Innovations

The Role of Non-Governmental Organization Project in Livelihood Diversification of Small Holder Farmer in Some Selected Districts of Iluababor Zone, Southwest Ethiopia

Tekalign Assefa
(MSc in Project Management)
Mattu University, Ethiopia

Abstract: *The successful implementation of project depends on various factors. The main objective of this study was to investigate the role of Farm Africa project and factor affecting its implementation process in some selected districts of Ilubabor zone southwest Ethiopia. Combinations of descriptive and explanatory research designs with both qualitative and quantitative research approaches were employed. Two stage sampling procedures with combination of purposive and simple random sampling procedures were used to select 309 sample household heads for the study. Household survey questionnaires, key informant interview, focus group discussion documentary analysis and field observation were used to collect the data. Multiple linear regression model was used to identify determinant factors of Farm Africa (FA) project implementation process. The appropriate software package that is used for data analysis was SPSS Version 23.* All of the questionnaires were filled and returned successfully with the response rate of 100%. *The finding of the study showed that the focus area of FA project were agriculture, natural resource conservation, livelihood diversification, and micro finance. As revealed by household survey the major contribution of FA project includes help for sustainable natural resource management, empowering women economically, improving quality of coffee, enable farmers to gain access to finance support, and farmers to get their produce to market. Insubstantial level of integration between indigenous and modern soil conservation practices were another finding of the study. The major phase of project at which household beneficiaries' were involved includes project planning, implementation and monitoring and evaluation. The result of multiple linear regression analysis showed as communication, training, donor requirement, stakeholder engagements and funds were significantly ($p<0.05$) affect FA project implementation. The R Square value showed that about 75.3% of the variations in the project implementation process were explained by the explanatory variables considered in the study. Therefore, based on the broad analysis and evaluation made in this study scholars, policy formulators, donors and the NGOs themselves are urged to make further studies on related areas.*

Keywords: Project implementation, determinant factors, Farm Africa, Multiple linear regressions.

1. Introduction

A nongovernmental organization (NGO) is a group that operates independently of a government, is usually nonprofit, and is sometimes called a civil society organization. NGOs are established at the community, national, and international levels to serve a social or political goal, such as a humanitarian purpose or environmental protection (Werker 2008). Although these terms are not necessarily interchangeable, an organization that resembles an NGO may also be referred to as a nonprofit organization, charity, nonprofit organization (NPO), civil society organization (CSO), civic sector organization (CSO), nonprofit organization (SBO), advocacy organization, volunteer organization, grassroots support organization (GSO), and nongovernmental actor (Werker 2008). Non-governmental organizations (NGOs) are defined as organizations that are not part of the government or private sector.

A World Bank document observed in 1995 that "since the mid-1970s, the NGO sector in both developed and developing countries has experienced exponential growth of NGOs. It is now estimated that over 15 percent of total development aid is channeled through NGOs" amounting to roughly about 8 billion US dollars. One important feature of the development of Africa is the rising prominence of Non-Governmental Organizations ((World Bank, 2006).). The activities of these organizations became noticeable as a new trend appearing from 1950 to 1960 and accelerated in the 1970s and 1980s as they began trying to fill gaps that government either cannot or do not wish to fill. .

Accordingly, the database of the *Federal Democratic Republic of Ethiopia Charities and Societies Agency* revealed that there were more than 4,000registered NGOs, of which 331 were directly engaged in alleviating poverty throughdevelopment projects in 2015. In Ethiopia, there are different forms of NGOs and the main types are "Local Organization" means a civil society organization formed under the laws of Ethiopia by Ethiopians, foreigners resident in Ethiopia or both (Ministry of Justice 2015) foreign organization means a non-governmental organization formed under the laws of foreign countries and registered to operate in Ethiopia. Charitable Organization means an organization established with the aim of working for the interest of general public or third party. Consortium means a grouping formed by two or more civil societies Organizations, and includes consortia of consortiums. For many decades in Ethiopia somewhat modern civil associations began to emerge in Ethiopia during the 1930s as a factor of urbanization and economic development (World Bank, 2006). The first organizations in Ethiopia which can be defined as NGOs were traditional self-help systems these self-help institutions, such as "Iddirs" and "Mahbers" (CRDA, 2006).

Stakeholder theory is highly significant in NGO environments, particularly in rural Ethiopia, because project outcomes are determined by interactions between multiple actors such as community people, government agencies, and donors (Freeman, 1984; Linda, 2019). This approach, I believe, serves as the framework for understanding the engagement of household beneficiaries and local stakeholders. Furthermore the Resource-Based View (RBV) paradigm explains how access to resources (financial, human, and technical) influences organizational capacities. This is especially important for NGOs in resource-constrained areas, where successful project execution is frequently dependent on obtaining appropriate financing, expertise, and infrastructural assistance (Wernerfelt, 1984; Bilen, 2019). I used this perspective to investigate how Farm Africa's access to resources affects project outcomes in the Ilubabor Zone.

