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FACTORS AFFECTING FOR THE EFFECTIVE USE OF FOREIGN AID BY INTERNATIONAL NGOS

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ABSTRACT

This study focus on Factors affecting for the effective use of foreign aid by international NGOs in Somaliland Madijeh region Hargeisa. The target population of the study consisted of 30 respondents operating in Action-Aid and its different partners which are found in Somaliland Hargeisa. The questionnaire respondent was identified through University profiles and references. A questionnaire-based method was used to collect data to verify the questions. And analysis statistics were used with SPSS 20.0 version package and RII (relative important index), The result of this statistical analysis have been found a significant factor affecting for the effective use of foreign aid by international NGOs in Somaliland Madijeh region Hargeisa. The study also presents suggestion that There is need to carry out more studies on this issue to establish whether there are other factors that influence the effectiveness of donor funded projects in promoting development as the study only considered four factors.

KEYWORDS: Managerial Practices, Technical Practices, Factors Attributed Donor Behavior Performance, Planning, Project, Project Plan, Project Management, Time Overrun and Project Delay.

INTRODUCTION

At its most fundamental, project management is about people getting things done, '(Barnes

2012). Project management is the way of managing change. Everything from the Olympics to organizing a wedding can be considered a project. It describes the activities that meet specific objectives and can be used to introduce or improve new or existing products and services. Projects are separate to business-as-usual activities, requiring people to come together temporarily to focus on specific project objectives. As a result, effective teamwork is central to successful projects. Project management focuses on controlling the introduction of the desired change. A project is a temporary endeavor undertaken to create a unique product, service, or Result. The temporary nature of projects indicates a definite beginning and end (Horine, 2005). The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives was not or cannot be met, or when the need for the project no longer exists. Temporary does not necessarily mean short in duration. Temporary does not generally apply to the product, service, or result created by the project; most projects are undertaken to create a lasting outcome. For example, a project to build a national monument was create a result expected to last centuries. Projects can also have social, economic, and environmental impacts that far outlast the projects themselves (Mutula, 2003). Every project creates a unique product, service, or result. Although repetitive elements may be present in some project deliverables, this repetition does not change the fundamental uniqueness of the project work. For example, office buildings are constructed with the same or similar, Essentially, aid is the provision of direct or indirect finance for goods or services at costs that are less than would be charged in the normal 'open market' and provided by an external source. Donor Aid Effectiveness remains a top priority for the international development community. Strategies at the country level, donor agencies must improve their effectiveness to achieve concrete development outcomes and eliminate poverty. Easterly (2003) argued that in looking at the history of aid, one might wonder if Official Development Assistance (ODA) is truly meant to promote economic growth and reduce poverty. Mosley and Marion (2000) asserted that problems of economic governance and ineffective utilization of 1Though foreign aid has continued to play an important role in developing countries, especially sub-Saharan Africa, it is interesting to note that after half a century of channeling resources to the Third World, little development has taken place. In almost all of sub-Saharan Africa, 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. This scenario has prompted aid donor agencies and experts to revisit the earlier discussions on the effectiveness of foreign aid (Lancaster, 2007)).

Studies on extent and impacts of foreign aid on savings and growth in developing countries,

besides having made a good case for increased flow of foreign aid, raise questions on the utilization of these funds on their designated projects (White, 1992). Earlier, the aid-savings debate focused on the two-gap model developed by Chenery and Strout (1966) that set foreign aid as an engine of growth. Critics of this model have argued that foreign aid substitutes domestic resources through declined savings, reduced government tax revenue and increased government consumption. With the renewal of the debate, the question remains as to whether external assistance complements or substitutes available domestic resources. In Somaliland, the answer to this question is complicated by the fact that aid flow has not been consistent. Given Somaliland's high dependence on foreign aid, coupled with major aid freeze episodes, there is need to analyze the extent and impact of aid flows.

A key challenge facing the international community is how to ensure the effective delivery of foreign aid in poverty-reduction efforts around the world. Easterly (2003) argued "despite large amounts of foreign aid-and several countries that were able to utilize foreign assistance in their development and poverty-alleviation strategies, the effectiveness of foreign aid remains in doubt". Several surveys of the evidence conclude that aid has not led to increased growth and may have even worsened the economic performance of effective use of the foreign aid of the countries receiving it (Adedeji, 2001; Alesina and Weder, 2002; Round and Odedokun, 2003).

Since Foreign aid is more important in developing countries, promote their, economics and social capacities, security, political aims, in less developing countries there are so many projects those Running and Executing regions & most of them are make Future sustainability after completion , so there are some factors needed during the project rating and running the purpose of this study is to solve the challenges faced affecting the project performance , by which financing & implementing the international NGOs, Operating in Hargeisa Somaliland , therefore this study, sought to examine the Major factors affecting the effective use of donor aid by International Non-Governmental Organizations in Somaliland, with a focus on Action-Aid and Its Partners.

The purpose of this study is to examine the factors affecting effective use of donor aid by International Non-Governmental Organizations in Somaliland. The specific relationships between independent variables: (i) factors attributed to donor behavior, which include time frame, donor regulations and funding; (ii) managerial factors, which include human resources capacity; and (iii) technical factors, which include appropriate technology and availability of infrastructure and equipment.

