

Factors Influencing the Performance of World Bank-Funded Projects: Evidence from Woliso Town, Ethiopia

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ABSTRACT: This study examined the factors affecting the performance of World Bank-funded projects in Woliso Town. The study focused on assessing the influence of stakeholder involvement, staff competencies, monitoring and evaluation, and resource availability on the performance of World Bank-funded projects. A descriptive and explanatory research design was employed using a quantitative research approach. Data were collected from 296 respondents through self-administered questionnaires, and the collected data were analyzed using descriptive statistics, Pearson correlation analysis, and multiple linear regression analysis with the support of SPSS. The findings revealed that stakeholder involvement, staff competencies, monitoring and evaluation, and resource availability had a significant positive effect on the performance of World Bank-funded projects. The correlation analysis indicated a significant positive relationship between all independent variables and project performance. Furthermore, the regression model showed that the selected factors explained 67.5% of the variation in project performance. Among the factors, resource availability was found to be the strongest predictor of project performance, followed by staff competencies, monitoring and evaluation, and stakeholder involvement. The study concluded that successful implementation of World Bank-funded projects requires effective stakeholder engagement, competent project personnel, continuous monitoring and evaluation, and adequate availability and utilization of resources. Therefore, the study recommends strengthening stakeholder participation, improving staff capacity through continuous training, institutionalizing monitoring and evaluation practices, and enhancing resource mobilization and management to improve the effectiveness and sustainability of World Bank-funded projects in Woliso Town.

Keywords: World Bank-funded projects, project performance, stakeholder involvement, staff competencies, monitoring and evaluation, resource availability, Woliso Town.

1. Introduction

1.1. Background of the Study

Since the 1950s, development efforts have increasingly been implemented through donor-funded projects and programs designed to improve the quality of life in developing countries (Fowler & Walsh, 2008). Donor funding, in the form of grants and concessional loans, has become an important source of financing for sectors such as health, education, agriculture, infrastructure, and community development (Wood, 2005). In Sub-Saharan Africa, foreign aid has supported poverty reduction, institutional capacity building, decentralized service delivery, and urban development (Janice Griffin & Ruth Judge, 2010; David, 1995; Kamaara & Ouma, 2018; World Bank, 2006). In Ethiopia, the World Bank has collaborated with the Government to strengthen urban local governments through programs such as the Urban Infrastructure and Institutional Development Program (UIIDP), which aims to improve urban infrastructure, institutional performance, and service delivery (World Bank Ethiopia, 2018). Effective implementation of donor-funded projects depends on adequate financial resources, stakeholder participation, competent staff, and effective monitoring and evaluation, as these projects are expected to promote sustainable development and improve the livelihoods of beneficiary communities (Afande, 2013; Mohammed, 2015; Damali & Shukla, 2016).

Despite substantial investments by development partners, many donor-funded projects fail to achieve their intended outcomes because of weak project management, inadequate accountability, poor stakeholder participation, ineffective monitoring and evaluation, limited institutional capacity, poor budgeting, project delays, and weak coordination among stakeholders (Lavagnon, 2011, 2012; Abdel-Kader & Wadongo, 2011; Ebrahim & Rangan, 2010; Lecy, Schmitz, & Swedlund, 2011; Hough, 2004; Nyanje & Wanyoike, 2016; Mosley & Marion, 2000). Although Ethiopia has received billions of dollars in development assistance and achieved significant economic growth and poverty reduction, it continues to face challenges related to unemployment, macroeconomic imbalances, and effective service delivery (Development Effectiveness in Ethiopia, 2018–2019). Furthermore, evidence shows that only about half of donor-funded projects in developing countries and Africa achieve their intended objectives (McKinsey, 2018; Ika & Saint-Macary, 2018). While performance-based financing initiatives such as the UIIDP have shown promising results (Eldridge & Tekolste, 2016), variations in project performance across urban local governments remain evident. Therefore, this study examines the factors affecting the performance of donor-funded projects under the UIIDP, with particular emphasis on stakeholder involvement, staff competency, monitoring and evaluation, and resource availability.

1.2. Research Questions

The study seeks to answer the following research questions:

1. How does stakeholder involvement affect the performance of World Bank-funded projects in Woliso Town?
2. What is the effect of staff competencies on the performance of World Bank-funded projects in Woliso Town?
3. How do monitoring and evaluation practices affect the performance of World Bank-funded projects in Woliso Town?

