pearson's co-efficient that falls between -1.0 and +1.0, which indicates the strength and direction of association between the two variables. The correlation helped to determine what level of confidence could be obtained. The closer to 1 that r is, the greater confidence you have which indicates a perfect positive relationship and a correlation coefficient of -1 indicates a perfect negative relationship where as the coefficient of 0 indicates no liner relationship (Field, 2006). If r is positive, it means that as one variable gets larger the other gets larger. If r is negative, it means that as one gets larger, the other gets smaller (often called an "inverse" correlation).

The strength of the correlation is using the guide that Evans (1996) suggests for the absolute value of r . The interpretation of strength of correlation coefficient is shown in the table below.

Table 4.13. Interpretations of strength of correlation coefficient

Value of Coefficient	Relation between variables
0.00 - 0.19	Very weak
0.20 - 0.39	Weak
0.40 - 0.59	Moderate
0.60 - 0.79	Strong
0.80 - 1.00	Very strong

Source: Evans, 1996

The significance of each correlation coefficient is also displayed in the correlation table. The significance level or p-value is the probability of obtaining results as extreme as the one observed. If the significance level is very small (less than 0.05) then the correlation is significant and the two variables are linearly related. If the significance level is relatively large (for instance, 0.50) then the correlation is not significant and the two variables are not linearly related.

Table 4.14: Correlation Matrix

		Managerial factors	Procurement factors	donor Factors	Training Factors	Implementation of world bank funded project
Managerial factors	Pearson Correlation	1	.746**	.630**	.766**	.795**
	Sig.(2-tailed)		.000	.000	.000	.000
	N	75	75	75	75	75
Procurement related factors	Pearson Correlation	.746**	1	.634**	.668**	.810**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	75	75	75	75	75
Factors related to donor	Pearson Correlation	.630**	.634**	1	.522**	.709**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	75	75	75	75	75
Training Factors	Pearson Correlation	.766**	.668**	.522**	1	.707**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	75	75	75	75	75
Implementation of world bank funded project	Pearson Correlation	.795**	.810**	.709**	.707**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	75	75	75	75	75

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher SPSS Result (2018)

From table 4.14 above, the correlation matrix display the Person correlations coefficient for each pair of variable for affecting project implementation. Managerial factors and procurement related factors ($r = 0.746$), Managerial factors and donor related factors ($r=0.630$), Managerial factors and training factors ($r = 0.766$), procurement related factors and donor related factors ($r = 0.634$), procurement related factors and training factors ($r=0.668$) which all Pearson correlation coefficient shows that strong positive relationship between them, and there is moderate relationship b/n donor related factors and training factors ($r = 0.522$). Here relationship is statistically significant ($P < 0.05$). The result of Pearson correlation also indicated that positive and significant relationship between SLMP implementation and managerial , procurement, donor and training factors ($r=0.795, 0.810, 0.709$ and 0.707 $n=75, p=.000$) as $P<0.05$ respectively, which implies the existence of strong positive and significant correlation between the variables, and they are free from Multicollinearity .

4.5.2 Regression analysis

The predictive power of the model is shown by R Square. R-Square is a measure of how well the model is able to predict the changes in the actual data. R-Square ranges between 0 and 1, with values over 0.5 indicating a good fit between the predictions and actual data (Gujarati, 2004).

4. 5. 2.1 Multicollinearity

Further to the reliability tests a multicollinearity test was done ensure that the accepted independent variables did not exhibit collinearity amongst themselves. A situation in which there is a high degree of association between independent variables is said to be a problem of multicollinearity which results into large standard errors of the coefficients associated with the affected variables. According to Mugenda and Mugenda (2012), multi-collinearity can occur in multiple regression models in which some of the independent variables are significantly correlated among themselves.

Accourding to Nejru, 2015 the tolerances are above 0.2. If a variable has collinearity tolerance below 0.2, it implies that 80% of its variance is shared with some other independent variables results presence of multicollinearity. The variance inflation factors (VIFs) are also below 5. The VIF is generally the inverse of the tolerance.