NGOs engage in various areas such as relief and humanitarian aid, disaster risk management, conflict resolution, environmental protection, and poverty alleviation, among others (Matiwos 2021). Many NGOs endeavor to deliver basic services to people in need and organizing policy advocacy and public campaigns for change (Yasimin 2017). Farm Africa (FA) is an international non-governmental organization whose vision is of a prosperous rural Africa. FA aim is to reduce poverty permanently by unleashing African farmers' abilities to grow their incomes and manage their natural resources sustainably. Farm Africa start working in Ethiopia since 1988. Since 1988 up to 2019, farm Africa implemented 91 different projects in Ethiopia. FA promote grassroots access to information, support popular participation in governance and development, provide assistance for community organizing, strengthen the institutional capacity of grassroots organizations, and support and advance the empowerment of youth, women, children, and vulnerable groups in society (Masasabi 2013).

Examining project implementation is often considered one of the most important ways to improve the effectiveness of project implementation (Chan 2004). Project implementation is almost the most important goal for any project. While some authors consider time, cost, and quality as predominant criteria, others assume that implementation is something more complex (Chan, et al., 2004). The successful implementation of project depends on various factors. Project implementation of NGOs in Ethiopia is influenced by training provided to the staff, communication disseminated among the staff, Availability of resources specifically funding of finance, donors' requirement to implement the project, government requirements such as government policies and proclamations (Bilen 2019). However, it is certain that different stakeholders have an interest in the project being completed on time, within budget, and meeting quality expectations. According to study of (Linda 2019) stakeholder participation was found to be a strong determinant of project sustainability in NGOs in Kenya; followed by Cost Management, Not-For-Profit Mission and Political factors, respectively.

Project implementation processes are influenced by various factors, including late payments to contractors and clients, delays in fund disbursement by donors, and project approval by technical staff. In the study area, there is a lack of research on the contribution of NGOs and the factors influencing project implementation. Factors related to government requirements, donor interests, stakeholder engagement, funding, and communications have not been addressed. Previous studies have focused more on NGO employees than household beneficiaries, while this study emphasizes household beneficiaries. The study employs both descriptive and explanatory research designs to address the topic comprehensively.

Studies by Chan (2004), Linda (2019), and Bilen (2019), have largely addressed success factors in NGO projects related to education and health but have overlooked agricultural and environmental projects, particularly those focusing on rural households as beneficiaries rather than NGO employees. This study expands on existing research by addressing unexplored local factors influencing project implementation, such as government requirements, donor and stakeholder interests, and regional differences in resources and support.Most existing studies have been conducted in and around Addis Ababa, leaving a gap in research for the areas under study. Additionally, previous literature has focused on the success factors of local NGO projects with educational and health focuses. This study aims to identify specific local factors affecting project implementation and the role of Farm Africa NGOs in Ilubabor Zone, Southwestern Ethiopia. It seeks to fill knowledge, population, geographical, and methodological gaps by examining these factors and their impact on project implementation.
Thisstudy draws from frameworks in project management (Chan et al., 2004) on time, cost, and quality constraints, as well as on the complexity of implementation influenced by external factors.Stakeholder engagement, funding challenges, and policy constraints are particularly relevant for NGOs and align well with project management themes of resource allocation and external dependencies.

This study's unique approach of focusing on household beneficiaries offers new insights into community-level impacts and perceptions of NGO projects, specifically those by Farm Africa in Ethiopia.Reinforce that this study bridges methodological and geographic gaps by combining descriptive and explanatory research designs within a rural, often understudied area, thus contributing valuable context-specific findings to the project management literature.The general objective of the study is to examine the role of the Farm Africa project and the factors affecting its implementation process in selected districts of Ilubabor Zone, Southwest Ethiopia. This research is timely and necessary to understand the specific local factors influencing project implementation and to ensure the successful execution of NGO projects in the region.

Description of the study area

The study is carried out in Ale and Bacho districts, Ilu Aba Bor Zone, Oromia regional state, located in Southwest part of Ethiopia and about 600km from Addis Ababa. Ilubabor zone located at North $8^0 17' 47.4''$_ $8^0 31' 30''$N latitude and East $35^0 34' 58.9''$_$35^0 36' 0''$ E longitude and an altitude of 1605 meters.