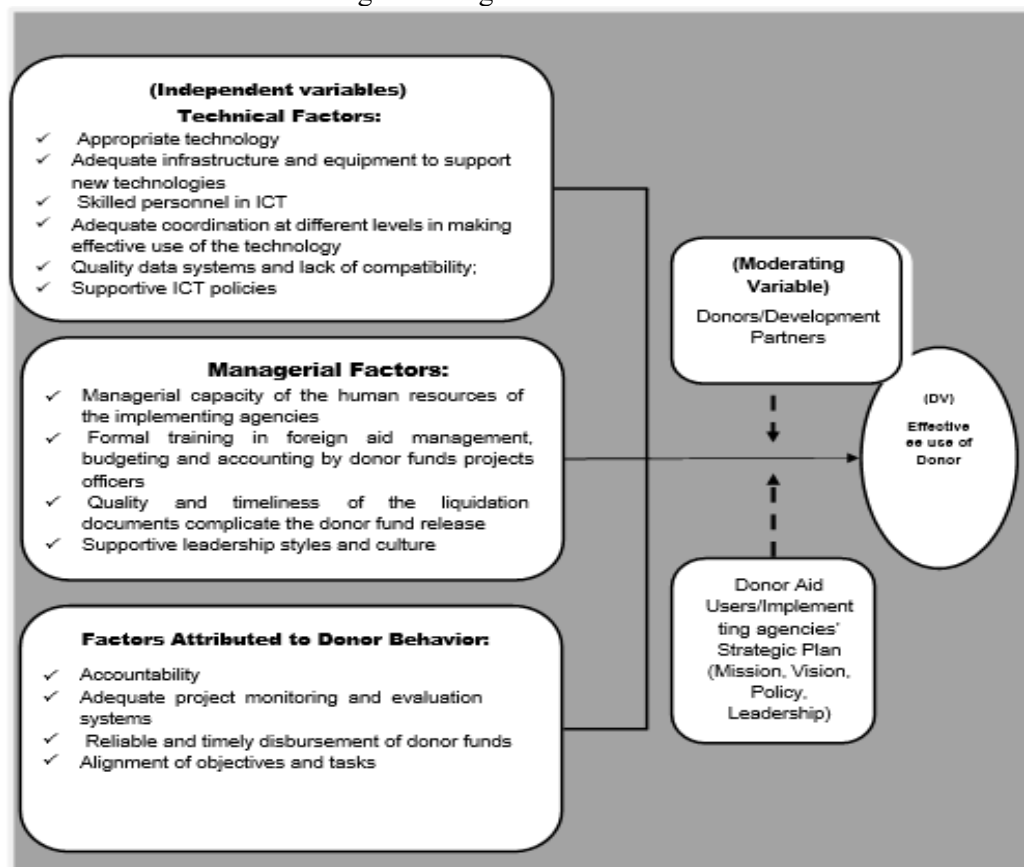
Missing link between the humanitarian services they offer to the communities and the needs of the communities in order of priority. On basis of the findings, they should be able to put in place appropriate corrective mechanisms that would enable them offer services in a more effective manner. In addition, the NGOs that would wish to offer humanitarian services to the communities were made entry into the area from an informed point, which was a great advantage.

The government policy makers, who include planners, were gained an understanding of the factors affecting effective use of donor aid, and was therefore undertake a policy review and formulate policies that address the findings of the research. This was enhancing the chances of meeting the sustainable development goals (SDGs).

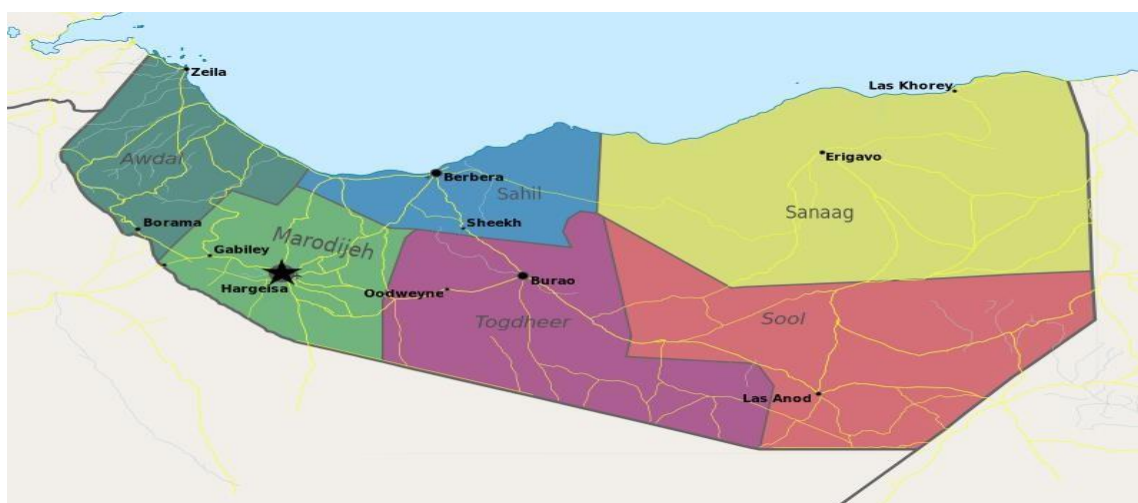
The project managers were gained an understanding of the factors affecting effective use of donor aid and use the research findings to improve on their own performance in managing donor funded projects. The donor communities were understood their role in the donor funds management and projects successes.

This study was made a significant contribution to the growing body of research on effective use of donor aid. The findings may also be used as a source of reference by other researcher.

In addition, academic researchers may need the study findings to stimulate further research in this area and as such form a basis of good background for further researches.



SOMALILAND MAP



SOMALILAND

An official unrecognized but functioning country.

Somaliland was an ancient territory of Somalia located in the horn of Africa. Its self-declared independence in 1991 from Somalia and its constitution of 30 April 2000 (partly based on sharia law) was not recognized by the international community. It is bordered by Ethiopia to the west and south, Djibouti to the northwest, Puntland to the east, and faces Yemen on the other side of the Gulf of Aden. The capital and main city is Hargeisa.