From table 4.15, the tolerances are all above 0.2 and the variance inflation factors (VIFs) are also all below 5. Hence, multicollinearity is not a cause for concern. Meaning, there is no multicollinearity between the independent variables.

Table 4.15 Collinearity Statistics

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Managerial factors (MF)	.293	3.410
Procurement related factors (PF)	.382	2.620
Factors related to donor (DF)	.542	1.844
Training Factors (TF)	.392	2.551

Source: Researcher SPSS Result (2018)

4.5.2.2 Normality Test: p-p plot and histogram methods

For one to fit a linear model to some given data, the dependent variable (Effective implementation of project) has to be normally distributed (Ghasemi & Zahedias 2012).

Parameter test assume that the variable in question is normally distribution, a histogram with normal distribution is symmetrical or roughly symmetrical: not skewed in any direction, in this case the population is normally distributed (not skewed). In other words, the same amount of data falls on both sides of the mean.

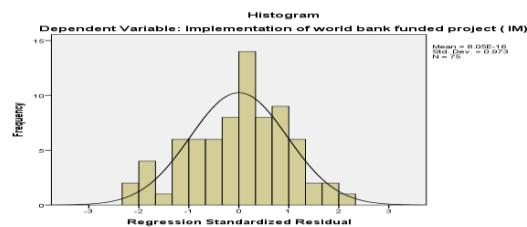


Fig 4.1 Histogram of effective implementation of world bank funded project

As we can see from the normal P-P plot below, the data point (plot) flows closed to the diagonal line, no scatter or no out layers is found, the data is normally distributed. The strength and direction of a relationship between variables on a scatter plot shows a strong uphill (positive) linear relationship.



Figure 4. 2 Normal p-p Plot of effective implementation of world bank funded project

Table 4:16 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880 ^a	.775	.762	.35058

a. Predictors: (Constant), Training Factors (TF), Factors related to donor (DF), Procurement related factors (PF), Managerial factors (MF)

Source: Researcher SPSS Result (2018)

The adjusted R^2 is the coefficient of determination. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable that is explained by all the four independent variables. The combined effect of all variables is given by adjusted R^2 of 0.762 implying that 76.2% of change in effective implementation of SLM project is attributable to all variables combined in other words how project implementation practices varied with managerial factors, procurement factors, donor related factors and training factors explained 76.2 percent variation of project implementation, this showed that using the four independent variables project implementation can only be predicted by 77.5% ($R^2 = 0.775$). The remaining 22.5% is by extraneous uncontrollable variables. This result also indicates that there may be other variables that could have been neglected by the current study in predicting effective implementation of the project. This therefore means that other factors not studied in this research contribute 22.5% of the project effective implementation. Therefore, further research should be conducted to investigate the other factors (22.5%) that affect effective implementation of SLMP in the Amhara region with specific focus on agriculture sectors.

The adjusted R square is slightly lower than the R square which implies that the regression model may be over fitted by including too many independent variables. Dropping one independent variable will reduce the R square to the value of the adjusted R square.

Table: 4.17 Analysis Of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	29.595	4	7.399	60.199	.000 ^b
	Residual	8.603	70	.123		
	Total	38.198	74			

a. Dependent Variable: Implementation of world bank funded project (IM)

b. Predictors: (Constant), Training Factors (TF), Factors related to donor (DF), Procurement related factors (PF), Managerial factors (MF)

Analysis of Variance (ANOVA) was used to determine whether a significant relation exists between variables (dependent and independent variables). Study findings in ANOVA Table 4.17 indicated that the above discussed variation was significant as evidence of F ratio of 60.2 with p value = 0.000 < 0.05 (level of significance). Thus, the model was fit to predict effective project implementation using managerial, procurement, donor and training factors.

