

# Evaluation Factors of Project Success in Non-Governmental Organizations (NGOs)

Nanthagopan, Y.<sup>1</sup>, Williams, N.<sup>2</sup>

<sup>1</sup>. Vavuniya Campus of the University of Jaffna

<sup>2</sup>. Bournemouth University, United Kingdom

[ynanthagopan@yahoo.com](mailto:ynanthagopan@yahoo.com)

Project success remains an important area of project management research and to date, a range of theoretical and empirical perspectives have been published and debated. However, despite the growing number and importance of NGOs, little research has examined how these organizations evaluate the success of their projects. Significant researches on evaluating project success were conducted in the private and public sector organizations. However, there is a little research conducted in the NGO sectors and so far there is no systematic assessment framework created to evaluate the project success in NGOs. There exists a research gap in evaluating the project success in NGOs. Therefore, the study aims at identifying the evaluation factors of project success in NGOs.

The setting for this study is Sri Lanka, a country that is currently recovering from civil war and natural disasters and host to a large number of national and international NGOs. A sequential mixed method design (exploratory, 4 case studies, and 447 survey responses) is used which combines inductive and deductive perspectives. Multivariate techniques; confirmatory factor analysis and structural equation modelling (SEM) are applied to test the model and identify the associations among the three levels of project success. The study confirmed that the project success could be assessed in three levels; Project Management (PM) success, project success and NGO success in NGOs. Furthermore, the assessment elements for the individual level of project success were identified in the NGO context. Firstly, in PM success, the four key elements consistent with previous studies were identified, namely, meeting scope, quality, time and budget. Secondly, in project success, three key elements, stakeholders' satisfaction, project impacts and project sustainability, were discovered. Finally, in NGO success, four key elements, contribution to NGOs' vision, mission and objectives, stakeholders' rapport, NGOs

reputation and NGOs sustainability, were explored. Further, the SEM results revealed that the standardised coefficient between PM success and project success, PM success and NGO success and Project success and NGO success are 0.75, 0.26 and 0.63 respectively. The results conclude there are strong associations among the three levels of project success. The study provided a significant contribution to the existing literature in examining project success empirically into three levels and its evaluation factors and further reduces paucity of studies in project success in NGOs.

**Key words:** *NGOs, NGO Success, PM Success, Project Success.*