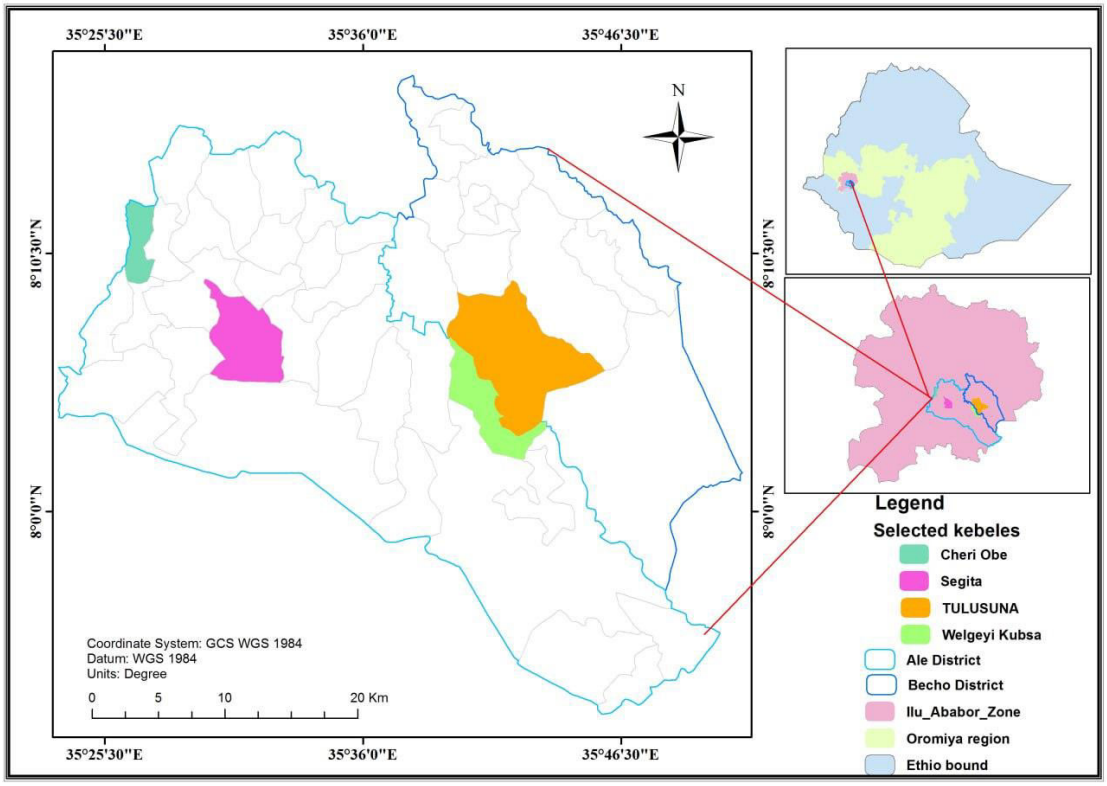

Figure 2 Map of the study area

Source: Owen, 2023

Research approach and Research design

Since the present study primarily intended to triangulate and complement data from various sources and methods, concurrent triangulation method was employed. In this study, a mixed research approach was employed. The foundation for the ultimate analysis of the research findings is a strong research design. Both descriptive and explanatory research designs were used in this study. Both primary and secondary sources of information were used in this investigation. The target population of the study comprised of employees of Farm Africa NGO and household beneficiaries of Ale and Bacho districts that located in Ilubabor zone Southwest Ethiopia.

Sampling techniques and sample size determination

A two-stage sampling procedure with a combination of purposive to select one sample NGO, seven NGO's employees, two districts(Ale and Bacho) and random sampling to select beneficiary household heads were employed. In the first stage of the sampling procedure, as mentioned earlier Ale and Bacho districts were

purposely selected because of Farm Africa NGO's is widely practiced and previous researchers research experience in the area. Then, 4 rural kebeles were purposively selected from two districts because the selected NGO project is implementing in those kebeles. In the second stage, using a list of beneficiary farmers available at each sample rural kebele, sample size was determined.

To determine the sample size from the total target population (from 1210), Taro Yamane (1973) formula with a 95% confidence level and 0.05% margin of error was used. From the target population, 309 samples were selected by using proportional simple random sampling technique.