The significance value (p-value) of F statistics is 0.000 which is less than 0.05 thus the model is statistically significant in predicting how managerial, procurement, donor and training factors affect the effective implementation of SLMP in Amhara region implementing sector.

A linear multiple regression was done to determine the relationship between project implementation and all the independent variables i.e. managerial factors, factors related to donor, procurement factors and training. Regression analysis aims at predicting a change in the dependent variable resulting from changes in the independent variables. Also, it is used to enable the researchers to explain the bivariate by assessing the relative contribution of each independent variable to the regression equation. The Regression Coefficients table below indicates the effect that the four key factors that were conducted had on project implementation.

Table: 4.18. Regression Coefficients (Coefficient of determination)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.093	.244		-4.489	.000
	Managerial factors (MF)	.483	.187	.271	2.585	.012
	Procurement related factors (PF)	.530	.130	.375	4.080	.000
	Factors related to donor (DF)	.231	.076	.234	3.033	.003
	Training Factors (TF)	.143	.101	.128	1.410	.163
a. Dependent Variable: Implementation of world bank funded project (IM)						

Source: Researcher SPSS Result (2018)

The researcher conducted a multiple regression analysis so as to determine the predicting power of explanatory variables to the dependent variable (i.e. project implementation). According to

the regression equation established in chapter three, taking all other independent variables at zero, a unit increase in managerial factors will lead to a 0.483 increase in project implementation effectiveness; a unit increase in procurement factors will lead to a 0.530 increase in project implementation effectiveness, a unit increase in donor related factors will lead to a 0.231 increase in project implementation effectiveness and a unit increase in training factors will lead to a 0.143 increase in project implementation effectiveness. This infers that procurement factors contribute more to the project implementation effectiveness followed by the managerial factors. At 5% level of significance and 95% level of confidence, managerial factors had a 0.012 level of significance; procurement factors showed a 0.000 level of significant, factors attributed to donor showed a 0.003 level of significant, training factors had a 0.163 level of significant, and hence, training factors are statistically insignificant as the p-values are greater than 0.05 ($p > 0.05$).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of this study was to determine the factors affecting the effective implementation of world bank funded project in Amhara region BOA: a case of sustainable land management project woredas. Accordingly, research questions were formulated in line with the research objectives, which the researcher set out to look for answers. With sample size of 78 respondents, selected using censuses, the researcher used close-ended structure questionnaires to gather information related to the study. The study findings were analyzed, presented and interpreted. Among the issues contained in this chapter summary of major findings of the research, conclusion and suggested recommendations on important issues that arose from the study and finally recommends areas for further research work.

5.2 Summary of the Findings

The purpose of this study was to analyze the factors affecting the effective implementation of donor funded projects in Amhara national region state a case of sustainable land management project. The study used descriptive type and quantitative research method while primary data was collected by use of questionnaires. Total number of target population was 78 employees while the actual respondents were 75 people (96% of the expected respondents). The target populations were from project coordinator, focal person, finance and procurement officers of the implementing sectors. Among the factors investigated included; managerial factors, procurement factors, factors related to donors and training factors. The key areas mentioned include managerial skills, wrong timing in funds disbursement, delay in approval of annual plans, delay of reports, lack of accountability in procurement and lack of timely auditing. Both the literature review and findings from primary data indicates that the following are the possible interventions that could be used to enhance the effectiveness of donor funded projects in ANRS: capacity building for staff of the donor agencies on planning, early approval of annual plans, immediate release of funds, timely auditing of implementing agencies to ensure accountability, timely presentation of purchase request, and timely financial reports from project officers. The study findings on gender brought to light the fact that, majority of the respondents 66 (88.0%) in sustainable land management project were male as compared to 9 (12%) female. The results also reveal that majority of the respondents were within the age category of 36 to 50 years as

