



DETERMINANTS OF PROJECT SUCCESS: THE CASE OF USAID FUNDED PROJECT

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ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate studies for examination with my approval as a university advisor.



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ACRONYMS AND ABBREVIATIONS

ACPA	Aged and Children Pastoralists Association
AISDA	Action for Integrated Sustainable Development
CSF	Critical Success Factor
ECDD	Ethiopian Center for Disability and Development
FtF	Feed the Future
MOFED	Ministry of Finance and Economic Development
MOH	Ministry of Health
PRIME	Pastoralist Areas Resilience Improvement through Market Expansion
UNDP	United Nations Development Program
UNICEF	United Nations Children’s Education Fund
USAID	United State Agency For International Development

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ABSTRACT

Projects is a unique process, consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including constraints of time, cost and resources. Critical Success Factors (CSF) is undoubtedly acknowledged for business success. Thus, this study aimed to examine the drivers of project success in USAID funded project (called PRIME project) in Ethiopia. Out of distributed 123 questionnaires, 97 questionnaires were returned; the study attended 79% response rate. Using binary regression model, the study found that leadership (0.041), stakeholder's involvement (0.42), team commitment (0.009), monitoring and evaluation (0.015), time (0.011), cost (0.017) and quality (0.025) were found to be significant determinants of project success (statistically at $p < 0.05$). Within 75.3% project success ratio, the studied project was rated as moderately successful project. Team building (.271) and communication (.123) were accounted for project constraints and they were not found to be significant project success determinants (statistically at $p > 0.05$). The study found that PRIME made meaningful achievements across all the technical components and households that were exposed to more project activities. The study concluded that the management needs to be involved in the up-front project implementing efforts and effectiveness of communication, commitment, leadership, monitoring and evaluation, stakeholder's involvement, team building, control, management system and organizational culture. Project management techniques should be applied properly as it plays major role in the efficient and effective development of new technology and systems. Project funding organizations and implementers should provide sufficient support and resources for project implementation to realize project benefits or success as a team.

Key words: Leadership, Project Success, Stakeholders, Team

CHAPTER ONE

INTRODUCTION

This chapter presents the introductory part of the study that includes background and statement of the problem with research questions and objectives of tea study. The chapter also displays significant, scope, limitations and organizations of the study. It also includes definitions of terms.

1.1 Background of the Study

Project management is planning, organization, monitoring and control of all aspects of project, with motivation of all included to achieve project goals on safe manner, within agreed schedule, budget and performance criteria (Kerzner, 2013). It can be seen from the definition of project management, that it is focused on project performance, regarding short-term dimensions of project success adherence to criteria of time, cost and quality. These are the main key project management characteristics strongly affects the perceived failure of projects (Lepak, 2010). The “iron triangle” model itself was the very first model of project management success, which has later proven to be only a part of overall project success. Project success objectives in compliance with constraints of cost, time and performance is insufficient to determine projects' success (Lysons and Farrington, 2006).

As stated by Kerzner (2013), the definition of project success has been modified to include completion within allocated period, within the budgeted cost, at the proper performance or specification level. Likewise, project success has been used as an aggregate measure of project performance (Kandelousi, Ooi and Abdollahi, 2011). Project success variously refers to on time, within budget, to specification completion; success of the product produced; or success in achieving the business objectives of the project (Lysons and Farrington, 2006). The triple constraints were the actual initial model for project management success, but after some research conducted throughout it was later demonstrated to be a fragment of the general project success.

These suggest that many different variables are needed to accomplish a successful project (Kandelousi et al., 2011). Kerzner (2013) defined success factors for a project as all the fundamentals that are needed to form an environment where we can manage projects consistently with merit. Thus, this study attempted to find out the foremost determinants of project success in case of USAID funded projects in Ethiopia. This is due to the fact that

USAID's development focus on highlighting various opportunities within different sectors related to USAID's areas of interest and involvement in Ethiopia, such as agricultural growth programs, livestock market development, infrastructure projects, energy (hydro, wind, geothermal), education, health, water, sanitation, nutrition, food security and capacity building support

1.2 Background USAID Funded Project in Ethiopia

Since its inception in 1961, USAID has provided assistance to Ethiopia. The U.S.-Ethiopian relationship was first established in 1903 and remained in good standing until the Italian occupation in 1935. After WWII, Ethiopia and the U.S. re-established their relationship, and in 1951 signed a treaty of amity and economic relations. Haile Selassie and Franklin Delano Roosevelt developed an amicable relationship over the latter's opposition to British imposition after the British had liberated Ethiopia. Selassie was eager to "develop relations with the U.S. because he believed that the U.S. had no colonial aspirations" in Ethiopia. Consequently, on May 15, 1952, Ethiopia signed a Four Point Technical aid agreement and the U.S. commenced its activities in Ethiopia under the directorship of Herman Kleine and Selassie as Emperor and since 1961, USAID has continued and expanded on U.S. economic and development assistance to Ethiopia. When the United States Agency for International Development (USAID) was created, it brought together several existing foreign assistance organizations and programs (USAID, 2019).

PRIME (Pastoralist Areas Resilience Improvement through Market Expansion) is a five-year project led by Mercy Corps Ethiopia in partnership with international and local organizations. Funded by the United States Agency for International Development (USAID), PRIME focuses on selected districts of Ethiopia's Afar, Oromiya and Somali regions.

- **Estimated Beneficiaries:** 250,000 households
- **Period:** October 2012-September 2017
- **Funding:** US \$62 million, USAID
- **Implementing Partners:** Mercy Corps (lead), Aged and Children Pastoralists Association (ACPA), Action for Integrated Sustainable Development (AISDA), CARE, Ethiopian Center for Disability and Development (ECDD), Haramaya University, Horn of Africa Voluntary Youth Committee (Havoyoco), Kimetrica, SOS Sahel.

1.3 Statement of the Problem

Success factors are components of the project that have to be accomplished to a high standard of quality which are acceptable to achieve the goals of the project (Davis, 2014). A project is said to be successful when the project is on time and within budget and within scope (Savolainen *et al.*, (2012). Project Success includes getting the job done within the constraints of given time. Project success was recognized to be a complex, multi-dimensional concept encompassing many attributes (Mir, 2014).

Projects are unique, reason why project success criteria differ from one project to another (Müller, Turner, 2007). To increase complexity even more, within the last decades the concept of project success is approached in relationship with stakeholders' perception (Davis, 2014), being accepted that success means different things to different people (Shenhar *et al.*, 2001). The success of this project can be attributed to the determination of the factors that are determined before the beginning of the projects that are undertaken. These factors need to be identified and the extent of their determination needs to be addressed.

On other hand, most studies found inconsistent results on determinant of project success (Muller and Turner, 2007 and Lewis, 2008) stated leadership efficiencies and quality specifications; knowledge in project management field considered as project success (Mir, 2014); stakeholders involvement (Kandelousi, *et al.*, 2011) and achieving the business objectives of the project (Lysons and Farrington, 2006). These suggest that selected variables can be a cause for success and other may be a reason for project failure (Kandelousi *et al.*, 2011 and Kerzner, 2013).

For example, PRIME project faced lack of user involvement, absence of ownership the, weak collaborative atmosphere between project management and implementer were observed as per preliminary interview. PRIME project report (2018) stated PRIME made noteworthy triumphs across all components. Initially, many practitioners and government counterparts were wary of this new approach, requiring time, explanation and demonstrated evidence of its success in order to adopt it. This also resulted in partners and peer agencies beginning to appreciate the value of this work, ultimately realizing that development needs to shift away from direct services to strengthening systems for long term, sustainable change. Large projects usually surpass their plan's deadline, and they subsequently undergo as of enforced penalties such as loss of credibility

and various monetary sanctions. Within this, the question was how about the project is implemented by various implementers.

In Ethiopia, 79.06 percent of projects had failed to meet their objectives (Selam, 2017) when project is implemented by one organization or specific activity. She found out that among the management knowledge areas of project in Ethiopia which determine the performance of the project, project time management and identified success factors played the major part in the success of the project under consideration. Most projects in private companies have been known for their cost overruns and late completion times. Shenrar& Devir (2007) articulate that high user expectations can in fact be the cause of project failure. A recent McKinney Devex survey suggests that 64% of donor funded projects fail (Hekala 2012.the Standish group's CHAOS summary (2009) revealed a decrease in project success rates in 2008, with 32 of all projects succeeding (delivered on time, on budget, with required featured and functions, 44% were challenged (late, over budget, and/or with less than the required features and functions): and 24% failed (Cancelled prior to completion or delivered and never used) compared to the corresponding figures of 35%,46 % and 19% for the year 2006. This research attempted to fill the existing gap on the correction of project success in an international NGO'S in Ethiopia and thereby add a brick to the PM body of knowledge in general and to the development Endeavour of Ethiopia in particular.

1.4Research Questions

1.4.1 Main Research Question

- What are the drivers of project success in funded project (PRIME Project) in Ethiopia?

1.4.2 Specific Research Questions

- To what extent leadership influence project success in funded project (PRIME Project) in Ethiopia?
- How does team building influence project success in funded project (PRIME Project) in Ethiopia?
- To what extent does stakeholder's involvement influence project success in funded project (PRIME Project) in Ethiopia?
- To what extent effective communication influence project success in funded project (PRIME Project) in Ethiopia?

- How does project team commitment influence project success in funded project (PRIME Project) in Ethiopia?
- To what extent monitoring and evaluation influence project success in funded project (PRIME Project) in Ethiopia?
- What does the overall project success rate of PRIME Project look like?

1.5 Objective of the Study

1.5.1 General Objective of the Study

- The general objective of the study was to examine the drivers of project success in funded project (PRIME Project) in Ethiopia.