$n=N/ (1+N*(e)^2$

Where:

Where n = sample size N = population size e = error (0.05) reliability level 95% or; e = level of precision always set the value of 0.05

n= 1368 (1+1368*(0.05)2

n=1368/ (1+1368*(0.0025)

n=1368/ (1+3.42)

n=1368/ (4.42)

n=309

Table 2 Proposed sample beneficiary respondents in each sampled rural kebele

Districts	**Rural kebeles**	**Number of Beneficiary households**	**Proposed sample households**
Bacho	Walgai Kubsa	280	63
	Tulu Suna	425	96
Ale	Sagi	456	103
	Chari Hobe	207	47
Total		**1368**	**309**

Source: Farm Africa I/Ababor zonal office (2023)

Method of data collections

The researcher was used structured questionnaire to assess the significance level among the project stakeholders regarding the determinants from both reviewed literature and unstructured interviews. To understand both the direct and indirect effects of the independent variables on the project implementation practices, primary data was collected from different segments of the study population. Based on the variables stated in the conceptual framework the researcher was developed a self-administrative questioner with a combination of

close ended and five-point Likert scale questions. The close-ended was a five-point Likert Scale, where 5 = Very high, 4 = High, 3 = Medium, 2 = Low, and 1 = Very low to measure factor affecting the implementation of Farm Africa project. The data was collected in the form of interview in a house to house basis by selected two enumerators. Training was given for enumerators on methods of data collection and how to approach the household heads. In addition to questionnaires, interview was conducted with experienced senior employers (seven), and beneficiary household leaders (5). The selection of key informant interview was through purposive sampling techniques. Accordingly twelve individuals were included for KII. Four FGD were performed with purposively selected Farm Africa project beneficiary farmers of a total of 28 participants. Each FGD constituted a total of seven individuals from each Kebeles separately. The purpose of FGD is to get information on the role of Farm Africa project, the level of stakeholder engagements and project implementation status in their area. Participants were composed of both men and women households. Various documents available at zonal, district and Kebeles level were reviewed and used to generate secondary data. Farm Africa project implementation status, monitoring mechanism and related activity was reviewed aiming to supplement the primary data.

Method of data analysis

The process of organizing, structuring, and interpreting a large body of acquired data is known as data analysis. In order to prepare the data for processing, it requires coding, editing, and cleaning. After receiving the completed forms, the data were revised for accuracy and their completeness. The study was employed both descriptive and inferential statistical methods. The Statistical Package for Social Science (SPSS, V23) was used as the primary instrument for data analysis and presentation in this work. Descriptive statistics, such as frequency distribution mean scores, were employed to analyze the data. In this study the researcher used both qualitative and quantitative research analysis. For the study's interview, FGD, observation and document review components, qualitative analyses were provided in addition to a quantitative presentation. Frequencies, means, standard deviations, and percentages were used from descriptive statistics.

Model Specification

A single dependent variable that is assumed to be a function of multiple independent variables was subject to a multiple regression model. This model's goal is to predict the dependent variable based on its covariance with all relevant independent variables (Saunders et al., 2009). When the predictor variables chosen are measured on a ratio, interval, or ordinal scale, multiple linear regression models are also appropriate since they can be used to demonstrate linear correlations between the predictor and criterion/dependent variables.

As a result, an important variable, the dependent or response variable (Y), is connected to one or more independent or predictor variables (X's). Building a regression model, also known as a prediction equation that links the dependent variable to one or more independent variables is the goal of a regression study. On the basis of the independent variables, the model can then be used to define, predict, and manipulate the variable of interest (Aeker et al., 2007). With the help of the One Way ANOVA, model summary (R2), Homoscedasticity, Linearity Test and multi-collinearity the fitness of the multiple linear regression models fit and data normality were evaluated.

$$PI = \beta 0\ PI = \beta 0 + \beta 1GT + \beta 2BR + \beta 3TR + \beta 4COMM + \beta 5FM + \beta 6SE + ei$$

Where,
PI = Project Implementation
β0 = constant or intercept
GT= Government requirement
BR=Benefactor requirement
TR= Training
COMM= Communication
FM = Fund Management
SE= Stakeholder engagement
Where β1, β2, β3, & β4 are coefficients and i.e. is an error factor

Variables measurement

The independent variables are stakeholder engagement, government interest, donor requirement, fund requirement, communication and training. Project implementation process is the dependent variable that the study measures with the independent variables.

Results and Discussions

Contribution of Farm Africa projects to the livelihood of smallholder farmers.

Both international and national NGOs play an important role in development throughout the developing country. They offer services national governments are unable to provide for their citizens (Esther 2013). Farm Africa works with smallholders to develop practical solutions that work locally and can be replicated elsewhere. Farm Africa helps farmers grow more, sell more, and sell for more. We pioneer techniques that boost harvests, sustain natural resources and help end Africa's need for aid. The Farm Africa NGO work with communities, the private sector and governments to make sure of finding the most effective

ways to fight poverty. The major contribution of Farm Africa in the study area was depicted on the table below.