accounted by 58.7% followed by respondents were between the ages of 26 to 35 years as accounted by 41.3% which is active and productive workers that could contribute significantly to project implementation even with the exclusion of 18-25 year age group and they were reliable to give sufficient information desired by the researcher. It was also affirmed that majority of the respondents were attained undergraduate level of education as accounted 96% of the respondents. However few of the staffs had Masters and above level of education as accounted by 4.0% of the respondents which are able to give reliable information. The findings indicate that majority of the respondents had been implementing World bank funded projects for at least 2 years, which was long enough for the employees to have experienced the challenges in the management of donor funded projects. The job level analysis of the respondents were focal persons and finance officers as accounted 50 (66.6%) of the respondents together. These were slightly followed by procurement officers who accounted for 24 (32%) of the respondents. The other positions were only made up of one respondent since they only had one project coordinator.

To make sure whether the study is reliable or not, Cronbach's alpha was calculated by application of SPSS version 20 for reliability analysis. Accordingly, the value of the Alpha coefficient for all dimensions was greater than 0.80 indicating the research is a high degree of data reliability.

Among the dimensions training factors had mean score of 2.27 and managerial factors summed up grand mean score of 2.28 whereas procurement and donor related factors has grand mean score of 2.34 and 2.37 respectively. Generally, according to respondents view the effective implementation of SLMP summed up grand mean of 2.12 and standard deviation of 0.72 which shows that majority of respondents either strongly agree or agree as there was good implementation of the project. The recorded means are slightly below 2.5 meaning that the respondents responses ranged from strongly agree to agreeing with the various statements. However, there are certain issues like proper utilization of procurement officers position need more attention. In addition, more attention should be given to project management problem, financial management system and controlling mechanism, and timing of financial reports for world bank funded project to improve managerial factors stated. Preparation of reports as donor requirements, commitment of staffs and timely auditing of implementing agencies need attention

to improve donor related factors. Training factors scored highest mean among the dimensions. This shows that training factor has a strong effect on project implementation.

The correlation analysis was undertaken to test the relationship between dependent and independent variables. The result of Pearson correlation indicates that positive and significant relationship between SLMP implementation and managerial , procurement, donor and training factors ($r=0.795, 0.810, 0.709$ and 0.707 $n=75, p=.000$) as $P<0.05$ respectively which implies the existence of strong positive and significant correlation between the variables. So, the stated variables are true factors of the dependent factors to do in the intended way.

Regression analysis was undertaken and the results showed that all the four predictors namely managerial, procurement, donor and training factors explained 77.5 percent variation of project implementation, this showed that using the four tested variables project implementation effectiveness can only be predicted by 77.5% ($R^2=0.775$). ANOVA analysis indicated that the variation was significant as evidence of F ratio of 60.199 with p value = 0.000 <0.05 (level of significance). Thus, the model was fit to predict project implementation effectiveness using managerial, procurement donor and training factors.

At 5% level of significance and 95% level of confidence, managerial factors had a 0.012 level of significance; procurement factors showed a 0.000 level of significant, factors attributed to donor showed a 0.003 level of significant, training factors had a 0.163 level of significant hence, procurement related factors are the most significant factor in this regard these three variable has predictive power. while training factors are statistically insignificant as the p-values are greater than 0.05 ($p > 0.05$). So , no influence for the dependent variable .

5.3 Conclusion

The purpose of this study was to analyze the determinant factors affecting effective implementation of world bank funded SLMP in implementing sectors of Amhara National Regional State. Findings of the study indicate various factors that affect effectiveness of World Bank funded projects. These factors include: managerial, procurement, donor related and training factors. Furthermore after all the necessary investigation done by the researcher, the majority of the respondents acknowledged that the projects' management systems ,procurement procedures, donor conditions and training are implemented well and are effectively for the wellness of the project, regardless of the minor issues contrasting the effectiveness of the project implementation, the researcher can tranquil lay it in one way that, the result of findings proved

that the project implementation in world bank funded SLM project are effective, and in order to get rid of those minor issues that opposes its effectiveness found in the study, proper utilization of procurement officers position, project management problem, financial management system and controlling mechanism, and timing of financial reports, commitment of staffs and timely auditing of implementing agencies need more attention to improve project implementation effectiveness.