1.5.2 Specific objectives of the Study

- To investigate the effect of leadership on project success in funded project (PRIME Project) in Ethiopia
- To examine the effect of team building on project success in funded project (PRIME Project) in Ethiopia
- To evaluate the effect of stakeholders involvement on project success in funded project (PRIME Project) in Ethiopia
- To analyze the effect of effective communication on project success in funded project (PRIME Project) in Ethiopia
- To examine the effect of project team commitment on project success in funded project (PRIME Project) in Ethiopia
- To investigate the effect of monitoring and evaluation on project success in funded project (PRIME Project) in Ethiopia
- To assess the overall project success rate of PRIME Project look like

1.6 Research Hypotheses

This chapter presents the empirical research study. In order to answer the research questions, the study developed the following hypotheses that are presented in this chapter.

- H₁: Leadership does not have a positive and significant relationship with project success.

- H₂: Good practices of team building do not have a positive and significant relationship with project success.
- H₃: Stakeholder's involvement does not have a positive and significant relationship with project success.
- H₄: Effective communication does not have a positive and significant relationship with project success.
- H₅: Project team commitment does not have a positive and significant relationship with project success.
- H₆: Monitoring and evaluation does not have a positive and significant relationship with project success.

1.7 Significance of the Study

This study would be very beneficial to several stakeholders including international organizations, other non-governmental organizations, donor agencies, and others. This study helps project implement organization as the success of the USAID funded projects could be taken as success projects if is identified why and what makes the project successful. Project designers can use these factors as part of project designing and can also value determining factors as one and the important part of project realization so this Research significant to attempt thus point. The study also benefits other international and local organizations as thousands of projects are designed and implemented each year by different organizations including Government, NGOs and Others. Needless to mention that any intervention that envisages development need to have to a detail understanding of the local context as well as internal and external environment that influence its implementation.

However, there is paucity of empirical studies on the role of international NGO's in the development of least Developed Countries. To bring how the determining factors could contribute a great deal to project success. Also tries to see different sectors in which the USAID involved to the projects the organization funded so that different factors and determination for success could be learnt and experienced well, more by project designing professionals and others interested in getting experience from the organization project success. This research is significant also as it tries to show the unsuccessful projects owners it could be public or private by identifying the secret behind the success of the specified organization funded projects.

To future researchers and academicians, the study would be important in the suggestion of areas requiring further research to build on the topic of factors affecting project implementation of non-governmental projects. In this Research, the main focus area was on projects' success and it helps to add its significant knowledge transfer and create awareness in project management literature. Success approached in relationship with projects is even more important since the number of failing projects is extremely high, more than one third of projects failing to reach their objectives.

1.8 Scope of the Study

This study was conducted on USAID funded projects in Ethiopia. The research was confined deliberately to focus on funded projects completed for the past three years in time management.

This research is intended to find out the determinants of critical success factors concerning the main project time and quality, the researcher only try to examine the success factors that are considered common for project types and organizational structures. Due to time and budget constraints the research focuses on two regions such as Afar and Ethiopian Somalia of the selected project implementation. As most of the project implementer and project consortium lead found in Addis Ababa, most of the respondents were found in Addis Ababa at their main head office.

This study focused on effective project implementation incorporating four basic facets in in on-schedule (time criterion), on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion), and is accepted and used by the clients for whom the project was intended (client satisfaction criterion). Since project success is determined by various variables, this study focused on few variables; others were not included like technical design, work plan, cost breakdown, including scope creep, pre award assessment, risk management and project infrastructures management.

This study has independent and dependent variables such as team building planning, stakeholders' involvement, time management practices, effective communication and project team as independent variables and on project success in funded project in Ethiopia as dependent variable. It is conducted suing descriptive and explanatory research design with mixed research approach.

1.9 Limitation of the Study

This study has various shortcomings. Out of which, the main shortcomings was involved in the top of data was collected only experts and management pinion and project three years data. Others including other USAID, Japan, China and UK funds and projects were not included in this study. This is due to the fact that most of the projects were unilateral funding and their natures of projects were lack of appropriate willingness to participant in the study. These made difficulties during data collections and lack of up-to-dated information from the projects.

1.10 Definitions of Terms

1.10.1 Conceptual Definitions

- **Project** is a sequence of unique, complex, and connected activities having one goal or purpose that must be completed by a specific time, within budget, and according to specification (Alexander, 2015).
- **Project Management** is defined as the planning, organization, monitoring and control of all aspects of a project and the motivation of all involved to achieve project objectives safely and within defined time, cost and performance (PMI, 2008).

1.10.2 Operational Definitions

- **Communication** is exchanging of information from one point of the project to the other point in an efficient manner (Dortok, 2006).
- **M&E system** - to learn, identify limitations and take timely rectifying measures to keep the project on track (Dortok, 2006).
- **Pastoralist Areas Resilience Improvement and Market Expansion (PRIME)** - a USAID-led Feed the Future program that included a market development and adaptive management approach to help pastoralists strengthen systems while simultaneously addressing economic needs and climate adaptation to increase resilience capacities.
- **Project Success** has been defined by the criteria of time, budget and deliverables (Alexander, 2015).
- **Successful project** - completed on schedule, within the budget and in conformance with predetermined performance specifications
- **Unsuccessful project** - results in loss of resource, time and reputation.

1.11 Organization of the Research Report

Structurally, the study is composed of five chapters. The first chapter presents introductory materials, which includes background of the study, problem statement, research objective, research questions, and significances of the study and the scope and limitations of the study. The second chapter presents the related literatures reviewed during the desk research phase of the study. And the third chapter presents different methodologies used to finish this research. , the Results, Discussion and interpretation of the data gathered are in the Fourth chapter. Finally, the report concludes with the summary, conclusion and Recommendations of the study in the Fifth Chapter.

CHAPTER TWO

LITERATURE REVIEW

This chapter presents the theoretical framework of the study, related theoretical literature reviews and empirical literature of the study. It also contains the conceptual framework of the study.

2.1 Theoretical Framework of the Study

2.1.1 Theories of Project Management

Koskela (2002) stated the present doctrine of project management suffers from serious deficiencies in its theoretical base and the theoretical base has been implicit on his book titled the underlying theory of project management is obsolete. He claimed that it was replaced by Project Management Body Of Knowledge as described in the PM BOK Guide of the Project Management Institute, they conclude that anomalies that occur in the application of these underlying project management theory are regarded as “strong enough for the claim that a paradigmatic transformation of the discipline of project management is needed (Carson, 2009). Koskela (2002) described various functions of an explicit theory of project management in terms of several roles of a theory as provides a prediction of behavior, basis on which tools can be built, can, when shared, provide a common language, pinpoints the sources for progress, leads to learning in practice, innovative practices can be transferred to other settings and it is a condensed piece of knowledge. Further it is stated that a theory of project management should be prescriptive: it should reveal how action contributes to the goals set to it (Haughey, (2010).

Koskela (2002) concluded that it is possible to find statements from the PM BOK Guide (-) that approximate the definition of a theory or from which a theory can be deduced and start the search for a underlying theory of project management with the concept of project. PM BOK Guide reveals that “activities and tasks are the unit of analysis” while scope management –as the *raison etre* of project management- is defined through the work breakdown structure (Haughey, (2010). This is also the case regarding to a method of project management that is well known in the building industry in Holland as the “GOTIQ-method”. GOTIQ is the acronym for Gains, Organization, Time, Information and Quality; the so called “aspects of control” within the

method. There a project is defined as an activity between improvisation and routine (Lam, 2008). Further, Koskela (2002) stated that the underlying theory of project is that a project can be defined as transformation; transformation of inputs and outputs. Comparison of the idea of transformation of inputs and outputs with the description of the essence of the GOTIQ-method – phasing, controlling and deciding- leads to the same conclusion (Kandelousi et al., 2011). Kerzner (2013) expressed that this “project management seems to be based on three theories of management: management-as planning, the dispatching model and the thermostat model. With action as the key word in the definition of project and as a main subject of the three theories of management, one can summarize classical (project) management as management of action or the use of a closed system (Boonstra, 2005). Thus, it can be concluded that Project Management Body of Knowledge is designated as valuable project management theory. It is basically strong enough for the claim that a paradigmatic transformation of the discipline of project management. As Kerzner (2013) expressed earlier, project management is founded on planning, the dispatching model and the thermostat model.

2.1.2 Theory of Projects

The Project Management Institute defines a project as a temporary endeavor undertaken to create a unique product or service. The prevailing view of a project as the transformation of inputs to outputs and captures the key assumptions associated with that view (Lepak, 2010). A project is a collaborative enterprise that is carefully planned to achieve a particular aim. Projects are temporary rather than permanent systems constituted by teams within or across organizations to accomplish particular tasks under time constraints. The classical theories of projects have a set of precepts, assumptions and even some implied principles that breakdown or inadequately serve the world of large complex projects. These attributes associated with a so-called neo-classical perspective outlined (Lysons and Farrington, 2006).

The current theory of projects contains first, and foremost, projects are viewed as temporary endeavors. This guideline ranges across the prevailing theory of projects as dealing with transformation of inputs into outputs as well as extensions of this theory that view operations as focused on flow value generation. In the prevailing theory of projects, total transformation can be decomposed into manageable tasks, while extensions for operations as flow would refine this notion to say that transformation flows are distinct from task operations (Boonstra, 2005).