Population (ranking: 126^e)	4,979,218 inhabitants (2018)
Population growth	3.14 % / year
Area	176,119 km²
Density	28.27 inhabitants / km²
GDP (ranking: 194^e)	2.573 billions \$USD (2017)
GDP/capita (ranking)	675 \$USD (2017)
GDP growth	-10.00 % / year (2017)
Life expectancy (ranking)	50.40 years (2014)
Birth rate	unknown

Fertility rate	5.40 children / woman (2011)
Death rate (ranking)	1.32 ‰ (2010)
Infant mortality rate (ranking)	76.00 ‰ (2014)
Literacy rate	48.00 % (2014)
Official languages	Somali (Arabic and English are often used)
Currency	Somaliland shilling (SLSH)
HDI	unknown
EPI (ranking)	unknown
Government	Presidential constitutional republic
Head of State	President Abdirahman Mohamed Abdullahi(Cirro)

Research Methodology

This research was made in Somaliland, to study aimed to investigate the challenges faced by international NGOs in project performance and operations. The diverse methods, actions and procedures the researcher was adopt in undertaking the study in an effort to address the research questions identified and presented in the introductory chapter was presented in this chapter which was organized in the following structure: research design, population, data collection methods, , research procedures, data analysis methods.

Table 3.2 Target Population

Distribution Categories	Population
international Organization; Named (Action-aid)	15
Somaliland Health association (Soha)	7
Somaliland Women development Association (Sawda)	8
Total of respondents	30

3.2.1 Target Population Procedure and Techniques

Stratified, was used to select the staff of an Action-Aid who participated in the study. Each department was a stratum represented by the Head of department. The population was stratified into three comprising of offices. As the Cooper and Schindler (2003) explain the advantage of this technique stratum, as increasing the statistical efficiency and provide the data for various sub – population’s analysis. Stratified, technique ensures the selection of study respondents with suitable information to deal with the research paper questions.

Target population was 30 respondents was deemed as an adequate size relative to the goals of the study. No sample calculation because this number can be managed the target population comprised of three line-ministers (1). **Action-aid** 15 respondents, (2). Somaliland Healthy association (**Soha** : 8 respondents) (3). Somaliland Women Development association (**sowda**: 7 respondents).

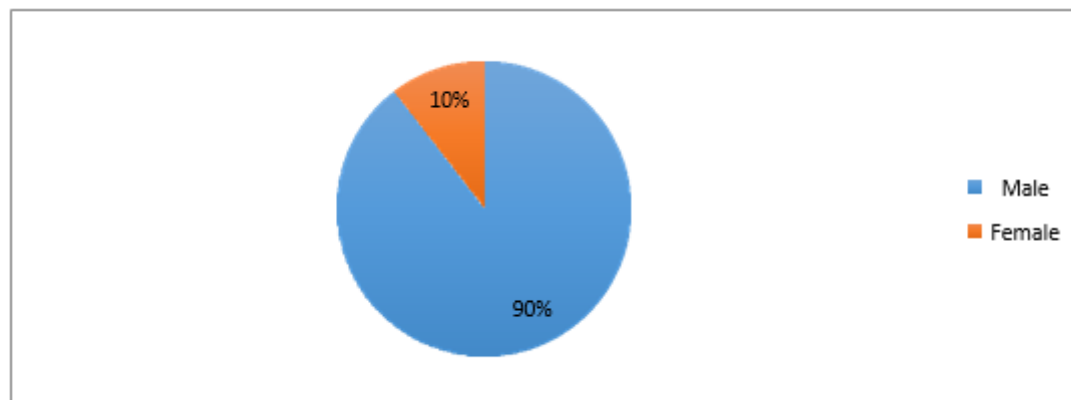
Table 3.2: Population Distribution

Distribution Categories	Total Population	Percentage
International Organization: Named, Action-aid	15	50%
Somaliland Health Association (Soha)	8	23%
Somaliland women development association (Sowda)	7	27%
Total number of the respondents and its percentage	30	100%

DATA ANALYSIS

4.1.1 GENDER PROFILE

Respondents were asked to indicate their gender profile and the finding of this study shown the below figure 1



As the above figure was presented, Participation of both male and female respondents in this study & ensured that the different views across gender was represented. The researcher included or added this paper, the gender of the respondents' analysis in order to establish the magnitude to which each of the sexes affect the effectiveness of NGOs funded projects implementation and performance in Somaliland. The finding of this study shown that the majority of the respondents were dominated by male as (80%), indicating that more males are involved in the projects as compared to females (10%). This illustrate that gender imbalance, exist in projects implementation and performance in Somaliland. Thus, the findings of this study suggest that female recruitments must be encourage by means of balancing gender equity in construction projects.