Improve production and post-harvest handling practices to achieve consistency in the quality and supply of forest coffee. Diversify market linkages by linking cooperatives directly with national and international buyers through their unions. Protect and manage the existing forest, and reduce deforestation and associated greenhouse gas emissions. Increase the organizational and management capacity of cooperatives, helping them to establish their own facilities. Cooperatives will then be better placed to directly control coffee quality and negotiate a higher value with buyers and therefore increase coffee farmers' incomes. Improve documentation and disseminate lessons learnt.

As depicted on table 6 below 81.3% of respondents said as FA project enable them to gain access to finance and also help PFMCs gain access to finance to solve their working capital shortages. Lack of capital is one of the main challenges in the coffee sector. They have learnt from previous experience that without capital, producers are unable to transport, process, sort and test coffee to achieve the quality demanded by the market. A credit facility was established in a revolving fund system to be able to address many cooperatives fairly and equitably. The document analysis and FGD result also indicates as FA as establishment of revolving fund (> 5 Million ETB Birr) to link cooperatives with financial institution (Bank) so as to facilitate credit from different income generating activities (IGA's) Enhanced production of honey through provision of and promotion of modern & transitional beehives (In 2020 distributed 270 modern beehives to the local communities).

Table 6 Contribution of farm Africa project

Contribution of farm Africa project for small household	Responses%	
	Yes	No
Help for sustainable natural resource management	96.3	3.7
Empowering women economically	45	55
Aim to end extreme poverty	64	36
Improving quality of coffee	85	15
Enable farmers to gain access to finance	81.3	18.7
Fix climate change (climate-smart agriculture)	74.5	25.5
Livelihood diversification	78	22
Support farmers to get their produce to market	89	11

Source: Owen survey, 2023

Climate-smart agriculture (CSA) helps farmers to manage their resources in ways which protect ecosystems and reduce agriculture's contribution to climate change. FA through promoting new methods and technologies, the improving

smallholder livelihoods through climate-smart agricultural economic development project aimed to alleviate poverty and build resilient, sustainable livelihoods. CSA also aims to help farmers boost their profits, supporting business growth and the development of stronger value chains. By promoting diversification and the growth of cash crops such as haricot beans, this project encouraged agricultural intensification which is both profitable and environmentally friendly. As shown on the table below 75.4% of FA project contribution was aimed to fix climate change (climate-smart agriculture) to household beneficiaries.

As shown on the above table Farm Africa give due attention to the empowering women economically (45%). During key informant (KI) discussion women's contribution to the agricultural value chain is often very significant, but their control over productive assets and resources and their involvement in decision-making at household, community, and institutional levels remain very low. So the FA project is aimed to empower women economically by including the women household in the study area.

According to field survey result 96.3% agreed as the FA project contributed in help for sustainable natural resource management. In addition to result obtained from household beneficiary survey result analyses above the KII and FGD also realize that degraded forest land has been rehabilitated using the technique of enrichment planting. As Farm Africa (FA) project is introduction of various forest tree species including Cordia and Grevilia. This process has assisted in the protection of forests throughout the implementation area of the project, whilst playing an important role in its contribution to preserving biodiversity.

As portrayed on the table above **(**89%) of the survey household agreed that the FA project have a great role in support farmers to get their produce to market.The KI discussion also indicates as thequality of forest coffee produced has improved significantly; it has now reached the level of high-value market standard. For instance, 41 % of the total coffee supplied by Participatory Forest Management Cooperative (PFMCs) received Q grade (Specialty) and 1% of total coffee supplied by a non-project site received the Q grade. In 2022 PFMCs have marketed about over ETB 26,000,000 earned (Boost the income from coffee source and detail income from coffee and other source were done during terminal evaluation). Two PFMCs (Tulu Suna from Bacho and Sagi from Alle) have established their own coffee processing machine with the facilitation of Oromia coffee farmers union).

Introduction of grafted avocado and high yielding banana variety to the local community to improves dietary and livelihoods the FA is jointly working with Tepi research centre. They are conducting research on spices to boost productivity of spice at project implementation. According to KII the result of the finding will be disseminated to the whole community in 2023). Enhancement of

women's participation throughout the value chain has increased significantly (nearly doubled) from 15% to 29%

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Factor affecting Farm Africa (FA) project implementation process

Under inferential analysis linear regression model is the one and the basic. This model types require numerical types of data which the analysis and its output is in terms of number. Pearson's correlation and linear regressions are the main inferential statistical methods employed in this study to analyze the relationships between the dependent variable and the independent variables.

Correlation analysis

Correlationanalysis/testwascarriedouttoconsider the relationshipbetweenthe variables.Any correlationcoefficient(r) thatispositiveindicatesadirector positive relationshipbetweentwomeasuredvariables.Negativer indicates indirector inverse relationship. Under thissectiontherelationship/correlation/betweenprojectsimplementation anddonor requirement, government requirement, training, stakeholder engagement, funds, and communication is presented.