2. RESEARCH METHODOLOGY

2.1. Research Design

This study employed a combination of descriptive and explanatory research designs. A research design provides the framework that guides the entire research process, ensuring that the research questions and objectives are effectively addressed (Trochim, 2006). The descriptive design was used to describe the current status of the study variables, while the explanatory design was employed to examine the

relationships and effects of stakeholder involvement, staff competencies, monitoring and evaluation, and resource availability on the performance of World Bank-funded projects in Woliso Town (Wanyoike, 2016).

1.2. The Study Population and Sampling Strategy

Study Population

(Ngechu 2005) defines target population as the total collection of elements about which we wish to make some references. The total population under this study were 296 which include 7 project Staffs, 20 from project focal persons assigned in concerned offices of the municipality, 10 from project stake holders' offices and 259 are all members of Micro and Small Enterprises directly benefited from the project. All of them are collaboratively worked to ensure for the successfulness of UIIDP project implementation.

Sample size

Since the population of the donor funded projects in the town is manageable, this study was conducted a census of all 296 populations of UIIDP projects in woliso town.

Table 1: Sample size

Table 2: Sample sizerS.no	Group of respondents	Target Population
1.	Project Staffs	7
2.	Focal persons	20
3.	Stake holders	10
4.	MSE's	259
	Total	296

Source: Research Data (2023)

According to Kothari (2010), a census involves a complete enumeration of all items in the population. Kothari point out that when the population is a small one, there is no need for sampling urging that covering all the items eliminates the chances which ensure the achievement of the highest level of accuracy. Pandey and Pandey (2015) argue that census method provides a more precise and exact information as no unit in a population is left out as is in the case with sampling.

1.3. Data Sources and Collection Techniques

Data Source

This involves primary and secondary data. Primary data was collected direct from the respondents through self-administered questionnaire, while secondary data rely on published and unpublished materials about the Performance of World Bank funded Project.

Data Collection Techniques

The primary data was collected using Self-administered questionnaires. Self-administered questionnaires were given for Woliso Town Municipality offices UIIDP project focal persons, World Bank Project full time Staffs, Stakeholder's and Micro and Small Enterprises participated as beneficiaries.

In parallel, project planning and Annual performance assessment, project agreement documents, memorandum of understandings (MoUs), and Woliso Town World Bank monthly, Quarterly, and annual project reports were reviewed as a secondary data source.

1.4. Data Analysis Technique

Data analysis involves organizing, examining, and interpreting collected data to generate meaningful findings, conclusions, and inferences (Kothari, 2004). This study used quantitative data analysis techniques through **SPSS version 23**. Descriptive statistics, including frequency distributions, pie charts, and bar graphs, were used to summarize the data. Pearson correlation analysis was conducted to determine the strength and direction of relationships between the independent and dependent variables, while multiple linear regression analysis was employed to examine the contribution of each independent variable to the performance of donor-funded projects.

Model Specification

Multiple regression analysis technique was used to calculate the extent of contribution of each independent variable

(Involvement of stakeholders, staff competencies, Monitoring & Evaluation and Resource availability) to the dependent variable (performance of world Bank funded projects). It also permitted the analysis of a relationship among a large number of variables in a single study (Gall & Borg, 1996).

Validity and Reliability analysis

Validity Analysis

Validity refers to the accuracy and meaningfulness of inferences drawn from research findings and the extent to which the results represent the phenomenon under study (Mugenda & Mugenda, 1999). To ensure content validity, the researcher conducted a pilot study and obtained feedback from experts, the university supervisor, and project implementation officials. The pilot study helped identify unclear questions and improve the research instrument (Kothari, 2004; Mugenda & Mugenda, 2006). A total of 30 respondents, representing 10% of the target population, were selected through random sampling for the pilot test, and these respondents were excluded from the actual study sample. The study variables were developed based on a review of relevant literature and theoretical frameworks to ensure proper conceptualization.