The funds disbursement procedures for donor funds are stringent and are responsible for delay in receipt of funds by project. The main causes of delays of funds disbursement are mainly delay of annual plan approval and submission of physical and financial reports. Also, the procurement procedures for the donor are in most cases conflicting hence loss of valuable implementation time. There are regular supervisory visits by both the donor and regional officials to assess project implementation progress. This is critical in addressing challenges experienced by the PIUs since direction is instantly given during such visitations and potential drawbacks to successful project implementation are eliminated. Based on the finding, it's evident that Lack of accountability creates opportunities for corruption.

The study revealed that Pearson correlation statistics indicated managerial, procurement, donor related and training factors had strong and significant relationship with effective project implementation ($r=0.795, 0.810, 0.709$ and 0.707 $n=75$, $p=.000$) as $P<0.05$ respectively which implies the existence of positive and significant correlation between the variables. That the p value for each variable; was less than 0.05 , then managerial, procurement, donor related and training factors were found to be predictors of project implementation effectiveness. An increase in either managerial, procurement, donor related, training factors or all of them was associated with an increase in project implementation effectiveness. 60.199% of variation in project implementation is explained by the managerial, procurement, donor related and training factors therefore the effect of world bank funding on the effectiveness implementation of SLMP in Amhara region BoA is direct.

The study also revealed that managerial, procurement, donor related factors of implementing sectors had significant effect on SLMP effective implementation ($\beta_1, \beta_2, \beta_3= 0.483, 0.530, 0.348$; $p\text{-value} = 0.012, 0.000$ and 0.003) which is less than $\alpha = 0.05$). However, Training factors had insignificant relationship with dependent variable($p=0.163$) as $P > 0.05$.

5.4 Recommendations of the study

Based on the finding of this study, the researcher recommends the following actions to be undertaken in order to arrest the situation and to improve effectiveness on the use of world bank funded project. The four major factors investigated by this study including managerial factors, procurement related factors, factor attributed to donors and training have been established to impact effective implementation of SLMP.

SLMP operating in ANRS have evidently ensured high standards of project implementation in order to achieve their strategic objectives. The study recommends that implementing sectors are expected to have effective capacity of project management with managerial knowledge and skills, financial management and controlling mechanism to implement the project properly and to use the resource allocated efficiently for intended purposes. To fulfill donor requirements the organization must prepare reports as per acceptable standards and provide information in time .

The employment of various procurement aspects has had a substantial impact in the implementation of projects implemented by SLMP in ANRS. The organizations should have timely purchase request, skills by user department to accurately state the requirements and adequate controls should be put in place reducing opportunities for corruption. Consequently there is need for concerted efforts and resources to be employed to ensure that the procurement practices adopted by SLM result in a positive contribution to the project being implemented. It will also enable implementing agencies to provide excellent service to their customers in an effective and transparent manner.

Defining measures and standards of effective implementation and accountability of partner country systems in project financial management, procurement, donor policy and training assessments, in line with broadly accepted good practices and their quick and widespread application. Reforming and simplifying donor policies and procedures to encourage collaborative behavior and progressive alignment with partner countries' priorities, systems and procedures.

The financial information shall relate with the activities performed, that expenses report shall indicate the activities performed using those resources. Financial reports to be reconciled and linked with physical progress. Hence, establishment of financial management system linking the activities report with the activities performance. Donors should move away from the habit of withholding disbursement of funds in the current year whenever there are issues that need to be addressed before disbursing funds. Instead, the subsequent tranche of funds in the new financial