Executing each task in an optimal manner and in an optimal sequence optimizes overall project execution according to prevailing theory while flow theory would somewhat modify this to say optimal task execution must include optimal process flows in order to optimize overall project execution. In this important extension to the prevailing theory of projects, lining up a series of tasks is not adequate and sufficient entirely. The influencing vectors are dispersed, distinct and equally important (Lepak, 2010). Thus, it is useful to see any project as temporary endeavors. It deals with transformation of inputs into outputs as well as flow value generation.

2.1.3 Program Theory

A programmer theory details an intervention's contribution to a chain of results and effects that lead to the foreseen results and impacts (Rogers, 2011). It may include impacts that are positive in line with the objective of implementation or detrimental to the basis of the intervention. Occasionally, it will also show other incidental factors that contribute to producing results and the context in which this happens. Programmer theory principles may apply for a single evaluation, planning multiple evaluations of different projects that are funded under program, or to collate data and information from multiple evaluations both midterm and final. Programmer theory provides a conceptual framework used in developing an integrated monitoring and evaluation framework and guiding these two important project functions (Lysons and Farrington, 2006). A programmer theory develops during the planning stage of a new intervention. It may be applied during implementation, close-out and post implementation. When planning for an evaluation, it is particularly useful to review the programmer theory applied and review or contextualize as may be necessary (Lepak, 2010). Thus, this theory is indispensable as it helps bring together available information that supports a programme providing clarity about how a programme is understood to work or not to work, thereby aiding to bridge the gap towards optimal performance (Rogers, 2011).

2.1.4 Stakeholder Theory

It exhaustively covers the various stakeholders involved in project implementation such as donors, researchers, management and even the ultimate users of the project (Lysons and Farrington, 2006). Stakeholder's Theory argues that every legitimate person or group participating in the activities of a firm or organization, do so obtain benefits, and that the priority of the interest of all legitimate stakeholders is not self-evident (Donaldson & Preston, 2010).

Stakeholder Theory pays equal credence to both internal and external stakeholders; employees, managers and owners as well as financiers, customers, suppliers, governments, community and special interest groups. User involvement enhances economic cohesion as they recognize the value of working in partnership with each other and organizations ((Boonstra, 2005). In consequence, this theory is important as it also explains how these elements influence successful implementation and performance of the projects by Non-Governmental Organizations. It is on this basis that this study is founded similarly on this theory. It is significant to involve beneficiaries in projects activities from the start.

2.1.5 Summary on Theoretical Framework of the Study

As a final point, Koskela (2002) concluded deficiencies in these theories that are underlying the project management method of PM BOK and add new theories to them. It's striking that these added theories are about concepts as uncertainty, interaction, meetings, language, informal and ambiguity as they all are human related. It is certainly understandable then that in the latest print the attention for more human related aspects of project management such as leadership, dealing with stakeholders, collaboration in a team and conflict management is much more than in the first, though not yet put in the context of a coherent theory. The predominant theory of projects rests on a foundation of the main assumptions that embrace independence of discrete and bounded tasks, with high certainty of the requirements to be met and how the task is to be performed. The totality of work to be performed can be described by top down decomposition of the total transformation effort.

Generally, all-inclusive sets of requirements are assumed to exist at the outset of project and can be decomposed together with the work to be executed. Flow and value creation extensions to the classical theory of projects add additional framework elements such as a focus on reducing lead times and process and flow time variability and the notion of the customer as a singular reference point for value determination. In Addition, this study focused on the contribution that producing results and the context in which this happens. The study uses a conceptual framework used in developing an integrated supports providing clarity to bridge the gap towards optimal performance. Furthermore, it used or applied during implementation, close-out and post implementation (Lysons and Farrington, 2006; Rogers, 2011 and Lepak, 2010).

2.2 Related Theoretical Literature Review

2.2.1 The Concept of Project and Project Management

Savolainen *et al.*, (2012) defines projects as a unique process, consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including constraints of time, cost and resources. Project management is planning, organization, monitoring and control of all aspects of project, with motivation of all included to achieve project goals on safe manner, within agreed schedule, budget and performance criteria. It can be seen from the definition of project management, that it is focused on project performance, regarding short-term dimensions of project success – adherence to criteria of time, cost and quality (Wambugu, 2013).

The “iron triangle” model itself was the very first model of project management success which has later proven to be only a part of overall project success. From this point of view, it is clear to see how it is possible to have a successful project with unsuccessful project management, and vice versa (Lam, 2008). To be precise, project can be successful despite unsuccessful project management because it has achieved higher and long-term goals. In the moment when management of project stops, short-term orientation can be unsuccessful, but long-term outcome can be successful, because wider set of goals are satisfied, instead of narrow subset which project management consists of (Yang, Huang and Wu, 2011).

Project manager is responsible only for time, cost and quality management. In addition, he or she has integration, scope, human resource, communication, and risk and procurement management responsibility. In consequence, the manager is the most responsible person for project success. Project manager will be chosen to carry out an agreed scope of work for a defined part of the investment project, usually involving deliveries from a business area to the asset (Wambugu, 2013). This means that he is responsible for managing the project towards its goal. For one business case or investment project there might be several project managers responsible for different sub-projects. The project team members are responsible for executing the project in accordance with the specification made by the project manager, and for ensuring that the processes, methods and standards of the organization, are carried out accordingly (Savolainen *et al.*, (2012).

2.2.2 Various Ways to Measure Success/Failure of Project

The traditional cost-time-quality triangle appears in every project definition. Project managers basically consider as criteria for success. This view is so widespread that it can be considered as an industrial standard. However, the current use of these criteria is not surprising since together they capture the essence of success in many respects, and can be used easily (Wambugu, 2013). Critical success factors (Critical Success Factor – CSF), which is clearly identified for business success. As a second step, organizational goals are defined based on these factors, and in the third step they have to be made measurable. For example, if the critical factor is market success, then an easily measurable factor is the change in market share, or if there is a risk relating to contracts or offers, the experience concerning similar products of the company can be measured (Yang *et al.*, 2011).

Different stakeholders can therefore perceive success differently. Although the term stakeholder appeared in management literature (e.g. Stanford Research Institute), almost twenty years passed before it was used in the sense used today. Stakeholders can be affected by and also affect the achievement of organizational goals. The idea to examine stakeholders from the point of view of success appeared around the end of the 20th century. Consistent with the principles of quality management, the “happy user” appeared among success factors. The fulfillment of specification has only secondary importance and traditional criteria of time and cost only follow them. Clients consider the fulfillment of the needs of stakeholders the most important, while for contractors keeping to the cost and time limits was the most important (Kandelousi, Ooi and Abdollahi, 2011).

Even though perhaps the stakeholder concept and perception concept are most to the point, and therefore the most important new approach, they appear in fewer papers compared to the number of articles on the traditional approach. Many have realized that human assets have to be included in success criteria, in addition to the easily measurable technical parameters. Since these are not easy to quantify, less research has been done in this area compared to traditional factors. Researchers have begun to introduce criteria connected to persons such as flexibility and adaptability, enthusiasm, spontaneity, aggressiveness, confidence, preferences related to initiative and leadership, ambition, verbal abilities, etc (Yang *et al.*, 2011).

An interesting approach is to approach project success on a financial basis. If a business project is viewed from a distance, it can be seen that although the business activity and time horizon of their activities are different, the contractor, the client, the creditors and other stakeholders all agree that their activity in a project is only acceptable if the returns of their activities in the projects are higher than their costs (Lam, 2008).

In finance a project is considered a dynamic process, therefore after investment the question is whether the operation or selling of the project is more profitable, instead of whether it was worth realizing the project (Yang *et al.*, 2011). In this regard, the cash flows of previous years are irrelevant since they can no longer be influenced. What is significant is only how much the project can be sold for here and now, and what cash flows can be achieved later if the project is operated. If, however, the goal is to measure success afterwards, then obviously all the profit and all costs incurred earlier are taken into account (Kandelousi *et al.*, 2011).

2.2.3 Determinants of Success or Failure of Project

Publications both in the International Journal of Project Management and Project Management Journal reflect the search for factors of success and failure for reviews of the literature. Research on critical success factor is also observed in other academic disciplines, for instance in product development (Carson, 2009). In a project context, this approach seeks to systematically determine the set of generic factors that are critical to project success. The logic of the search for critical success factors has been justified with reference to the many observed examples of project failure and the belief that the identification of generic factors will greatly facilitate the project implementation process in practice (Chan, 2004).

Kandelousi *et al.*, (2011) cited Pinto and Slevin (1989) published in the renowned Journal of Management Studies presents evidence of the following set of critical factors: clarity of goals, top management support, clear project plans client relationship and communication. The studies by Baker *et al.* were one of the first to focus on the behavioral dimensions and organizational issues of project organization. This study also employed a broader definition of project success than the typical triple constraints of cost, time and conformance to specifications. However, as has been pointed out by Turner and Zolin (2012) although much of the research into this particular area has adopted broader definitions of project success, the traditional triple constraint criteria seem to prevail.

The critical success writings have been one dominant line in project management research. Consequently, Lam (2008) traces its history back to the empirical studies of project failures in which writers sought to explain the reasons for the frequent failures of projects in practice. In the 1980s, this led to several publications in, not only project management journals and books, but also in other management journals, such as the Journal of Management Studies and Journal of Management. A continuing issue for debate has been how to look up on the success factors, their generic applicability and the sampling methods used. Recent writings have documented the difference in success factors among industries and project types and also extended the original success criteria. Further, recent literature also acknowledges the variation of project success factors along the project life cycle.