4.1.1 RESPONDENTS AGE CATEGORY

Respondents were asked to indicate age category and their response were present as below chart shows

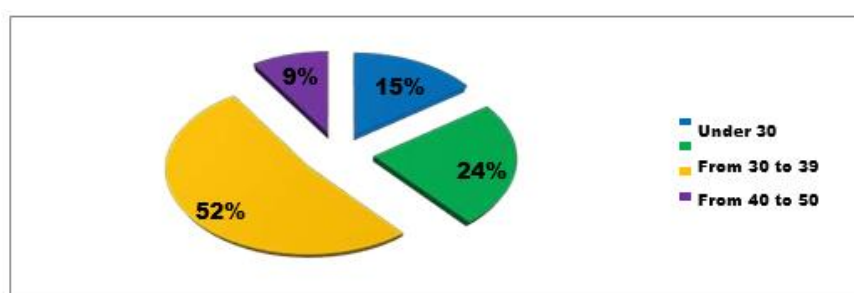
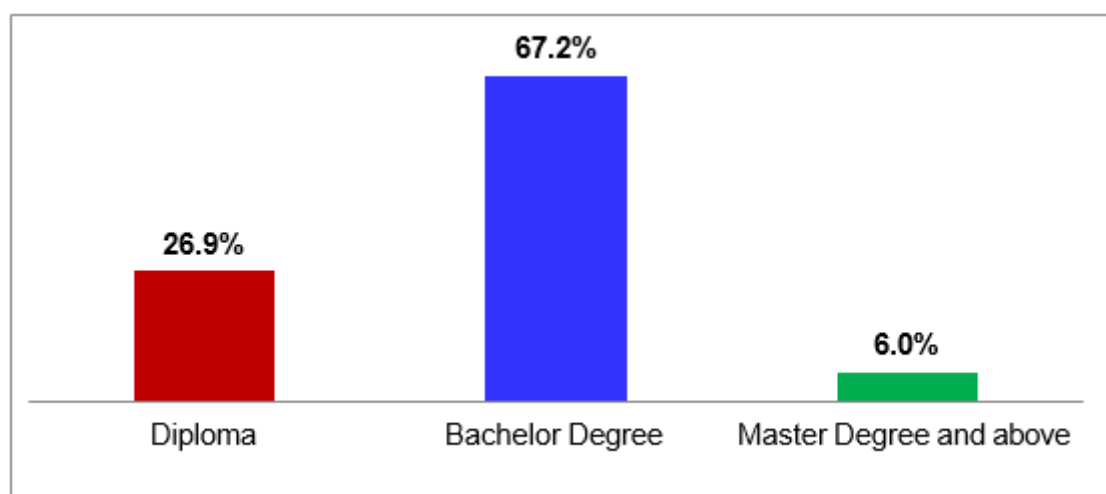


FIGURE 1 AGE CATEGORY.

As the above charts has shown, the respondents' were asked to indicate their age category in accordance with one of the four categories as shown in the above chart, the data obtained from the questionnaire reveals that 52 %, representing between 40 to 50 years of age, formed the majority respondents, each between 30-39 years of age representing 24 % and 8% respondents each between below 30 years of age representing 15% respectively. The findings of this study has shown that majority of the respondents were more experienced age categories and can bring hope to change the future projects in the study area and as well as the country if the NGOs give mire focus to improve their skill

4.1.1. RESPONDENTS LEVEL OF EDUCATION

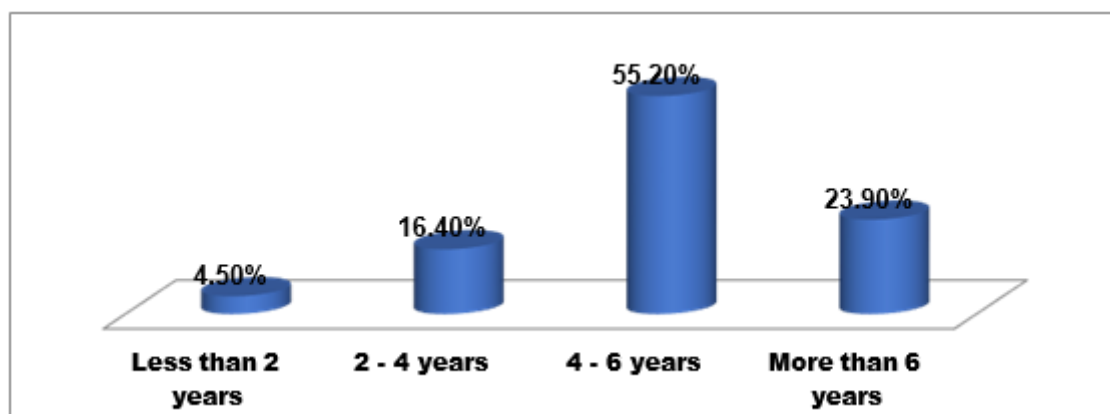
Respondents were asked to indicate their level of education as the result of the finding of this study shows the below chart.



Among of them, respondent who has master degree and above were only amount to 6 %, meanwhile respondent with the first degree took 67.1%made the biggest percentage and the diploma holder with amounts 26.9%of in total respondent. This has shown that the number of the respondents mostly were the bachelor degree holders, while the second were the diploma and finally the master level very Small in the paper of data participation.

4.1.2 RESPONDENTS EXPERIENCE

Respondents were asked to indicate level of experience and their response were present as below chart has shown



About experience of respondent. The percent of enterprises that has the age less than 6 years is near 76.7 %. On the contrary, the business over 6 years only made for 23.9 %. Above information shown that the research participant were very advance in work, because we can guess the percentage of the respondents, were very high, this means this research paper is very valid and reliable or can referred whenever is needed.

4.1 RANKING OF FACTORS

Significance of major contributing factors contributing for inefficient utilization of donor's fund was identified in the survey. Respondents were asked to rank the factors with 5-likert scale for factors inefficiency in fund utilization. The responses were collected with the help of structured questioner of 50 factors extracted from literatures classified into four categories. Data were analyzed by using RII; the factors were ranked by categories of technical factors, managerial factors, Factors attributed to donor behavior External factors

The respondents were asked to indicate the extent to which they agreed/disagreed that each of the listed technical factors negatively affect effective use of donor aid in their organization by ranking the factors on a five-point scale. The responses are summarized and presented in Table 2 (where: SD = Strongly Disagree; D = Disagree; SHA: Somehow Agree; A = Agree; SA = Strongly Agree). Participants were also asked to add in the space provided for each factor group. The importance and ranking of delay causes resulted by the research methodology of questionnaire survey and evaluated by statistical formula for each factor group are shown low.