Reliability Analysis

Reliability refers to the consistency and stability of a research instrument and the extent to which similar results can be

obtained through repeated measurements (Creswell, 2008). It ensures internal consistency among items measuring the same concept (Sekaran, 2006). In this study, reliability was tested using Cronbach's alpha coefficient, where a value of 0.7 or above is considered acceptable (Field, 2014). A pilot study was conducted, and the test-retest technique was applied by administering the questionnaire twice to similar respondents. The reliability test conducted using SPSS version 23 produced a Pearson correlation coefficient of **0.733**, indicating that the instrument was reliable for the study.

Ethical consideration

Ethical requirements were considered and reviewed before commencement of data collection. To ensure that the research conformed to the general ethical requirements, confidentiality of information collected was assured. The researcher explained the purpose of the study to the respondents and ask them to voluntarily be participated in the research. The researcher also assures the respondents that the data collected was strictly for academic purposes. To obtain unbiased data, the researcher exercised utmost caution while administering the data collection instruments to the respondents to ensure their rights and privacy were respected. High level of confidentiality on the information provided by respondents through questionnaires was maintained.

DATA PRESENTATION, ANALYSIS AND DISCUSSION

Background information

Response rate

All the questionnaires distributed to the respondents were filled out and returned to the researcher for data analysis.

Table 3: Gender of the respondents.

Gender		Frequency	Percent
Valid	Male	210	70.9
	Female	86	29.1
	Total	296	100.0

Source; Research Data (2023)

The findings indicate that the majority of respondents were male (70.9%), while female respondents accounted for 29.1% of the total sample. This shows that male participants were

Age distribution of the Respondents

The age distribution of respondents was analyzed using frequency and percentage distributions. The following table presents the age composition of the study participants.

Table 4: Age of the respondents

	Frequency	Percent
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Gender of the respondents

The gender distribution of respondents was analyzed using frequency and percentage distributions. The following table presents the gender composition of the study participants

more represented in the study; however, the gender composition does not affect the reliability or validity of the findings.

Valid	<25	92	31.1
	26-35	193	65.2
	36-45	11	3.7
	Total	296	100.0

Source; Research Data (2023)

The findings indicate that the majority of respondents (65.2%) were aged between 26 and 35 years, followed by those below 25 years (31.1%). Only 3.7% of respondents were aged between 36 and 45 years. This shows that the study

Respondents Level of Education

The educational background of respondents was analyzed using frequency and percentage distributions. The following table presents the education level of the study participants.

Table 5: Level of Education

		Frequency	Percent
Valid	Diploma	18	6.1
	Degree	261	88.2
	Masters	17	5.7
	Total	296	100

Source; Research Data (2023)

The findings indicate that the majority of respondents (88.2%) held a bachelor's degree, while 6.1% had a diploma and 5.7% possessed a postgraduate degree. This indicates

participants were predominantly young, which may support their active involvement and engagement in project-related activities.

that respondents were generally well educated, which enhances their ability to provide relevant and reliable information for the study.

Project duration

The respondents were asked about the duration of the project, and their responses are presented in the following table.

Table 6: duration of the project

	Years	Frequency	Percent
Valid	3-5	296	100.0

Source; Research Data (2023)

The findings indicate that all respondents (100%) reported that the project duration was between 3 and 5 years. This shows that participants had a common understanding of the

project implementation period, providing consistent information for the study

Project completion period

The respondents were asked whether the project was completed within the planned period, and their responses are presented in the following table.

Table 7: the project completed with the period.

		Frequency	Percent
Valid	Yes	265	89.5
	No	31	10.5
	Total	296	100

Source; Research Data (2023)

The findings show that the majority of respondents (89.5%) indicated that the project was completed within the scheduled

timeframe, while 10.5% reported that it was not completed on time. This implies that most project activities were implemented according to the planned schedule.

Budget of the project

The respondents were asked whether the project was completed within the allocated budget, and their responses are presented in the following table.

Table 8: the project completed within the budgeted cost.

		Frequency	Percent
Valid	Yes	280	94.6
	No	16	5.4
	Total	296	100.0

Source; Research Data (2023)

The findings indicate that the majority of respondents (94.6%) reported that the project was completed within the budgeted cost, while 5.4% indicated that it was not. This

suggests that the project was generally effective in managing its financial resources and controlling costs during implementation.

Stakeholders Involvement

The following table presents the descriptive analysis of stakeholders' involvement in the performance of World Bank-funded projects in Woliso Town. The analysis is based

on respondents' perceptions using frequency, percentage, mean, and standard deviation.