year may be withheld so as to minimize interruption with current year's activities and eliminate delays. This also gives the PIUs ample time to address all issues raised in regard to previously disbursed funds. Further, projects should be allowed to retain the unspent funds at the end of the financial year so as to continue with project implementation activities since these remain outstanding and must be accomplished after all. The frequency of auditing of implementing agencies by the donor need to be increased . This will ensure rectification of the errors that were found inherent in the projects' source document, ledger , financial reports and so as to know how the donor funds have been spent. The researcher also recommends finance management specialists of the donor should conduct onsite financial monitoring visits frequently to ascertain the progress of activity implementation. During onsite financial monitoring visits, a finance management specialist should ensure that audit findings and recommendations are shared with concerned parties and follow up done on implementation of the same. This will reduce chances of recurrence of previous audit issues. A follow up on implementation of audit findings and recommendation can also be done through phone calls and deliberations during periodic financial review meetings. Formal training enables employees deliver quality services, the study recommends that, donors and project regional specialists must provide frequent training in the areas of donor agreements, project management ,financial management, and specifically on project procurement procedures to key staff of the project it is important that staff are trained on the operations for timely project implementation. Such training is very important not only to orient financial and procurement officers of the project about projects' financial management and procurement procedure but also to build and improve the overall capacity of staff.

5.5 Areas for Further Research

There is need to carry out more studies on this issue to establish whether there are other factors that influence the effectiveness of world bank funded sustainable land management project in implementation as the study only considered four factors. To this end therefore a further study should be carried out to establish other factors that would affect the implementation of a project. As our country is not at the level of covering its full expenditure from domestic sources and dependent on foreign aid or the fund from different donor agencies to spend in different sectors, the study is better to be replicated in other projects of the region for comparison purposes, and within bureau of agriculture for projects funded by other organizations other than world Bank.

In addition, the researcher also recommends that similar studies should be conducted in other parts of the country to assess the factors affecting effective implementation of the world bank funded sustainable land management project and to compare the results of other parts of the country with Amhara region results and to get an accurate generalization of the effect of these factors on implementation of a project. This is specifically because Amhara national regional state have a different operating environment from that one in other parts of the nation. Moreover, the current study focused on responses from the staffs of world bank funded project and used close ended structured questionnaires as the main tool of data collection, future studies should focus on responses from the beneficiaries and should use multiple research tools and models to obtain better results.

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APPENDIX I -Questionnaires

Instrument I: structured Questionnaire prepared to the Sustainable land management project coordinator, focal persons ,accountants and procurement officers in the region and selected woredas.

Dear Respondents,

I am a postgraduate student in Bahir Dar university, College of Business and Economics ,Department of Accounting and finance.

I am conducting a research under the title Factors affecting the effective implementation of world bank funded project in Amhara National Regional State Bureau of Agriculture : The case of sustainable land management project woredas in partial fulfillment of the requirements of master of science in Accounting and Finance .

The aim of this structured questionnaire is, to examine the factors affecting the effective implementation of sustainable land management project in the region and selected project implemented woredas. The information you are going to provide would be very important and valuable for the success of the study .Therefore, you are kindly requested to be honest in responding to all the questionnaires that takes an average of two hours. Please be assured that your responses will be confidential and used only for academic research purposes. There is no need of writing your name in any page of the questionnaire.

Direction : for close -ended questions with alternative answers please give your response by tick mark (✓) of your choice in the boxes provided where appropriate .

PART I

General Information

1. Gender of the respondent ?

1. Male () 2. Female ()

2. Indicate your Age category

1. 18-25 () 2. 26-35 () 3. 36-50 () 4. Above 50 ()

3. Your level of education

- 1 . Diploma () 2. Bachelors () 3. Masters and Above ()

4. Your responsibility in the project

1. Project Manager ()
2. Focal Person ()
3. Financial management specialist(Finance office) ()
4. Procurement officer ()

5. How long have you been working on this project?

1. Less than 1 year ()
2. Between 1- 2 years ()
3. Between 2 - 4 years ()
4. Above 4 years ()

PART II

Please indicate the extent to which your level of agreement with the following statements relate to each of the listed managerial factors, procurement related factors, donor related conditions and training affects effective implementation of World Bank funded project in your organization by ranking the factors on a five point scale and putting a tick mark “√” where as appropriate. Using scale 1-5, where: 1 = Strongly Agree (SA), 2 = Agree (A), 3 = Neutral (N), 4 = Disagree (DA), 5 = Strongly Disagree(SD)