2.2.4 Determinants of Project Success

The project management body of knowledge PMBOK Guide-2013 edition is directly applicable to projects. The factors determining performance in terms of timely accomplishment, cost efficiency, quality, schedule and scope performance are much related to the ten project management knowledge areas (Lam, 2008). That will affect positively or negatively the performance of projects. The knowledge area which is devoted to identify and define the work in the project is known as project integration management. The knowledge area deals also with efficiently integrating changes in the project. There are three different major processes in the integration management knowledge area. Project plan development: - integrating and coordinating all project plans to create a consistent, coherent document. Project plan execution can be carried out the project plan by performing the activities included therein. Integrated change control is similarly coordinating changes across the entire project. All of these apply to projects with only slight additions or modifications. The need to have all elements integrated and for them to quickly reflect changes in the project plan as it is executed is particularly important (Yang *et al.*, 2011).

The knowledge area deals with defining the project scope, project requirement scope, project work, making the work breakdown structure, making the scope baseline and managing the scope of the project. This is one point where we plan the ways of keeping the project within the established boundaries. There are five different processes in the scope management knowledge area. Initiation is the process of formally recognizing that a new

project exists or that an existing project should continue in to its next phase. There are typical reasons for initiating a project a market demand, a business need, a customer request, a technological advance, a legal requirement and a social need (Lam, 2008).

Project scope planning is the process of progressively elaborating and documenting the project work that produces the product of the project. Project scope planning is basically required to start with the initial inputs of product description, the project charter, and the initial definition of constraints and assumptions. For a project to be successful scope planning should involve all the key players at all levels, the owner, the consultant, the general contractor, subcontractors and suppliers. Scope definition involves sub-dividing the major project deliverables improve the accuracy of cost, duration and resource estimates, define a baseline for performance measurement and control and facilitate clear responsibility assignments. Scope verification is the process of obtaining formal acceptance of the project scope by the stakeholders. Scope change control is concerned with a) influencing the factors that create scope changes to ensure that changes are agreed upon, determining that a scope change has occurred, and managing the actual changes when and if they occur (Kerzner, 2013).

The project managers estimate the duration of the tasks in this knowledge area. This is where he/she sequences the tasks and chooses the number of resources required to achieve the objective of the project. Schedule is monitored and managed here in this area to keep the project on the track. There are eight different processes in the time management knowledge area such as activity definition, activity sequencing, activity duration estimating, schedule development, schedule control, activity weights definition, progress curves development and progress monitoring. Regarding project quality management, there are three processes in project quality management, the knowledge area where the quality requirements for project deliverables are planned and tracked. In this area, all the quality issues are quality planning, quality assurance and quality control (Yang *et al.*, 2011).

2.3 Empirical Literature

2.3.1 Evidences from Global Studies

Ainel and Vildana (2010) aimed to identify other critical success factors that are specific to Kazakhstan IDP environment. All the critical success factors identified (they quoted Do and Ton, 2008) were supported by this research. Nonetheless four new critical success factors were identified by analyzing the results from both interviews and questionnaires. The four new factors are minimum difficulties in transition from planning to implementation phase, competence of stakeholders, troubleshooting and competent project manager/project leader. The findings clearly show that insufficient communication can affect the project outcome negatively. The characteristic of an international development project is that it has more stakeholders than traditional.

Ioana, Emil and Razvan (2015) found that the high frequency of using projects in all fields determined the increasing importance of adequate project management. Considering the direct relationship between reaching projects' objectives and the long term development of an organization, aspects regarding projects' success and the success factors of projects are topics of great interest in project management literature. Reaching projects 'objectives in compliance with constraints of cost, time and performance is usually not sufficient to determine whether the project was successful or not. While literature provides different perspectives regarding this topic, in practice things get sometimes even more complicated, project success being often vaguely defined. This study aimed to present an overview on the topic of project success and identify main success factors when dealing with projects in Romania using a quantitative research.

Hyvari (2007) aimed to evaluate the critical success/failure factors in project management and to examine the relationships between critical success factors and organizational background variables. This study also aimed to gain an understanding of how project clients, owners, and sponsors present their needs and expectations to ensure project success. On the basis of the survey responses received, it is possible to identify critical success factors in project management that are significantly related to company/organization size, project size, organization type, and project managers' work experience. The project implementation profile was also analyzed on average and by phases. The results indicated the importance of project communication that is related to company size, however. In contrast to some prior studies, communication was ranked highest in most project phase

2.3.2 Evidences from African Studies

Kraeger (2011). Analyzed factors that lead to failure of projects in Kenya and established that poor design, poor methods, inadequate experience, underestimation of project duration and poor cost estimation as the factors that caused failure of most projects. Yanag (2011) concluded in his study on analysis of factors influencing projects in Kenya that the quality of project management, operating environment, worker motivation, communication, inadequate resources and organization of the project team as factors affecting project implementation.

On other hand, Muringo, 2012) find out the competencies of project managers influences effective implementation of donor funded projects. It noted that project manager soft skills more influence the success of the project compared to the technical and academic qualifications. Anunda (2016) conducted on factors influencing the performance of projects implemented by NGOs and concluded that effective project implementation is repeatable and requires a great deal of work to understand it for achieving cost effectiveness and competitive position. They identify planning effort; project team motivation; project manager goal commitment; project manager technical capabilities; control system; and scope and work definition as the important factors.

Similarly, Kagendo (2013) conducted on factors affecting successful implementation of projects in Non-Governmental Organization and analyzed factors which are critical to cost overruns and established five factors which contribute and these are; project organization, environment, project management, project definition and infrastructure and also concluded that inexperienced project managers, poor communication, poor monitoring and control systems negatively affected the project management efficiency. Duncan and Susan (2017) sought to establish the determinants of project performance in NGOs in Kenya. Further, the study sought to establish the influence of top management support, project culture, and project scheduling and project team commitment on project performance in NGOs in Kenya. Using correlation analysis and multiple regression analysis, the study found that top management support has a significant influence on project performance in non-governmental organizations in Kenya ($\beta_1=0.811$, p -value=0.000). The study also established that project culture has a significant influence on project performance in non-governmental organizations in Kenya ($\beta_2=0.796$, p -value=0.000). The study revealed that project scheduling has a significant influence on the influence on project performance in non-governmental organizations in Kenya. ($\beta_3=0.789$, p -value=0.015). The study

also found that project team commitment has a significant influence on the influence on project performance in non-governmental organizations in Kenya ($\beta_1=0.781$, $p\text{-value}=0.000$).

2.3.2 Determinants of NGOs Project Success in Ethiopia

Metalign and Maru (2017) conducted a study on determinants of Project Success in NGOs in the case of PACT Ethiopia. They investigated the determinants of project success in an international non-governmental organization in Ethiopia. It adopted a cross sectional research design and collected both quantitative and qualitative data from a total of 36 projects that were implemented between 2004 and 2016 by Pact-Ethiopia. Project success was conceptualized as a function of efficiency and effectiveness. It was measured employing a composite index comprised of cost and schedule performance indices as well as performance of the project against key indicators. Accordingly, while two-third of Pacts projects was successfully completed, 22% and 11% were found to be moderately successful and challenged projects respectively. A range of independent variables were regressed against the dependent variable (project success) using the ordered logit model. The result revealed that comprehensiveness of the work plan, procurement, project team building and monitoring and evaluation were found to be statistically significant.

On other hand, Selam (2017) sought to identify and assess the success factors for implementation of development project in mother and children Multi-sectoral Development organization, on Reducing Vulnerability of Street living children project. Using descriptive research design, the finding of the result revealed that effective communication, good project monitoring and evaluation, clear project goals and objectives were considered to be the factors that contribute to the success of the project in MCMEDO whereas the rest two factors, stakeholder's involvement and competent project team didn't get enough emphasis on the particular project.

2.4 Conceptual Framework

The conceptual framework of this study is based on the implementation of projects and managerial factors with the consideration six various factors under the study project success in funded projects in Ethiopia. The conceptual framework of this study was based on six independent variables and one dependent variable as represented diagrammatically in the above figure. The study uses a conceptual framework in order to answer the research questions. According to the study, successful implementation of funded projects in Ethiopia are basically

conceptualized as being dependent on team building, stakeholders involvement, time management, effective communication, project team commitment and monitoring and evaluation.

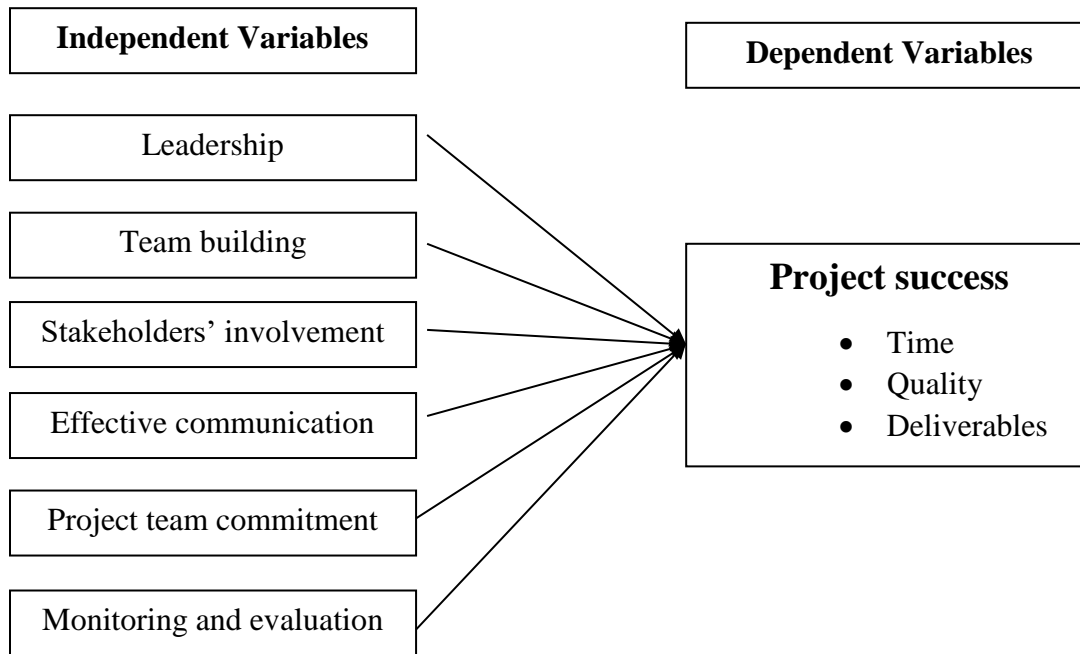


Figure 2:1 Conceptual Framework of the Study
Adapted from Metalign and Maru (2017) and Kagendo (2013)

2.5 Hypothesis

Westerveld (2003) stated that the success of any project is related to two important features, which are service quality and the project owner's expectations. Managing the projects so that all the participants perceive equity of benefits can be crucial to project success. It is obtained that the complete lack of attention devoted to owner's satisfaction contributes to poor performance. Declining market shares, low efficiency and productivity, and the rapid project cost escalation also lead to poor performance. Savolainen *et al.*, (2012) remarked that the success of any project depends up on technology, process, people, procurement, legal issues, and knowledge management which must be considered equally.