In each cell of the correlation matrix, Pearson's correlation coefficient is obtained, p-value for two-tailed test of significance, and the sample size. From the above table 9 it can be conclude that there is a positive correlation between communication, training, fund/resource, donor requirement government requirement, stakeholder engagement and project implementation process at 0.001 and 0.05 level of significance. According to the table 9 below there is a significant and moderate positive linear correlation between fund requirement related factors and project implementation process ($r=.589$, $p<0.05$). This implies that fund requirement have moderate and positive level of correlation with project implementation process. There is also a significant and a positive relationship between training related factors and project implementation process ($r=.618$, $p<0.05$). This implies that training have moderate and positive level of correlation with project implementation.

Table 9: The correlation between independent and dependent variables

Correlations								
		commu	trainin	fund	don	gov	stakeholder	pro_iplem
commu	Pearson Correlation	1	.143*	.596**	-.26**	-.101	.190**	.375**
	Sig. (2-tailed)		.012	.000	.000	.075	.001	.000
	N	309	309	309	309	309	309	309

training	Pearson Correlation	.143*	1	.279**	.131*	-.015	.200**	.618*
	Sig. (2-tailed)	.012		.000	.021	.788	.000	.000
	N	309	309	309	309	309	309	309
fund	Pearson Correlation	.596**	.279**	1	-.106	.061	-.141*	.589*
	Sig. (2-tailed)	.000	.000		.063	.288	.013	.000
	N	309	309	309	309	309	309	309
donor	Pearson Correlation	-.269**	.131*	-.106	1	.407**	-.211**	.155**
	Sig. (2-tailed)	.000	.021	.063		.000	.000	.006
	N	309	309	309	309	309	309	309
Gov't	Pearson Correlation	-.101	-.015	.061	.407**	1	-.244**	.102
	Sig. (2-tailed)	.075	.788	.288	.000		.000	.074
	N	309	309	309	309	309	309	309
stakeho	Pearson Correlation	.190**	.200**	-.141*	-.211**	-.244**	1	-.173**
	Sig. (2-tailed)	.001	.000	.013	.000	.000		.002
	N	309	309	309	309	309	309	309
pro_iplem	Pearson Correlation	.375**	.618*	.589*	.155**	.102	-.173**	1
	Sig. (2-tailed)	.000	.000	.000	.006	.074	.002	
	N	309	309	309	309	309	309	309
*. Correlation is significant at the 0.05 level (2-tailed).								
**. Correlation is significant at the 0.01 level (2-tailed).								

Source: Owen survey, 2023

Regression analysis

The regression model summary depicts the relationship between dependent and independent variables. As per the regression result, from all variables the highest beta (β=0.346), (β=0.124), (β=0.113) value specifies the most effect in determining the project implementation were fund related factors, donor requirement related factors and communication related factors respectively. The larger the standardized coefficient, the higher is the relative importance and contribution of the factor to the project implementation of Farm Africa NGO.

Hypothesis testing

Hypothesis testing is the method of testing whether claims or hypothesis is regarding a population is likely to be true. The goal of hypothesis testing is to determine the likelihood that a population parameter. Here there are two hypotheses: null (H0), and alternative (Ha). The significance (sig.) value expresses a value to accept or reject the (null) hypothesis. It is also called the p-value. The p-value is the probability that the correlation is one just by chance. Therefore the smaller the p-value, the better will be. The general rule is reject H_0 if $p<.05$ and accept Ho if $p \geq .05$ (Pallant, 2016).

Fund and project implementation process

Fund related factors have statistically significant effect on Farm Africa project implementation process. (Accept Ha if $p<0.05$) otherwise reject it. From table 12 above the significant value for fund related is 0.002 which is less than p value of 0.05.Therefore, Ha is accepted, which indicates that fund/resource related factors has a statistically significant effect on project implementation. Fund (B= 0.346, p= 0.002) has a significant ($p < 0.05$) and positive influence on FA project

implementation process. For every one-unit increment on fund related factors, the percentage of project implementation increases by 34.6 percent. This study is consistent to with these findings. This implies that, the result of the study was consistent with this empirical evidence cited under literature review section.

Stakeholder involvement and project implementation process

- Ha: Stakeholder engagement has a significant effect on Farm Africa project implementation process.

Stakeholder engagement related factors have statistically significant effect on Farm Africa project implementation process. (Accept Ha if $p<0.05$) otherwise reject it. From table 12 overhead the significant value for stakeholder engagement related is 0.007 which is less than p value of 0.05.Therefore, Ha is accepted, which indicates that stakeholder engagement related factors has a statistically significant effect on project implementation. For every one-unit increment on stakeholder engagement related factors, the percentage of project implementation decrease by 12.8 percent.