4.1.1 TECHNICAL FACTORS

This section has shown the Extent to which technical factors affect effective use of donor aid by International Non-governmental organizations in Somaliland. Findings of the study as was presented in Table 4. indicate that : (I) Lack of appropriate technology (RII=0.88), (ii) Lack of coordination at different levels in making effective use of the technology (RII=0.88), (iii),: Lack of accountability: full transparency regarding the purpose, content, responsibility and performance of the development agency (RII=0.87), (iv) Inadequate infrastructure and equipment to support new technologies (RII=0.84), (v) Poor data systems and lack of compatibility (RII=0.83), were the major technical factors affect effective use of donor aid by International Non-governmental organizations in Somaliland.

TABLE 4.1 RANKING OF FACTORS RELATED TO TECHNICAL FACTORS.					
	Factors	Total Weight ΣW	Highest Weight (A)	Total No. of Resp (N)	RII = $\Sigma W / (A * N)$
1	Lack of appropriate technology	132	5	30	0.88
2	Lack of coordination at different levels in making effective use of the technology	132	5	30	0.88
3	Lack of accountability: full transparency regarding the purpose, content, responsibility and performance of the development agency	131	5	30	0.87
4	Inadequate infrastructure and equipment to support new technologies	126	5	30	0.84
5	Poor data systems and lack of compatibility	125	5	30	0.83
6	Broken natural feedback loop in foreign aid, inserting an explicit evaluation function in foreign aid programs	123	5	30	0.84
7	Poor ICT policies	123	5	30	0.82
8	Shortage of skilled personnel in ICT	115	5	30	0.77

The findings also indicate that the highest ranked technical factor was the factor: “Lack of appropriate technology”, while the least ranked factors were: “Shortage of skilled personnel in ICT”, and “Poor ICT policies”.

4.1.1 FACTORS ATTRIBUTED TO DONOR BEHAVIOUR

The respondents were asked to indicate the extent to which they agreed/disagreed that each of the listed factors attributed to donor behavior negatively affect effective use of donor aid in their organization by ranking the factors on a five-point scale. The responses are summarized and presented in Table 4.2 (where: SD = Strongly Disagree; D = Disagree; SHA: Somehow

Agree; A = Agree; SA = Strongly Agree). Findings of the study in Table 3 indicate the following:

TABLE 4.1 RANKING OF FACTORS RELATED TO FACTORS ATTRIBUTED TO DONOR BEHAVIOUR.					
	Factors	Total Weight ΣW	Highest Weight (A)	Total No. of Resp (N)	RII = $\Sigma W / (A * N)$
1	Lack of/or inadequate technical and managerial knowledge and skills of implementers	136	5	30	0.91
2	Lack of formal training in foreign aid management, budgeting and accounting by donor funds projects officers	133	5	30	0.89
3	Poor monitoring and evaluation systems	131	5	30	0.88
4	Funds pass through several layers of government bureaucracy down to service facilities, which are charged with the responsibility of spending the funds.	132	5	30	0.88
5	A lack of predictability in timing and disbursement (Wrong timing in funds disbursement)	131	5	30	0.87
6	Resources earmarked for particular uses do not flow within legally defined institutional frameworks.	131	5	30	0.87
7	Managerial capacity of the human resources of the implementing agencies	131	5	30	0.87
8	Information on actual public spending at the frontline level or by program is seldom available	131	5	30	0.87

1. Lack of/or inadequate technical and managerial knowledge and skills of implementers: (RII=0.91),
2. Lack of formal training in foreign aid management, budgeting and accounting by donor funds projects officers (RII=0.89),
3. Poor monitoring and evaluation systems: (RII=0.88),
4. Funds pass through several layers of government bureaucracy down to service facilities, which are charged with the responsibility of spending the funds: (RII=0.88),
5. A lack of predictability in timing and disbursement (Wrong timing in funds disbursement) (RII=0.87),
6. Resources earmarked for particular uses do not flow within legally defined institutional

frameworks: (RII=0.87),

Findings in Table 4.2 shows that the highest ranked factor attributed to donor behavior that affect effective use of donor aid by International Non-Governmental Organizations in Somaliland was “Lack of/or inadequate technical and managerial knowledge and skills of implementers”, while the least ranked factor was “Information on actual public spending at the frontline level or by program is seldom available”.

4.1.1 MANAGERIAL FACTORS

The respondents were asked to indicate the extent to which they agreed/disagreed that each of the listed factors attributed to donor behavior negatively affect effective use of donor aid in their organization by ranking the factors on a five-point scale. The responses are summarized and presented in Table 5 (where: SD = Strongly Disagree; D = Disagree; SHA: Somehow Agree; A = Agree; SA = Strongly Agree). Table 4.4 shows the results for consultant responsibility from the perspective of the client, consultant and contractor.