Table 9: Stakeholders Involvement on the performance of WB projects

Stakeholders Involvement	S/ A	Agree	Neut.	D/A	S/Disagree	N	Mean	Std/Deviation
Stakeholders participated in the conception and design of this project	205	72	10	5	4	296	4.75	0.441
The stakeholders have played a major role in the implementation of the project.	190	82	8	10	6	296	4.72	0.448
Most of the stakeholders attend stakeholders meeting and are actively involved in monitoring the project.	200	87	4	2	3	296	4.70	0.467
The stakeholders were actively involved in decision making and identification of the project	155	131	6	3	1	296	4.52	0.540
The stakeholders were actively participated in beneficiary selection	221	63	2	7	3	296	4.77	0.435
Good stakeholders' awareness had support the implementation process of the projects	225	30	25	13	3	296	4.85	0.372
The knowledge and Skills of MSE's members are directly related.	75	168	53	0	0	296	4.32	0.781
Stakeholders had participated in evaluation of process.	45	221	30	0	0	296	4.25	0.440

Stakeholder's feedbacks were well captured and analyzed for implementation	102	133	48	10	3	296	4.16	0.363
N=296, Average Mean= 4.56, Av. Standard Dev. = 0.476								

Source: Research data (2023)

The findings indicate that stakeholders' involvement was generally high, with an overall mean score of 4.56, showing that most respondents agreed that stakeholders actively participated in project planning, implementation, monitoring, evaluation, and beneficiary selection. This implies that stakeholder participation contributed positively to the performance of World Bank-funded projects in Woliso Town.

The finding supports Stakeholder Theory, which argues that involving relevant stakeholders in decision-making and project processes improves ownership, accountability, and project outcomes (Freeman, 1984). It is also consistent with empirical findings of Bhatta (2019) and Ruwa (2016), who confirmed that stakeholder participation throughout the project cycle positively influences project performance.

Staff Competencies

The following table presents the descriptive analysis of staff competencies and their influence on the performance of World Bank-funded projects in Woliso Town. The analysis is

based on respondents' perceptions using frequency, percentage, mean, and standard deviation.

Table 10: Attributes of Staff Competencies on the performance of WB projects.

Staff Competencies	S/A	Agree	Neut.	D/A	S/dis agree	N	Mean	Std/Deviation
The amount of time spent on training is enough.	60	226	10	0	0	296	4.17	0.457
Recruitment of staff based on the level of education and experience.	5	273	17	1	0	296	3.95	0.293
All employees of the projects are adequately trained on M and E of the world Bank funded projects.	193	102	1	0	0	296	4.65	0.485
The project was run by Highly qualified employees that streamline performance	6	288	2	0	0	296	4.01	0.164
The staff are highly experienced personnel that drive the operations.	216	79	1	0	0	296	4.73	0.454
Project staff are trained to carry out M and E	245	49	2	0	0	296	4.82	0.401
Technical skills are a huge determinant on how bets monitoring, and evaluation is done.	234	62	0	0	0	296	4.79	0.408
The Management team were highly competent.	196	98	2	0	0	296	4.66	0.490
Project leaders had solved conflicts in a constructive Manner.	43	252	1	0	0	296	4.14	0.359
The project's design was flexible to achieve better project results.	70	224	2	0	0	296	4.23	0.437
N=296, Average Mean= 4.45, Av. Standard Dev= 0.3948								

Source; Research Data (2023)

The findings indicate that staff competencies had a strong positive influence on project performance, with an overall mean score of 4.45. The majority of respondents agreed that project staff were adequately trained, experienced, technically competent, and capable of effectively managing project activities, monitoring and evaluation, and conflict resolution.

This implies that qualified and competent project personnel contributed significantly to the successful implementation of World Bank-funded projects in Woliso Town. The finding supports the resource-based view theory, which emphasizes that organizational capabilities, knowledge, and human resources are critical factors for achieving better performance

(Barney, 1991). It is also consistent with Back and Moreau (2001), who argued that effective information and management strategies enhance project implementation, and

Kent (2011), who emphasized that project success depends on having adequate numbers of skilled and experienced staff capable of meeting project demands.