A stakeholder is someone who contributes to the project or is impacted by its outcome (Eric, 2003). Fostering and upholding stakeholder relationships, holding

them accountable for their promises, and making sure the project remains on track to satisfy their expectations. Project failures can be spectacular if

Model	Unstandardized Coefficients	Stand. Coefficie	t	Sig.	95.0% Confidence Interval for B	Collinearity Statistics

stakeholders are not identified, their needs are not understood, and their wants are not met.

The involvement of different stakeholders, including the local population is essential to the success of the project in order to ensure smooth collaboration between project staff and local communities. The result of multiple linear regression (MLR) model analysis above also showed that stakeholder engagement affect FA project implementation significantly at 0.05 significant levels. Stakeholder was negative and significant relationship at 5% level of significant (B= -0.128, p= 0.007). The stakeholder engagement also helps to clearly identify roles and responsibilities of stakeholders at different levels (Deribe 2016).

	B	Std. Error	Beta			Lower Bound	Upper Bound	Tole.	VIF
(Constant)	2.297	.351		6.545	.000	1.607	2.988		
Communica	.113	.041	.161	2.730	.037*	.032	.195	.542	1.844
Training	.027	.008	.170	3.516	.041*	.012	.042	.804	1.244
Fund	.346	.047	.450	7.422	.020*	.254	.438	.511	1.957
Don_requ	.124	.031	.205	4.047	.040*	.064	.185	.734	1.362
Gov_requ	-.014	.029	-.023	-.480	.632	-.072	.044	.797	1.255
Stakeholder	-.128	.047	-.136	-2.72	.007*	-.221	-.035	.750	1.333
Dependent Variable: project implementation *Significant at the 0.05									

Table 12 Regression analysis result

Source: Owen survey, 2023

Communication and Farm Africa project implementation process

Communication related factors have statistically significant effect on Farm Africa project implementation process. ((Accept Ha if p<0.05) otherwise reject it) otherwise accept it. From table 12 overhead the significant value for communication related is 0.037 which is less than p value of 0.05. Therefore, the above proposed hypothesis accepted and null hypothesis is rejected; which indicates that communication related factors has a statistically significant effect on project implementation process. The goals of effective communication include creating a common perception, changing behaviors and acquiring information (Meskelu, 2020). The MLR analysis indicates that communication was positive and significant relationship at 5% level of significant (B= 0.113, p= 0.037). For every one-unit increment on communication related factors, the percentage of project implementation increases by 11.3%. Communication is the process of sharing information, thoughts and feelings between people through speaking, writing or body language. Effective communication extends the concept to require that transmitted content is received and understood by someone in the way it was intended.

Donor requirement and project implementation process

Donor requirement related factors do not have statistically significant effect on Farm Africa project implementation process. Accept Ha if p<0.05 otherwise reject it. From table 12 overhead the significant value for donor requirement related is 0.040 which is less than p value of 0.05.Therefore, H0 is rejected, which indicates that donor requirement related factors has a statistically significant effect on

project implementation. Regarding to donor requirement, there is statistically positive significant with effect on project implementation process (B=.124, P=0.040). For every one-unit increment on donor requirement related factors, the percentage of project implementation increases by 12.4 percent.

Government requirement and project implementation process

Government related factors have statistically significant effect on Farm Africa project implementation process. (Accept Ha if p<0.05) otherwise reject it. From table 12 overhead the significant value for government required related is 0.632 which is greater than p value of 0.05.Therefore, H0 is accepted, which indicates that government requirement related factors has a statistically insignificant effect on project implementation process. The calculated t-value for the relationship between government requirement and project implementation was found to be -0.480 with an associated value of P-value 0.632. Since the p-value is greater than 0.05 at 5% level of significance, it was concluded that government requirement has negative and insignificant impact on project implementation. This finding is against the work of (Bilen 2019) that concluded as government requirement has a significant effect on the Project implementation of Local NGOs.

Training and project implementation process

Training related factors do have statistically significant effect on Farm Africa project implementation process. (Accept Ha if p<0.05) otherwise reject it. From table 12 above the significant value for training related is 0.001 which is less than p value of 0.05.Therefore, Ha is accepted, which indicates that training related factors has a statistically highly significant effect on project implementation. Training has a significant ($p < 0.005$) and positive influence on FA project implementation process. The MLR analysis indicates that training was positive and significant relationship at 5% level of significant (B= 0.27, p= 0.041). The finding was in lines with (Nuru, 2018) who conclude that success in project implementation is influenced by training of project teams. Using this model, it can be predicted that effective training by 1, the project implementation process improved by value (0.27), when all other predictors are held constant. The study by (Ermias 2002) indicated as the purpose of training is mainly to improve knowledge and skills, and to change attitudes or behavior affects project significantly.