TABLE 4.3 RANKING OF FACTORS RELATED TO MANAGERIAL FACTORS				
Factors	Total Weight ΣW	Highest Weight (A)	Total No. of Responses (N)	RII = $\frac{\Sigma W}{A * N}$
Slow Decision making	134	5	30	0.89
Poor quality and timeliness of the liquidation documents complicate the donor fund release	133	5	30	0.89
Unrealistic contract duration and imposed requirement	132	5	30	0.88
Poor coordination and communication	132	5	30	0.88
Inadequate understanding of the donor expenditure protocols resulting in ineligible expenditures, which lead to rejection for further funding by the donor	131	5	30	0.87
Inefficient planning and scheduling	130	5	30	0.86
Inadequate material	130	5	30	0.86
Shortage of construction Equipment	129	5	30	0.86
Low level of operator's skill	129	5	30	0.86
Low productivity and efficiency of equipment	129	5	30	0.86
Equipment breakdown	128	5	30	0.85
Quality of materials	127	5	30	0.85
Delay to effect progress payment	126	5	30	0.84
Slow response and inspection	125	5	30	0.83
Late procurement of materials	125	5	30	0.84
Shortage of equipment parts	125	5	30	0.83
Delay in material delivery	124	5	30	0.82

Rise in material price	123	5	30	0.81
Poor leadership styles, culture, and bureaucracy	122	5	30	0.80

The results of the questionnaire survey showed that, the most important and highly ranked management related factors delay causes in the foreign Aid of projects, are Poor coordination were

- i. Slow Decision making (RII=0.89),
- ii. Poor quality and timeliness of the liquidation documents complicate the donor fund
- ii. Release (RII=0.89),
- i. Unrealistic contract duration and imposed requirement (RII=0.88),
- ii. Poor coordination and communication (RII=0.87),
- iii. Inadequate understanding of the donor expenditure protocols resulting in ineligible expenditures, which lead to rejection for further funding by the donor (RII=0.86), (RII=0.86),
- iv. Inefficient planning and scheduling

The factors in the foregoing were ranked according to the RII scores recorded. The findings has shown that “Slow Decision making by managers” was the highest ranked managerial factor affecting effective use of donor aid by International Non-Governmental Organizations in Somali land, while “Poor leadership styles, culture, and bureaucracy” was the least ranked factor.

4.1.1 EXTERNAL FACTORS

Table 4.4 shows the result for factors listed in category “other factors”. From table 8, Delay in providing services from utilities (water, electricity, etc) is listed as the first rank by client RII=0.93 is agreed by consultants with

TABLE 4.4. RANKING OF FACTORS RELATED TO EXTERNAL				
Factors	Total Weight ΣW	Highest Weight (A)	Total No. of Resp (N)	RII = $\Sigma W / (A * N)$
Delay in providing services utilities (water, electricity, etc)	139	5	30	0.93
Shortage of labor	137	5	30	0.91
Low labor productivity	137	5	30	0.91
Labor injuries	137	5	30	0.91
Rise in price of material	135	5	30	0.90
Delay in obtaining permit	135	5	30	0.90
Weather condition	135	5	30	0.90
Government policies	135	5	30	0.90
Regulatory changes	133	5	30	0.89

Personal conflict among laborers	132	5	30	0.88
Non attendance	132	5	30	0.88
Unforeseen site condition	131	5	30	0.87
Labor strikes	129	5	30	0.86
Natural disasters	126	5	30	0.84

As shown on Table 4.4 above, the most important and highly ranked external factor, has caused the Delay/failure of the projects in providing services from utilities (water, electricity, etc) (RII=0.93),

Shortage of labor (RII=0.91), Low labor productivity (RII=0.91), Labor injuries (RII=0.89), Rise in price of material (RII=0.90),

4.1.1 OVERALL RANKING

Based on the overall data, the combined perception of all the respondents on all the 25 factors causing construction time overrun was analyzed and ranked as shown in Table

TABLE 4.5- IMPORTANCE INDEX FOR MOST IMPORTANT FACTORS FROM OVERALL RESULTS						
	Factors	Total Weight ΣW	Highest Weight (A)	Total No. of Resp (N)	RII = $\Sigma W / (A * N)$	
1	Delay in providing services from utilities (water, electricity, etc)	139	5	30	0.93	external
2	Lack of/or inadequate technical and managerial knowledge and skills of implementers	136	5	30	0.91	Technical factors
3	Lack of/or inadequate technical and managerial knowledge and skills of implementers	136	5	30	0.91	donor behavior
4	Shortage of labor	137	5	30	0.91	external
5	Low labor productivity	137	5	30	0.91	external
6	Labor injuries	137	5	30	0.91	external
7	Rise in price of material	135	5	30	0.9	external
8	Delay in obtaining permit	135	5	30	0.9	external
9	Weather condition	135	5	30	0.9	external

10	Government policies	135	5	30	0.9	external
11	Lack of formal training in foreign aid management, budgeting and accounting by donor funds projects officers	133	5	30	0.89	Technical factors
12	Slow Decision making	134	5	30	0.89	Managerial Factors
13	Poor quality and timeliness of the liquidation documents complicate the donor fund release	133	5	30	0.89	Managerial Factors
14	Lack of formal training in foreign aid management, budgeting and accounting by donor funds projects officers	133	5	30	0.89	to factors attributed to donor behaviour
15	Regulatory changes	133	5	30	0.89	external
16	Poor monitoring and evaluation systems	131	5	30	0.88	Technical factors
17	Funds pass through several layers of government bureaucracy down to service facilities, which are charged With the responsibility of spending the funds.	132	5	30	0.88	Technical factors
18	Unrealistic contract duration and imposed requirement	132	5	30	0.88	Managerial Factors
19	Poor coordination and communication	132	5	30	0.88	Managerial Factors
20	Poor monitoring and evaluation systems	131	5	30	0.88	donor behaviour
21	Funds pass through several layers of government bureaucracy down to service facilities, which are charged with the responsibility of spending the Funds.	132	5	30	0.88	donor behaviour
22	Personal conflict among laborers	132	5	30	0.88	external
23	Non attendance	132	5	30	0.88	external
24	A lack of predictability in timing and disbursement (Wrong timing in funds disbursement)	131	5	30	0.87	Technical factors
25	Resources earmarked for particular uses do not flow within legally defined institutional frameworks.	131	5	30	0.87	Technical factors