Monitoring and Evaluation

The following table presents the descriptive analysis of monitoring and evaluation practices and their influence on the performance of World Bank-funded projects in Woliso Town.

The analysis is based on respondents' perceptions using frequency, percentage, mean, and standard deviation.

Table 11: Attributes of Monitoring and Evaluation on the performance of WB projects

Monitoring and Evaluation	S/Agree	Agree	Neutral	D/Agree	S/disagree	N	Mean	S/Deviation
The project had a monitoring and evaluation plan.	260	36	0	0	0	296	4.88	0.327
M&E are a requirement imposed by the donors	231	63	2	0	0	296	4.77	0.435
The management and experts had regular project sites visit.	230	65	1	0	0	296	4.77	0.427
The concept of M&E is well understood and adequately determine its role	240	49	6	1	0	296	4.79	0.455
Monitoring and evaluation reports were prepared at regular intervals.	98	197	1	0	0	296	4.33	0.477
M&E personnel was very competent.	248	35	13	0	0	296	4.79	0.502
Monitoring and Evaluation information was accessible to all staff of the organization.	237	59	0	0	0	296	4.80	0.400
All staff were gets feedback after measurement of project activities.	274	20	2	0	0	296	4.92	0.297
Overall monitoring and evaluation systems were meet the information needs of staff	242	53	1	0	0	296	4.81	0.398
N=296, Average Mean= 4.76, Av. Standard Dev= 0.413								

Source: Research data (2023)

The findings indicate that monitoring and evaluation had a strong positive influence on project performance, with an overall mean score of 4.76. The majority of respondents agreed that the projects had established monitoring and evaluation plans, regular reporting systems, competent M&E personnel, accessible information systems, and feedback mechanisms. This implies that effective monitoring and evaluation contributed significantly to improving project implementation and performance. The finding supports the program management theory, which emphasizes the

importance of continuous monitoring, feedback, and evaluation in ensuring that project activities remain aligned with objectives and achieve expected results. The result is also consistent with UNICEF (2003), which emphasized that monitoring and evaluation are critical components of program planning and implementation, and with Otieno (2015), who identified weak monitoring and evaluation systems as one of the major causes of failure of development projects in developing countries.

Resource Availability

The following table presents the descriptive analysis of resource availability and its influence on the performance of World Bank-funded projects in Woliso Town. The analysis is

based on respondents' perceptions using frequency, percentage, mean, and standard deviation.

Table 12: Attributes of Resource Availability on the performance of WB projects

Resource Availability	S/Agree	Agree	Neutral	D/Agree	S/disagree	N	Mean	S/Deviation
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The fund received from donors was adequate.	274	20	2	0	0	296	4.92	0.297
Budget funded for the projects was disbursed on time.	231	65	0	0	0	296	4.78	0.415
Source project budget was received only from donors	292	4	0	0	0	296	1.01	0.116
Funds received were well spent.	262	33	1	0	0	296	4.88	0.334
Sufficient funding that enables better performance	251	44	1	0	0	296	4.84	0.372
All projects were delivered at the agreed quality.	219	52	25	0	0	296	4.66	0.629
Projects was implemented within the schedule.	193	91	12	0	0	296	4.61	0.565
The project Was implemented within allocated budget	206	88	2	0	0	296	4.69	0.478
The project Costs were meet with project period market price.	0	0	2	268	26	296	1.92	0.297
The target beneficiaries were satisfied with the project results.	84	209	3	0	0	296	4.27	0.469
N=296, Average Mean= 4.58, Av. Standard Dev. = 0.397								

Source: Research data (2023)

The findings indicate that resource availability had a strong positive influence on project performance, with an overall mean score of 4.58. The majority of respondents agreed that adequate financial resources, timely budget allocation, proper utilization of funds, and sufficient resources contributed to effective project implementation. However, respondents also indicated challenges related to project costs due to market price changes. This implies that effective resource planning and management played an important role in achieving

project objectives. The finding supports the resource dependency theory, which emphasizes that organizations require adequate and effectively managed resources to achieve their goals (Pfeffer & Salancik, 1978). The result is also consistent with Melina (2013), who found that performance-based financing mechanisms improve accountability by linking resource allocation with the achievement of predefined project results.

Inferential Analysis

In the subsequent section results of the inferential analysis from Pearson Correlation coefficients and multiple linear regressions models are presented.