S/n	Managerial factors (MF)	SA	A	N	DA	SD
		1	2	3	4	5
6	The management system adopted in this project are effective.					
7	Project management problem affect the effective implementation of world bank funded project.					
8	The project implementation procedures and financial management systems are well coordinated					
9	The project has uses the financial management with sufficient planning ,organizing and controlling system.					

10	The finances are utilized fully for the purpose for which they are planned.					
11	The financial management system and controlling mechanisms employed by the project enable effective implementation of the world bank funds.					
12	Poor project planning has frequently resulted in problem of proper donor project implementation					
13	There is an approval system for all transactions by the authorized managers in SLMP implementation .					
14	There is financial management and reporting procedural manual for the project fund management system.					
15	The project financial management system has quality and timing financial reporting ,submitted to the concern stakeholders at all levels of the project implementation.					
16	The soft skills like: planning ,finance and monitoring and evaluation influence project manager effective implementation of projects.					
	Procurement related factors (PF)	SA	A	N	DA	SD
		1	2	3	4	5
17	The project used the procurement plan in making decisions on procurement.					
18	The project procurement system is transparent , based on open competition and efficient to enable timely utilization of project foreign finance resources.					
19	Lack of accountability in procurement creates opportunities for corruption.					
20	Officials involved in procurement make proper use of their position					
21	Failure to present procurement requirements in time by departments leading to corruption on procurement					
22	Lack of skills in user departments to accurately state					

	their requirements leading to corruption on procurement					
23	Procurement planning, Integration of procurement process & Corruption in procurement practice affected project implementation most significantly.					
	Factors related to donor (DF)	SA	A	N	DA	SD
		1	2	3	4	5
24	The funding availed by the donors have conditions on their applicability and no money can be spend outside the budget .					
25	Financial reports are sent with physical progress reports as per the donor requirements.					
26	Staffs are committed to ensure the projects is implemented as per the donor agreement.					
27	There is no timely auditing of implementing agencies to ensure accountability.					
28	Inability to use the budget within the budget period has resulted in the lapsing of the budget and cancelling of the project.					
29	There is a delay of fund disbursement from the donor prospective that unable to accomplish project work on time.					
30	The project monitoring and evaluation system carried out periodically affects effective implementation of the project.					
31	Lack of efficient project monitoring mechanism in the donor often leads to poor performance and as a result failure to use the foreign finance resource.					
32	The project takes appropriate measures in accordance with the report of the external audit findings immediately to improve project implementation effectiveness.					

	Training Factors (TF)	SA	A	N	DA	SD
		1	2	3	4	5
33	Employees have undergone any training related to the job they do in this project.					
34	The training are effective in equipping the employees at the project with the necessary to deliver on their jobs					
35	Staffs trained in procurement who participating in procurement planning in the project.					
36	The current levels of staff training improve the effective implementation of this project.					
37	Employees of the project financial management system are well trained and sufficiently skilled to manage the implementation process.					
	Implementation of world bank funded project (IM)	SA	A	N	DA	SD
		1	2	3	4	5
38	Timely auditing of implementing agency to ensure accountability is used to enhance Project effectiveness					
39	Timely physical and financial reports from project officers helps effective implementations of the project.					
40	Earlier approval of the annual plans and disbursement of funds are used to enhance project effectiveness .					
41	Terms and Conditions of the sub agreement are adhered by all implementing sectors help to effective implementation of the project.					
42	System of regularly reviewing expenditures against approved budgets by donor has improve effective implementation of the project.					
43	Capacity building for staff of a project improves effectiveness(effective implementation of the project)					

Thank You !