SUMMARY OF THE OVERALL FACTORS

In figure 4.5. Above, as ranked by the respondent, 25 most important factors that hinders efficient implementation of the foreign Aid projects By the International NGOs in Somaliland

was summarized and presented. This above figure widely had shown us that these twenty-five factors were the most rational factors which could bring the better understanding of how know-how the project effectiveness & efficient, during the executing stage, including resource mobilization and its periodization, duet its importance. The factors were mostly repeated were, external, managerial and technical & donors' behaviors, factors in this case, we can see that the managerial factors were the important of the project effectiveness and efficiencies, during the project implementation, by international NGOs.

The highest ranked factors that, were the project managers & agreed managerial skills it is the most important during the project execution the things must survive the project including Delay in providing services from utilities (water, electricity, etc), these are a very basic things and most of the respondents were agreed that this factor can highly impact the project dimensions effective use of foreign Aid.

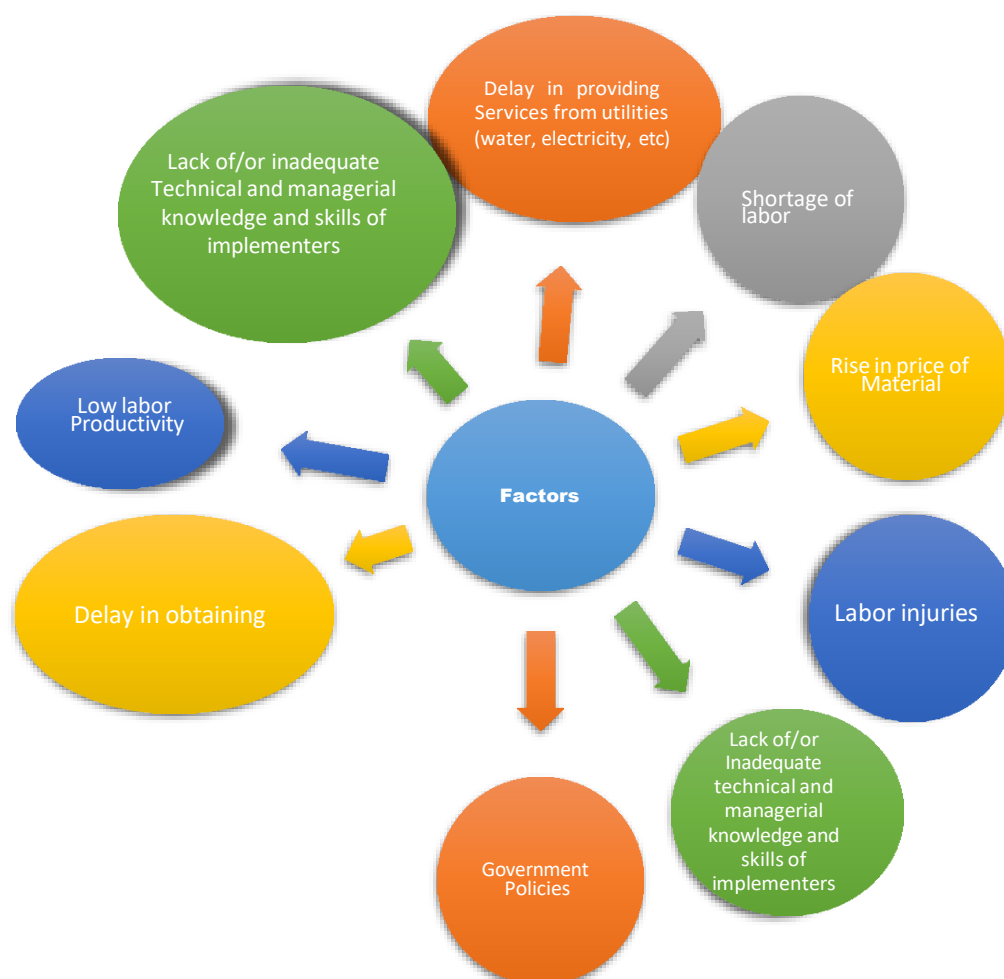


FIGURE 2: MOST IMPORTANT FACTORS FROM OVERALL RESULTS.