- **Hypothesis 1:-** Ha: Leadership does not have positive and a significant relationship on project success.

Savolainen *et al.*, (2012) stated critical success factor that cited frequently in the literature corresponds to the existence of a committed project manager. They considered the project leader the link responsible for integrating the entire project and identified five critical success factors, among which are included a competent project manager and the availability of resources. Accordingly, the project manager provides the team with the proper direction and goals, provides motivational support, and helps to resolve any interpersonal and organizational issues suggested that project management leadership has a significant impact on project management performance (Judgev and Müller, 2005).

Kagendo (2013) identified the critical factors as cash flow problems, delayed payment to vendors, under estimation of project duration, unqualified staff on the project team, inadequate supervision of work and increase in scope of works. He concluded that these inputs and transformational process factors are attributable to the core stakeholders in any project.

- **Hypothesis 2:-** Ho: Good practices of team building does not have a positive and a significant relationship on project success.

A combination of factors determine success or failure of a project and influencing these factors at the right time makes success more probable (Savolainen *et al.*, 2012). The study of project success evolved from focusing on the operation level of a project in the 1970's to embracing a stakeholder- focused approach in the 200s(Davis 2014). As a result of numerous studies that studied the topic of project success, several lists of success factors exist. An amalgamation of some models was done by Savolainen *et al.*, (2012), who analyzed the literature on success criteria of the past 40 years. Their model for measuring success was selected for this study as it is based on most recent literature, which is a superset of the success criteria from the leading researchers on project success. Their model offers a balance between hard and soft factors and measures 25 success criteria variables organized in the five dimensions. These are project efficiency, organizational benefits, project impact, Stakeholder satisfaction, and future potential.

- **Hypothesis 3:-** Ho: Stakeholder's involvement does not have a positive and a significant relationship on project success.
- **Hypothesis 4:-** Ho: Effective communication does not have a positive and a significant relationship on project success.

Davis (2014) defined project success as the completion of a project within acceptable time, cost and quality and achieving client's satisfaction. Project success can be achieved through the good performance of indicators of the project. So, success refers to project success and performance refers to performance of indicators such as project managers. Muller and Turner (2007) stated that Project success has been widely discussed in the project management literature. The focus of most studies of project success is on dimensions of project success (how to measure it) and factors influencing project success.

Shenhar and Dvir (2007) stated that how to evaluate project success and to what extent key project stakeholders' performance correlates with project success. It is obtained that project owners play the most important role in determining project success, and project management organizations' performance as the single point of project responsibility has significant correlations with project success criteria. Lam (2008) stated that the allocation of risk among the contracting parties in a project contract is an important decision leading to the project success.

To determine what success is we need to clarify the difference between two terminologies project success criteria and critical success factors (Müller and Judgev, 2012). Project success criteria are related to the set of principles or standards by which project success can be judged. Critical success factors are related the set of circumstances, facts, or influences which contribute to the project outcomes. Project success criteria can be perceived as a set of measurements that are used to decide if the project was a success or not. In other words we can say that project success criteria assess the project outcome.

Critical success factors can be observed during the project and it is possible to influence these factors. If the success factors are well represented in the project there will be a bigger possibility of project success (Savolainen *et al.*, 2012). Project success criteria has evolved from the simplistic triple constraint concept, known as the iron triangle to something that encompasses many additional success criteria such as quality, stakeholder satisfaction, and knowledge management (Shenhar and Dvir, 2007).

In terms of measuring success, a variety of models for measuring project success were developed, such as the popular ones are by Shenhar *et al.* (2002); Savolainen *et al.*, (2012), or Turner & Müller (2006), which are all designed with different underlying assumptions. Work

quality. Westerveld (2003) argued that success factors can be perceived as main variables that contribute to projects' success and as levers that can be operated by project managers to increase chances of obtaining the desired outcome. It refers to indicators or measures by which projects are judged as successful or not (Davis, 2014).

- **Hypothesis 5:-** Ho: Project Team commitment does not have a positive and a significant relationship on project success.
- **Hypothesis 6:-** Ho: Monitoring and evaluation does not have a positive and a significant relationship on project success.

CHAPTER THREE

METHODS OF THE STUDY AREA

This chapter presents the study research approach and design. It also includes sample design, source of data, data collection instrument, data analysis methods and validity and reliability tests with research standard and ethical considerations

3.1 Descriptive of Research Area

This study was involved in PRIME operated area on selected pastoralist woredas of two regions; Afar and Ethiopia's Somali Regions.

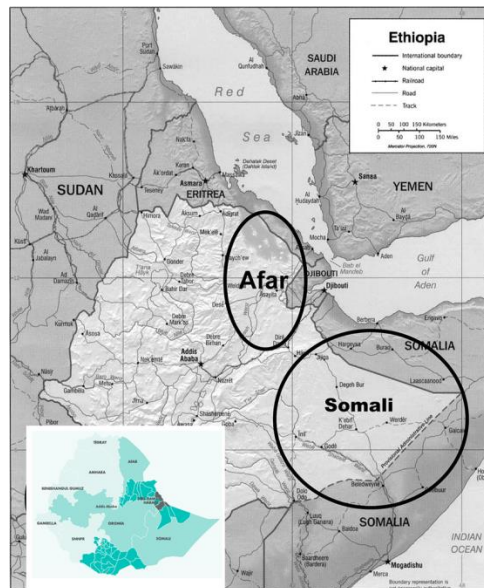


Figure 3:1 Research concerned area

3.2 Research Design

According to Claire Selltiz et al (1962), research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research designs the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. To successfully achieve the research objectives and answer the stated research questions, the research design used were used cross-sectional and causal design in which data were collected from respondents in some given areas that gets the advantage from this

organization. This study used self-completion questionnaires in order to make the study very objective. The cross-sectional research design is often called a social survey design. It entails the collection of data on more than one case and at single point in time. In order to collect a body of quantitative and qualitative data in connection with two or more variables, which are then examined to describe characteristics and/or explore pattern of associating among variables (Bryman 2016). More specifically, for a thesis work like this which is supposed to be completed within maximum month period cross sectional study design is the most appropriate one. This study used both descriptive and explanatory research design.

3.3 Research Approach

Creswell (2003) classified scientific research approaches into three: quantitative, qualitative, and mixed research. Quantitative research is an approach for testing objective theories by examining the relationship among variables, which can be measured and analyzed using statistical procedures. Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem” Whereas, mixed research approach involves collecting and analyzing both quantitative (numeric) and qualitative (descriptive) forms of primary data in a single study Creswell (2014). Creswell (2003), the quantitative research is critical to show the cause and effect relationship between dependent and independent variables. To address the research question, to test hypotheses and investigate the cause and effect relationship between factors of project elements and project success, the study employed mixed type of research approach using quantitative and qualitative approach together yield synergy. Thus for the purpose of attaining objectives of the research and answering research questions both quantitative and qualitative approach were used.

3.4 Unit of Analysis

The unit of analysis was the project - PRIME. The sample was composed of people who have responded to the questionnaire on behalf of their organizations. These individuals were part of institutes and associations dedicated to studying project management, and were from project-affiliated companies.

3.5 Target population and Sampling

3.5.1 Target Population

This study selected Pastoralist Areas Resilience Improvement through Market Expansion (PRIME) main on Afar and Ethiopian Somalia regions. Staff from Mercy Corps (lead), Aged and Children Pastoralists Association (ACPA), Action for Integrated Sustainable Development (AISDA), CARE, and Ethiopian Center for Disability and Development (ECDD), Horn of Africa Voluntary Youth Committee (Havoyoco) and SOS Sahel were targeted in this research.

3.5.2 Sample Frame

Monthly payroll and project identification list were used to identify the selected staffs from Mercy Corps (lead), Aged and Children Pastoralists Association (ACPA), Action for Integrated Sustainable Development (AISDA), CARE, and Ethiopian Center for Disability and Development (ECDD), Horn of Africa Voluntary Youth Committee (Havoyoco) and SOS Sahel were targeted in this research.