Table 13: Summary of hypotheses testing

Hypotheses	Variables	p-value	Result
Ha	Communication related factors	0.037	Accepted
Ha	Training related factors	0.041	Accepted
Ha	Stakeholder engagement related factors	0.007	Accepted
Ha	Government requirement related factors	0.632	Rejected
Ha	Donor requirement related factors	0.040	Accepted
Ha	Fund requirement related factors	0.020	Accepted

Source: Owen survey, 2023

Based on model this linear regression can be explained by this equation:

Y= β0 **+ β1COMM+ β2TR + β3FR + β4DR + β5GR+ β6SE+ei**

Y= β0 + β1COMM + β2TR + β3DR + β4GR + β5FM + β6SE + e

Y= 2.297+ .113COMM + .027TR + .346FR + .126DR + -.014GR + -.128SE + e

Whereby Y =Project implementation

COMM= Communication, TR = Training, FR= Fund/Resource, GR= Donor Requirement, GR= Government Requirement and SE= Stakeholder Engagement

Holding other factors constant, a unit change in communication factors when holding the other factors constant would lead to a .113 improvement in project implementation process, a unit change in training factors when holding the other factors constant would lead to a .027 improvement in project implementation process; and so on.

In addition to above FA project implementation determinants the qualitative data obtained from KII and FGD also discovered as lengthy value chains resulting in middleman contributing nothing towards value addition but earning a higher income than growers, the project tried its best but yet it requires the commitment of the administration to manage this and improve the overall efficiency, fairness and transparency of value chains. The nearly household heads are trying to expand their acreage for new coffee seedling plantation at the expense of natural forests. This practice is eliminating key habitats for plants and animals and endangering the biodiversity coupled with minimizing the efforts of PFMCs and Farm Africa done so far.

Lack of integration among sectors is a major challenge to successful project implementation. This resulted in to a large amount of time, money and resources being wasted as the different parties involved in the project struggle to effectively collaborate. This could mean that vital elements of the project are missed or not executed properly or on time, which could result in delays and increased costs.

As well, communication issues between stakeholders can cause conflicts, leading to further delays and misplaced resources. All of this reduces the likelihood that the project will be completed successfully with any positive impact on its intended beneficiaries. Not all government sectors have equal understanding about natural resource conservation. Different sectors of the government have their own sector-specific priorities and understandings, which are often reflected in the policies and programs they develop while others are have different insight.

Conclusions and Recommendations

According to the survey result the major focus of Farm Africa projects in the study area were natural resource conservation, livelihood diversification, micro finance support, forest coffee value chain and climate smart agriculture. Education and health are very essential sector to the community but not under emphasis of Farm Africa project.

The household survey study result revealed that the major contribution of FA project includes sustainable natural resource management; empowering women economically, improving quality of coffee, enable farmers to gain access to finance support, and farmers to get their produce to market. Insubstantial integration between different stakeholder involvements was another finding of the study. Empowering women and the youth is not contributed much by FA project in the study area.

As per the regression result, from all variables the highest beta (β=0.346), (β=0.124), (β=0.113) value specifies the most effect in determining the project implementation were fund related factors, donor requirement related factors and communication related factors respectively.

As obtained from MLR model result 75.3% of the variations in the project implementation process were explained by the explanatory variables considered in the study. The regression analysis result accept the alternative hypothesis of the training, communication, fund, donor requirement and stakeholder engagement related factors and these variables have statistically significant effect on project implementation.

As shown under the conclusions the major focus of Farm Africa projects in the study area were not encompassed education and health activities. Meanwhile these are a very essential sector for the community development as a general and also very crucial for project related activities effective implementation. So, Farm Africa NGO has to give due consideration and incorporate education and health in to existing project activities for further achievement of the project process in the study area.

Lacks of integration among sectors were a major challenge to successful project implementation identified in the study area. This leads to poor quality coffee production, forest deforestation and degradation, and other environmental consequences. So, agricultural, forestry, financial and NGO sectors have to work

together through developing policies and programs for the successful project implementation in the study area.

Out of all these factors, the three top determinant factors are communication, fund and donor requirement. These three major factors are highly associated with project implementation in the Farm Africa NGO project. Fund was one of the major determinants of FA project implementation process identified. So the FA project has to delivery project activities in terms of budget utilization and restricts follow up for the effective utilization of fund. Delivering different capacity building activities and enhanced the technical and skill capacity of stakeholders at different level will help to overcome the problem.

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