Correlation Analysis

Pearson correlation analysis was conducted to examine the strength, direction, and significance of the relationship between the independent variables and the performance of World Bank-funded projects in Woliso Town. According to Coopers and Schindler (2003), correlation coefficients close

to ± 1 indicate a strong relationship, while values close to zero indicate a weak relationship. A relationship was considered statistically significant when the p-value was less than or equal to 0.05.

Table 13: Correlations between Independent Variables and performance of world bank funded projects

		Stakeholder Involvement	Staff Competencies	Monitoring and Evaluation	Resource Availability
Project performance	Pearson Correlation	.545**	.536	.661**	.524**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	296	296	296	296
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

Source: Research data (2023)

The findings indicate that all independent variables had a positive and statistically significant relationship with project performance. Stakeholder involvement showed a moderate positive relationship with project performance ($r = 0.545$, $p < 0.001$), while staff competencies also had a moderate positive relationship ($r = 0.536$, $p < 0.001$). Monitoring and evaluation demonstrated the strongest positive relationship ($r = 0.661$, $p < 0.001$), followed by resource availability ($r = 0.524$, $p < 0.001$).

Test for normality

A normality test was conducted to assess whether the residuals of the study variables followed a normal distribution, which is an important assumption for regression analysis. The study employed the Shapiro-Wilk test, where

Table 14: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Studentized Residual	.468	296	.200	.683	296	.064
a. Lilliefors Significance Correction						

Source: Research data (2023)

The findings indicate that the Shapiro-Wilk significance value was 0.064, which is greater than the 0.05 significance level. Therefore, the null hypothesis was accepted, indicating that

Multicollinearity Test

A multicollinearity test was conducted to examine whether the independent variables had a high correlation with each other, which could affect the accuracy of the multiple regression analysis. The study used tolerance and Variance

Table 15: Test for multi collinearity]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Stakeholder Involvement	0.970	1.031
	Staff Competencies	0.735	1.361
	Monitoring and Evaluation	0.597	1.674
	Resource Availability	0.539	1.855
a. Dependent Variable: Project Performance			

Source: Research data (2023)

The findings indicate that all VIF values were below 10 (ranging from 1.031 to 1.855), while tolerance values were above 0.10 (ranging from 0.539 to 0.970). This confirms that there was no serious multicollinearity problem among the

Regression Analysis

Multiple regression analysis was conducted to determine the combined and individual effects of the independent variables (stakeholder involvement, staff competencies, monitoring and evaluation, and resource availability) on the performance

Table 16: Model Summary

0.001). These results imply that improvements in stakeholder participation, staff competency, monitoring and evaluation systems, and resource availability are associated with better performance of World Bank-funded projects. The findings support project management theory, which emphasizes that effective planning, competent human resources, adequate resources, and continuous monitoring are essential for successful project outcomes.

the null hypothesis (H_0) assumes that the data are normally distributed, while the alternative hypothesis (H_1) assumes a non-normal distribution.

the residuals were normally distributed. This confirms that the normality assumption was satisfied and that the data were appropriate for further regression analysis.

Inflation Factor (VIF) values to assess the presence of multicollinearity among stakeholder involvement, staff competencies, monitoring and evaluation, and resource availability.

independent variables. Therefore, each predictor variable could independently contribute to explaining the performance of World Bank-funded projects in Woliso Town, and the regression analysis was considered appropriate.

of World Bank-funded projects in Woliso Town. The regression model was used to examine the extent to which these factors explain variations in project performance.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.827 ^a	.675	.620	.3183	1.511
a. Predictors: (Constant), Stakeholder Involvement, Staff Competencies, Monitoring and Evaluation and Resource Availability					
b. Dependent Variable: Project performance					

Source: Research data (2023)

The findings indicate that the regression model explained 67.5% ($R^2 = 0.675$) of the variation in project performance, while the remaining 32.5% was explained by other factors not included in the study. This implies that stakeholder involvement, staff competencies, monitoring and evaluation, and resource availability collectively have a substantial

contribution to improving the performance of World Bank-funded projects. The result supports project management theory, which emphasizes that successful project outcomes depend on effective stakeholder engagement, competent human resources, proper monitoring systems, and adequate resource utilization.