3.5.3 Sample Size Determination

Table 3:1 Sample Proportion and Size

Project Participated Organizations	Staffs involved	Proportion =123/180	Sample Size
Mercy Corps (lead)	50	0.683	34
Aged and Children Pastoralists Association (ACPA)	25	0.683	17
Action for Integrated Sustainable Development (AISDA)	30	0.683	20
CARE	17	0.683	12
Ethiopian Center for Disability and Development (ECDD)	15	0.683	10
Horn of Africa Voluntary Youth Committee (HAVOYOCO)	18	0.683	12
SOS Sahel.	25	0.683	17
	180	0.683	123

Survey result, 2020

This study used using Krejcie and Morgan Table for sample size determination. The ever increasing need for a representative statistical sample in empirical research has created the demand for an effective method of determining sample size. To address the existing gap, Krejcie & Morgan (1970) came up with a table for determining sample size for a given population for easy reference. Accordingly, 123 sampled respondents from selected organizations with respective profession such as project coordinate, monitoring evaluation team, service support were found and used for this research.

3.6 Data Sources

The data for the study both primary and secondary source of data were used. Data on from secondary sources including project financial reports, baseline, mid-term and end line evaluation reports terminal reports and performance monitoring plan (PMP) were applied including magazines, published materials and others. A structured modified and standard questionnaire and interview checklist were used to collect primary data from the professional employees.

3.7 Data Collection Methods

This study used two data collected methods; these were presented below accordingly.

3.7.1 Questionnaire

The study uses a standard survey questionnaire to assess their satisfaction level. The professional employees in those companies will be chosen to fill the questionnaire. That helped to receive unbiased and more accurate response. To strengthen the reliability of research data and supplement the information missing in the questioner survey, information were collected from other related researches, journals, the company procedure and policy and relevant corporate reports. It was adapted from Kandelousi *et al.*, (2011) who studied on key success factors for managing projects.

3.7.2 Interviews

This study includes semi-structured interviews. Interviews were considered to be the most suitable method to provide answers to the research questions as well as to ensure the validity of our findings from literature review and to enrich and refined them.

3.8 Research Instrument

3.8.1 Validity

In this study, two types of research test instrument were used. One of these was validity test that was the extent to which difference found with measuring instrument reflecting true differences among those being tested. To ensure the quality of the research design content and construct validity of the research was checked. Construct validity establishing correct operational measures for the concepts being studied. Project and monitoring and evaluation professionals and experts who were specialized knowledge and experience on funded project management and non-governmental organizations and humanitarian leaders' judgment and opinion were taken.

3.8.1.1 Pilot Study

A pilot survey was conducted using twenty respondents prior to administrating the questionnaire to the selected sample size. The pilot survey was conducted to check if the questionnaire was clear, easy to understand and straightforward to ensure that the respondents could answer the questions with no difficulty. Based on the feedback from the pilot survey, necessary changes were made on the questionnaire before administering to the selected sample size. Accordingly, by rule of thumb 12 respondents were participants on the pilot study.

3.8.2 Reliability Test of Research Instrument

Table 3.2 : Cronbach Alpha Test Result

	Cronbach's Alpha	N of Items
Leadership	.948	3
Team Building	.954	3
Stakeholders Involvement	.936	3
Communication	.914	3
Commitment	.971	3
Monitoring and evaluation	.949	3
Performance – time	.969	3
Performance – cost	.914	3
Performance – quality	.951	3
Over all	.986	27

Source: Survey result, 2020

This study was used Cronbach's coefficient alpha, which could be thought of as the average of all of the inter-item correlations. This is because it was conducted for all the measures to check and find high to analyze the association between the variables under study. The overall Cronbach alpha of the scales used in this study was rated as excellent. Consequently, it indicates the reliability of the scales was very high depicting a very strong internal consistency among the measurement items and the selected instrument accurately measures the variables selected. In this regard, values of 0.80 or greater were considered adequate for a scale that will be used to analyze associations (Kraeger, 2011).

3.9 Data Analysis and Presentation

The collected data from respondents' perception were passed through a process of analysis and interpreted accordingly before their meaning and implications were assumed. Hence, all collected data analysis techniques were employed to analyze the data. The data from document analysis and questionnaire were presented in a narrative form by using tables, percentage and mean. Accordingly, SPSS (Statistical Package for Social Sciences) version 20.0 were used to compute and analyse the data. The data were analysed using inferential statistics (logit regression) and descriptive statistics (percentages, frequency, mean and standard deviation).

The project success was determined by Metalign and Maru (2017) as they explained the conventional approach of determining project success as an assessment of performance based on whether the project was completed "on time, within budget and to specification. Accordingly, Type 1, (Successful Projects) include those projects completed on-time and on-budget, with all features and functions as initially specified, Type 2, (Challenged Projects) comprise of those completed and operational but over-budget, over the time estimate, and offers fewer features than originally specified. Type 3 (Impaired Projects) include those projects cancelled at some point during the development cycle; projects based on their level of accomplishment (0-25%, 26-50%, 51-75% and 76-100%).

3.9.1 Data Analysis Model

From the study model the equation is derived as follows:-

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + E$$

In the above equation,

- Y = Project Success

Since the model contains dependent variables which possibly assume a binary outcome of “0” or “1”, bivariate logistic regression is used to estimate the marginal effect of all independent variables on project success.

- X1- Leadership
- X2- Team building
- X₃- Stakeholders involvement
- X₄- Effective communication
- X₅- Project team commitment
- X₆- Monitoring and evaluation
- E = error

3.10 Ethical Considerations;

The study adheres to the ethical conducts in academic research by avoiding plagiarism and the likes. Thus,

- **Right to choose**

In this study, everyone has the right to determine whether or not to participate in a research project and it indicated in the main part of the questionnaire and formally raised before the interview sessions begun. .

- **Right to be informed**

The main questionnaire indicated as research participants have the right to be informed of all aspects of a research task in its main part. Knowing what is involved, how long it will take, and what will be done with the data, etc.

- **Right to Privacy**

The study mainly kept all information, data and evidences in secured manner and attempted to maintain the right to Privacy.

CHAPTER FOUR

RESULT AND DISCUSSION

This chapter presents results and discussion of the study. It shows how data are presented, analyzed and interpreted and in includes a response ate and demographic profile of respondents, the result presentation and analysis of responses on in the selected project.

4.1 Response Rate

As indicated in the chapter three, the target population of the study was 180 staff of the selected project affiliated and project lead and the sample size of this study was computed as 123. Out of distributed 123 questionnaires, a total of 97 questionnaires were returned which displayed 79% response rate.

4.2 Demographic Profile of Respondents

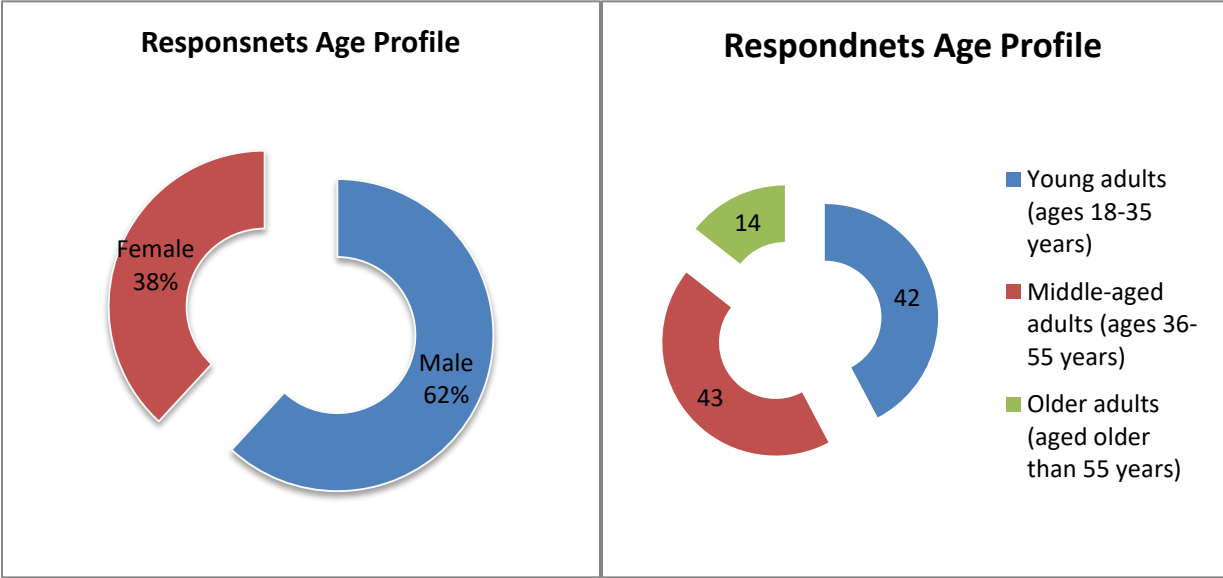
The demographic characteristics of the respondents include gender, age, and educational background, service years serving in funded projects and in selected particular project. Before analyzing data, the background information on the staffs at different level has been shown throughout the above table and pi diagrams.

Table 4.1: Demographic Profile of Respondents

		Count	%	Total %
Education	Diploma and below	2	2	2
	First Degree	59	61	63
	Master and above	36	37	100
Total Work experience in USAID funded project	Below 5 years	28	29	29
	6 to 10 years	32	33	62
	11 to 15 years	16	16	78
	Above 16 years	21	22	100
Specific project work experience in selected (PRIME) USAID funded project	Below 2 years	24	25	25
	2 -4 years	43	44	69
	5 Years	30	31	100

Source: Survey result, 2020

The above table displays that, among 97 sampled respondents, 2% of the total respondents had diploma, 61% of them were university first degree graduate and the remaining 37% of them attended university postgraduate (masers and above). Similarly, the above table also shows that, among the selected respondents, 29% of the sampled respondents worked in USAID funded project for fewer 5 years; 33% worked for 6 to 10 years and 38% of them worked for more than 11 years. Specifically, the study envisaged to know their working experience in the studied project (PRIME). Accordingly, 31% of the sampled respondents were worked in the full project period of the selected project and 44 % of them worked from 2 to 4 years; others (25%) worked for less than two years. The study was delighted that most of the respondents were university graduated (well educated), worked in USAID funded projects and they were passed most of their working time in the selected project. It was believed that the sampled staffs would provide appropriate responses for the project.