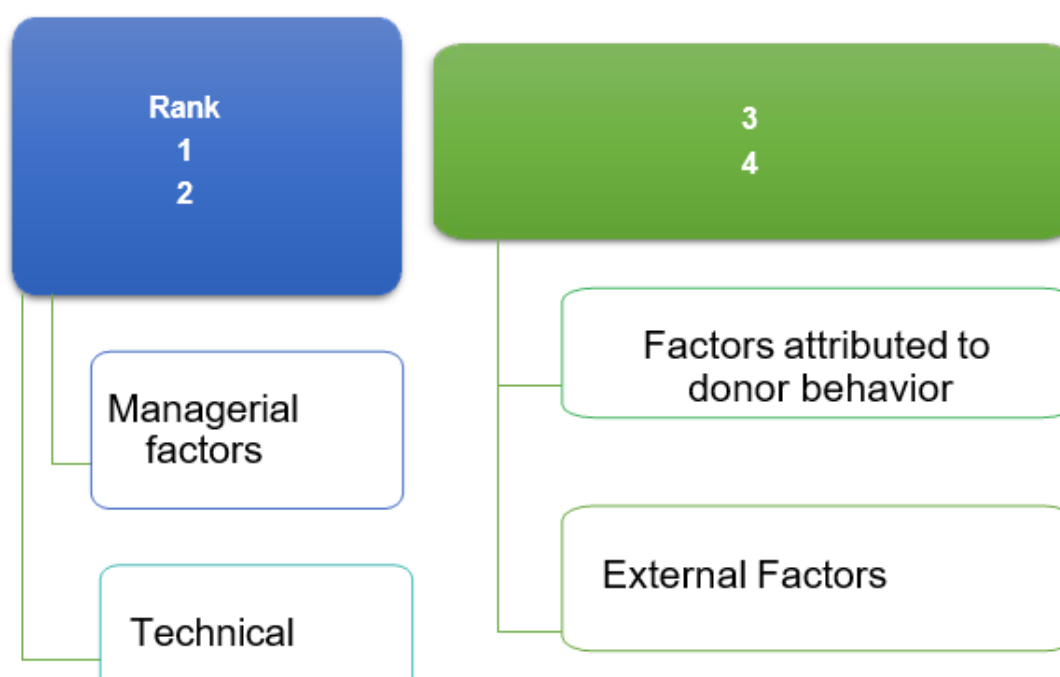
This figure shown us most important factors from overall results, after collecting, analysis and done it the result is appeared this figure, thus shown us the summarized information in the simple way, this is very easy to understand in best way while you reading.

4.4. MITIGATION OF THE RISKY FACTORS

The desire to finish a project on time, under the planned budget, and with the highest quality is common goals for all stakeholders involved in the project. The above risk factors should be monitored and there should be some kind of mitigation mechanisms to avoid or minimize the risk. Respondents were asked to rank seven mitigation mechanisms and the response are summarized as follows

Table 4.6 Mitigation of the Risky Factors	
Factors	RII
Proper planning of the project	0.91
Using the risky mitigating skill	0.88
Proactive management	0.87
Risk Transference and limitation	0.86
Good communication and team working	0.84
Protecting the delay of the projects	0.83
Risk Limitation	0.82
Risk Avoidance, acceptance, transference and limitation	0.82
Coherence and coordination worker	0.77

As shown on Table 4.6 above, the most important and highly ranked mitigation factors, are Proper planning of the project (RII=0.91), Using the risky mitigating skill (RII=0.88),



Proactive management (RII=0.87), Risk Transference and limitation (RII=0.86), Good communication and team working (RII=0.84),

SUMMARY OF FINDINGS

The data obtained from the questionnaire reveals that 52 %, representing between 40 to 50 years of age, formed the majority respondents, each between 30-39 years of age representing 24 % and 8% respondents each between below 30 years of age representing 15% respectively. The finding of this study shown that the majority of the respondents were dominated by male as (80%), indicating that more males are involved in the projects as compared to females (10%).Among of them, respondent who has master degree and above were only amount to 6 %, meanwhile respondent with the first degree took 67.1%made the biggest percentage and the diploma holder with amounts 26.9%of in total respondent. About experience of respondent. The percent of enterprises that has the age less than 6 years is near 76.7 %. On the contrary, the business over 6 years only made for 23.9 %.

The results of the questionnaire survey showed that, the most important and highly ranked management related factors delay causes in the foreign Aid of projects, are Poor coordination were, Slow Decision making (RII=0.89),Poor quality and timeliness of the liquidation documents complicate the donor fund release (RII=0.89),Unrealistic contract duration and imposed requirement (RII=0.88), Poor coordination and communication (RII=0.87),Inadequate understanding of the donor expenditure protocols resulting in ineligible expenditures, which lead to rejection for further funding by the donor (RII=0.86), (RII=0.86),the most important and highly ranked external factor, has caused the Delay/failure of the projects in providing services from utilities (water, electricity, etc) (RII=0.93),Shortage of labor (RII=0.91), Low labor productivity (RII=0.91), Labor injuries (RII=0.89), Rise in price of material (RII=0.90),

, the most important and highly ranked mitigation factors, are Proper planning of the project (RII=0.91), Using the risky mitigating skill (RII=0.88), Proactive management (RII=0.87), Risk Transference and limitation (RII=0.86), Good communication and team working (RII=0.84).

5.1 RECOMMENDATIONS

Based on the findings of this paper, it is expected that the stakeholders, include agencies, funded project managers, beneficiaries international Aid donors will gain a better understanding of issues pertaining to donor's projects management. Owing to the critical role

played by donor funded projects, especially in poverty eradication, aid effectiveness requires a high priority and there is thus need to place emphasis on the following areas:

- 1) Strengthening partner countries' national development strategies and associated operational frameworks;
- 2) Increasing alignment of aid with partner countries' priorities, systems and procedures and helping to strengthen their capacities;
- 3) Enhancing donors and partner countries' respective accountability to their citizens and parliaments for their development policies, strategies and performance;
- 4) Eliminating duplication of efforts and rationalizing donor activities to make them as cost-effective as possible;⁵⁰
- 5) Reforming and simplifying donor policies and procedures to encourage collaborative behaviour and progressive alignment with partner countries' priorities, systems and procedures;
- 6) Defining measures and standards of performance and accountability of partner country systems in public financial management, procurement, fiduciary safeguards and environmental assessments, in line with broadly accepted good practices and their quick and widespread application.

Recommended areas of further research

It is hoped that the findings of this study will contribute to the existing body of knowledge and form a basis for future researchers. The following areas of further research are thus suggested:

- 1) Whereas the current study focused on responses from the management of the donor funded projects, future studies should focus on responses from the beneficiaries; and
- 2) The findings of this study should be replicated in other countries for comparison purposes.

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