Analysis of Variance (ANOVA)

An Analysis of Variance (ANOVA) test was conducted to determine whether the overall regression model was statistically significant in explaining the relationship between the independent variables and the performance of World

Table 17: ANOVA results

Bank-funded projects in Woliso Town. The ANOVA result was used to assess the joint effect of stakeholder involvement, staff competencies, monitoring and evaluation, and resource availability on project performance.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.18	4	7.045	28.723	.000 ^b
	Residual	28.518	291	.098		
	Total	56.698	295			
a. Dependent Variable: Project performance						
b. Predictors: (Constant), Stakeholder Involvement, Staff Competencies, Monitoring and Evaluation, and Resource Availability						

Source: Research data (2023)

The findings indicate that the regression model was statistically significant ($F = 28.723$, $p < 0.001$), showing that the independent variables jointly have a significant effect on the performance of World Bank-funded projects. This implies that the model provides a good fit for explaining variations in

project performance, confirming that stakeholder involvement, staff competencies, monitoring and evaluation, and resource availability are important predictors of successful project implementation.

Regression Coefficients

The regression coefficients were analyzed to determine the contribution and statistical significance of each independent variable in explaining the performance of World Bank-funded

Table 18: Coefficients table

projects in Woliso Town. The results of the regression coefficients are presented in the following table.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	0.332	0.165		14.133	0.000
	Stakeholder Involvement	0.102	0.025	0.233	4.141	0.000
	Staff Competencies	0.145	0.039	0.376	1.172	0.042
	Monitoring and Evaluation	0.101	0.025	0.342	0.031	0.016
	Resource Availability	0.193	0.029	0.444	3.232	0.001
a. Dependent Variable: Project Performance						

Source: Research data (2023)

The findings indicate that all independent variables had a positive and statistically significant effect on project performance. Specifically, stakeholder involvement ($\beta = 0.233$, $p < 0.001$), staff competencies ($\beta = 0.376$, $p = 0.042$), monitoring and evaluation ($\beta = 0.342$, $p = 0.016$), and resource availability ($\beta = 0.444$, $p = 0.001$) significantly influenced project performance. Among these factors, resource availability had the strongest contribution, followed by staff competencies, monitoring and evaluation, and

stakeholder involvement. This finding supports the resource-based view, which emphasizes that adequate resources and organizational capabilities are essential for effective project implementation (Barney, 1991). It is also consistent with Kent (2011), who argued that competent project staff improve service delivery and project outcomes, and with UNICEF (2003), which highlighted the importance of monitoring and evaluation systems in improving program effectiveness.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion of the Study

The main objective of this study was to examine the factors affecting the performance of World Bank-funded projects in Woliso Town. Data were collected from 296 respondents using self-administered questionnaires, and all collected responses were analyzed. The findings confirmed that all specific objectives and research questions were addressed. The study concluded that stakeholder involvement, staff competencies, monitoring and evaluation, and resource availability significantly and positively influence the performance of World Bank-funded projects.

The study found that active stakeholder participation enhances project implementation and success by improving

decision-making, ownership, and accountability. It also concluded that competent project staff with adequate knowledge, experience, and technical skills play a critical role in improving project outcomes, highlighting the need for continuous training and capacity development. Furthermore, effective monitoring and evaluation systems were identified as the most influential factor in ensuring successful project performance through regular tracking, feedback, and corrective actions. Finally, adequate resource availability, timely fund disbursement, and proper utilization of financial resources were found to contribute significantly to improved project performance.

Recommendations

Based on the findings of the study, the following recommendations are proposed. Stakeholders involved in World Bank-funded project implementation should be encouraged to actively participate in project planning, review meetings, monitoring and evaluation activities, and resource mobilization efforts. Capacity-building programs and awareness creation should also be provided to strengthen stakeholder participation and improve project ownership.

The study recommends continuous training and capacity development for project managers and technical staff to enhance their knowledge, experience, and skills in project management, market assessment, and financial resource

management. In addition, project managers and technical personnel should strengthen monitoring and evaluation practices by considering them as essential management tools for improving decision-making rather than only fulfilling donor requirements.

Furthermore, Woliso Town Municipality and project managers should improve resource mobilization strategies through greater community participation in project financing and implementation. This will enhance project ownership, improve sustainability, and reduce excessive dependence on donor resources.

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