Source: Survey result, 2020

Figure 4.1: Demographic Profile of Respondents – gender and age

The study found that, among the 97 sampled respondents the study conducted this research on, 38%, i.e., 37 individuals were female and 62%, i.e., 60 individuals were male. The above table displays that, among 97 sampled respondents, 42% of the total respondents were of age below 35 and above 18 years, 43% of them were of age 36 to 55 years, and only 14 % of the respondents were older adults or aged older than 5 years. This could be considered the study gathered information from well experienced and aged people who acquired knowledge in funded projects.

4.3 Project Outcomes and Evaluation

PRIME made significant achievements across all the technical components despite the onset of drought and transition to emergency drought response halfway through implementation. In fact, households that were exposed to more project activities were less likely to see a deterioration of their food security as the severity of the drought increased as compared with households that were exposed to fewer project activities.

4.3.1 Improved Productivity and Competitiveness of Livestock and Livestock Products

PRIME improved access to and availability of quality livestock inputs, including feed, fodder and animal health services; improved meat and live animals trade; and strengthened the dairy value chain, while enhancing access to key market information.

- 5,270 pastoralist households received vouchers for veterinary products to protect herds during drought crisis
- 40 private veterinary pharmacies (PVPs) contracted with PRIME to improve animal health practices
- 175 community animal health workers (CAHWs) were trained through PRIME to support animal health

Strengthening Market Linkages during a Shock through Smart Subsidies

When droughts hit Ethiopia, PRIME held steadfast to a market systems approach through the emergency response by offering “smart” subsidies in lieu of direct delivery of services, which has proven to lack sustainability and disrupt rather than strengthen markets. PRIME used two mechanisms: veterinary vouchers and commercial destocking incentives. Veterinary vouchers helped to protect the health of livestock by reducing the risk of drought-induced diseases through access to veterinary services and establishing a sustainable network between livestock owners, CAHWs, PVP and veterinary drug wholesalers. 5,270 pastoralist households from kebeles in six woredas received vouchers and 87% of vouchers were used to purchase veterinary products from PVPs supported by PRIME, resulting in reduced death and sickness in herds.

Commercial destocking incentives motivated local traders to buy more livestock from areas affected by the drought, which they would have otherwise avoided due to declining conditions of drought-affected livestock. Commercial destocking is the selling off of animals to reduce herd

size and therefore maintain a healthier (i.e. fatter) and more profitable herd overall. The subsidy resulted in 12,237 shoats destocked from target markets. Pastoralists earned enough income from destocking to purchase sufficient fodder to maintain their remaining livestock and support dairy production for sale and family needs. Additionally, with less animals in drought areas, grazing was reduced on rangelands, easing the pressure on suffering fields during the drought.

4.3.2 Enhanced Pastoralists' Adaptation to Climate Change and Natural Resource Management

PRIME revitalized community rangeland management and improved early warning and related climate information systems. This resulted in improved resource governance and management practices, leading to more informed, forward-looking decision making towards climate adaptation. By also focusing on better livestock productivity and livelihood diversification, PRIME simultaneously helped improve livelihood-related decision-making processes to consider climate change and support adaptation planning. Key strategies for achieving climate change objectives were engaging Rangeland Councils and forming Participatory Scenario Planning (PSP) groups.

- **Rangeland Councils** were often people's first point of contact for PRIME and offered an opportunity to support PRIME's broader development goals by gaining entry and insight into communities. By **rehabilitating more than 42,000 hectares of rangelands** PRIME identified and helped to revitalize the centuries-old Rangeland Council system. Councils had regular meetings, organized community rehabilitation of water points and bush areas, cleared invasive species, and established dry season grazing reserve areas. These groups provided the rangeland management essential for livestock market expansion and nutrition work.
- **Participatory Scenario Planning (PSP)** groups were developed by PRIME's partner, CARE, to share traditional and meteorological forecasts with communities through facilitated discussion groups. Using forecasting to plan strategies to adapt to potential scenarios helped people initiate behavior changes based on scientific data. A consultative workshop was held with 128 PSP members in 2018 (Year 6 of implementation) in which the participants agreed that PSP should be integrated into government annual planning, acknowledging the climate information needs and its importance for pastoral and agro-pastoral livelihoods, which are prone to recurrent drought.

4.3.3 Strengthened Alternative Livelihoods and Access to Finance for Households Transitioning Out of Pastoralism

PRIME improved livelihood options for people transitioning out of pastoralism (TOPs), especially youth and women, by providing access to skills development and vocational training as well as increasing access to financial tools, including credit, loans and savings mechanisms.

Technical Training and Employability Linkages

PRIME worked with Technical Vocational Education Training Centers (TVETs) to better prepare TOPs to succeed in the workforce and as business owners. PRIME helped TVETs establish new skills and labor curriculums and update existing curriculums as well as equip and adapt facilities and courses to accommodate women and people with special needs. PRIME then awarded 1,695 scholarships for low-income applicants to participate in the course offerings. 852 youth (52% female) received contextualized and market-driven training in skills such as garment-making, welding, carpentry, automobile repair, information technology, masonry, construction, electric installation, and hairdressing.

PRIME trained Ministry of Social and Labor Affairs agents to mentor and champion individuals with special needs within their communities. PRIME also made available a number of small business start-up grants to graduates with a TVET certificate of completion and an approved business plan. People with special needs are now regularly supported by their local Social and Labor Affairs office when trying to locate a business venue, navigating business start-up regulations, obtaining credit, and receiving marketing support.

- 14 TVETs received support to create TOPs-appropriate curriculum and adapt content and facilities to PWD and gender needs and 1,695 youth and women won PRIME scholarships for TVET courses
- 3,953 youth graduated from TVETs using curricula developed under PRIME
- 5,688 full time equivalent jobs and another 1,213 jobs obtained (i.e., did not qualify to be counted as FTE) for both skilled and unskilled youths and TOPs.

PRIME supported three micro-finance institutions (MFIs), including Somali MFI, Rays MFI and Afar MFI, to provide appropriate financial services backed with modern technology in rural and urban communities. Financial inclusion not only empowered individuals and families but collectively developed entire communities by driving economic growth. Financial service

providers enabled 301,578 people to have the ability and tools to manage and save their money and empowered people with the skills and knowledge to make smart financial decisions.³³

- 341,316 individuals have direct access to financial services and contextualized products, such as Sharia-compliant loans for the predominantly Muslim population
- 37,838 individuals take out loans to expand or start their businesses
- 301,578 people open savings accounts
- 1,900 take out index-based livestock insurance to help protect pastoralists against losses during droughts

Somali MFI Hello Cash System is related to mobile and agent banking service that reduced the transaction costs pastoralists used to incur due to traveling to big towns to gain access to financial services. It also conveniently allows pastoralists to send and receive money transfers from their mobile phones and access cash in and cash out services from nearby SMFI Hello Cash agents. Hello Cash has reached 235,335 customers and 18,822,641 transactions were recorded with a total value of \$735,361,886 USD.

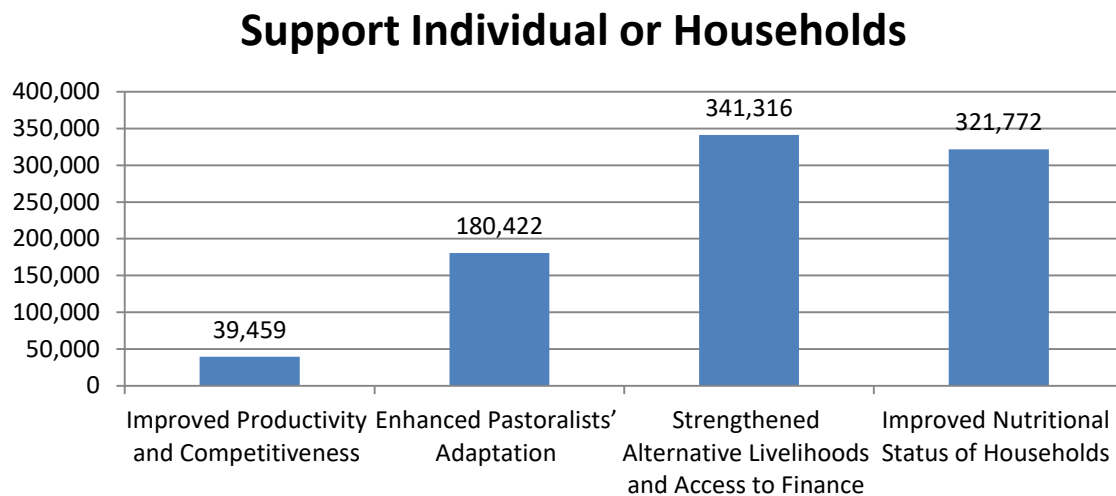
4.3.4 Improved Nutritional Status of Households Through Targeted, Sustained and Evidence-based Interventions

Through tailored social and behavioral change communication mechanisms, PRIME facilitated enhanced nutrition practices, increased the demand for nutritious food, improved household decision-making for equitable access to nutrition, leveraged private sector investment for nutrition support and informed policy practices regarding nutrition and food security.

- PRIME collaborated with the Ethiopian government to integrate its Maternal, Infant and Young Child Nutrition (MIYCN) health system-strengthening program with its other systems-strengthening programs, now using this manual to train health workers in MIYCN practices and policies in a cascading manner—regional health workers, district health workers and then community health workers.
- PRIME created nutrition-focused soap operas in three regional languages Afan-Oromo (Oromia), Afar-Af (Afar), and Af-Somali (Somali), to complement the trainings.

Soap operas reached a wide audience of 1.2 million across all three target areas with contextualized, custom messaging and marketing. Community health workers trained savings group leaders on MIYCN, who went on to train to their savings group members, who in turn

shared what they had learned with their extended families and neighbors. The linkage between MIYCN and the VSLA groups proved invaluable because it enabled savings group members to gain the financial capital needed to prioritize household nutrition.



Source: PRIME Project, 2020

Figure 4.2 PRIME’s Individual and Household Support

Through PRIME, 180,422 individuals have increased their capacity to adapt to the impacts of climate variability and climate change, the benefits of which transfer to thousands more who are indirectly impacted and influenced through their natural resource management. 39,459 households were supported to apply new technologies or management practices to maintain healthier livestock and pastoral practices MFIs created more appropriate and accessible financial services, agriculture and small business inputs allowing 341,316 of the poorest and most vulnerable in society to obtain access to finance and, as a result, creating a step out of poverty. PRIME has reached 321,772 households with critical nutrition and health-specific education.

4.4 Analysis of the Responses

Empirical findings of the response results presented and discussed in this chapter. In this study, a rating scale was used the statistical data (mean) in the same way as Chan (2004) of critical success factors for delivering projects and Anunda (2016) on factors influencing the performance of projects implemented by NGOs. Rating scale was used to analyze the result of the perception mean as level above 2.5 was assumed to indicate a positive picture.

4.1.1 Leadership

Table 4.2: Responses on leadership

Dimensions	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Grand mean 3.79
Add value by supporting the strategies and categorizing critical actions	8%	10%	6%	41%	35%	3.85	
Got frequently support the project coordinators and the project team	10%	8%	10%	39%	33%	3.77	
Recognized operational complications associated with diverse matters	7%	12%	13%	36%	32%	3.74	

Source: Survey result, 2020

The above table presents 35% respondents strongly agreed that project leader’s added value the project by supporting the strategies and categorizing critical actions; meanwhile, 41% agreed with the fact, 60% are uncertain and totally 18% of them disagreed in resulting 3.85 mean. It was rated as high category. The second dimension was rated as also high category by its 3.77. Accordingly, 33 % of them strongly appealed that project leaders frequently supported the project manager and the project team; 39% agree with the fact and 10% are uncertain. Finally, 68% of sampled respondents agreed that project leaders recognized operational complications associated with diverse matters as it was rated as high by its lowest mean of the group 3.74.

4.1.2 Team building

Regarding team building, respondents were asked to indicate their opinion abbot good interpersonal relations and team spirit developed and clear defined goals and program objectives among team members

Table 4.3: Responses on Team Building

Dimensions	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Grand mean 3.68
Good interpersonal relations and team spirit developed	10%	9%	11%	41%	29%	3.70	
Clear defined goals and program objectives among team members	11%	8%	9%	48%	24%	3.66	
A low degree of detrimental interpersonal and intergroup conflict in	9%	10%	10%	45%	26%	3.69	

your organization

Source: Survey result, 2020

The above tables show that the grand mean 3.68 was rated as high. In view of that, 70% of the sampled respondents preferred the category of and indicated there was a good interpersonal relations and team sprit developed in this project; meanwhile 11% neutral in the fact land others selected the categories of disagree. Almost half of them (48%) agreed that the project had clearly defined goals and program objectives among team members and 24% strongly agreed in the fact. In the third case, 71% of the sampled respondents' preferred the categories of both agree to specify there was a low degree of detrimental interpersonal and intergroup conflict in each organization.

4.1.3 Stakeholders Involvement

Table 4.4: Responses on stakeholder's involvement

Dimensions	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Grand mean 3.72
All Stakeholders had clear understanding of project	10%	13%	7%	43%	27%	3.64	
The Project was seen as a valuable resource by the stakeholders.	7%	13%	7%	45%	28%	3.74	
The project met stakeholder's expectation and need.	9%	11%	7%	38%	35%	3.79	

Source: Survey result, 2020

The above table portrays 70% respondents appealed that stakeholders had clear understanding of project. The mean (3.64) was rated as high. In the second case, 3.74 mean was rated as also high; 28 % of them strongly believed that the Project was seen as a valuable resource by the stakeholders; 45% agree with the fact, 7% are uncertain and totally 20 of them disagreed. 35% of the respondents preferred the category of strongly agree and 38 % of them selected the agree category to claim the project met stakeholder's expectation and need.

4.1.4 Effective Communication

Table 4.5: Responses on communication

Dimensions	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Grand mean 3.70
Had well-crafted communication strategy	7%	13%	6%	42%	31%	3.76	
Had good management of information system	9%	12%	6%	42%	30%	3.71	
Developed effective communication practices to solve project complexity	11%	12%	6%	40%	30%	3.65	

Source: Survey result, 2020

Similarly, the above table portrays 73% sampled respondents agreed that the project used well-crafted communication strategy; meanwhile, 20% disagree with the fact, and 6% are uncertain. In the second case, 72% of them believed that the project passed over a good management of information system, 21% disagree with the fact and 6% are uncertain. Finally, 70% of the respondents assured that the project developed effective communication practices to solve project complexity. The grand mean was 3.70 and it was rated as good (agree category).

4.1.5 Project Team Commitment

Table 4.6: Responses on commitment

Dimensions	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Grand mean 3.80
Developed commitment and a sense of mission from the outset.	7%	10%	8%	52%	23%	3.72	
Demonstrated enthusiasm for and commitment to the project and team	8%	9%	6%	40%	36%	3.87	
Staffs were motivated to organizational goals	7%	11%	5%	45%	31%	3.81	

Source: Survey result, 2020

Regarding team commitment, 75 % of sampled respondents preferred the category of strongly agree and agree on that it assured that the project developed commitment and a sense of mission from the outset and only 17% of them selected both disagree categories.76% of respondents preferred both agree categories and 19% disagreed the fact. The project demonstrated enthusiasm for and commitment to the project and team. The majority of the sampled respondents assure that project staffs were motivated to the project goals.

4.1.6 Monitoring and Evaluation

Table 4.7: Responses on communication

Dimensions	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Grand mean 3.76
Frequently monitored the performance	6%	12%	8%	39%	34%	3.82	
Additional risk response strategies	6%	12%	6%	43%	32%	3.82	
Established monitoring and control metrics	8%	15%	6%	44%	26%	3.64	

Source: Survey result, 2020

The above table shows that the majority of the respondents agreed that the project frequently monitored the performance against released budgets, schedules, and program requirements; it presented additional risk response strategies, or updating existing risk response strategies, and reanalyzing known risks. The project had established monitoring and control metrics as per the majority of sampled respondents' responses. The grand mean (3.76) was also rated as good, in agree category.

4.1.7 Project Success - Project Performance Indicators

The project success was measured by cost, time and quality and satisfaction or success rate by successful and successful categories.

Table 4.8: Responses on project performance indicators

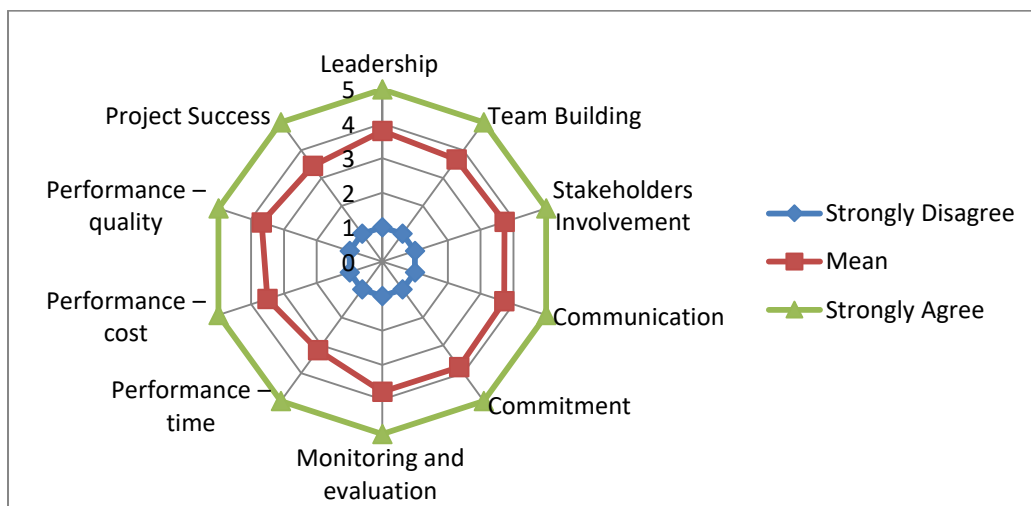
Dimensions	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Grand mean 3.47	
Delivery time	The organization had a written strategic plan with a clear timeframe.	19%	22%	5%	34%	21%		3.16
	Project Schedules were developed properly.	16%	23%	6%	30%	25%		3.24
	There was practice of project time management in the projects.	20%	22%	7%	28%	24%		3.14
Cost	There was proper cost estimation in the projects.	12%	22%	5%	34%	27%		3.41
	There was proper determination of cost in the projects.	9%	13%	5%	52%	21%		3.61
	Roles and responsibilities of project are clearly understood in the project and easily can get budget.	9%	13%	5%	48%	24%		3.64
Quality	There was practice of project	11%	11%	5%	52%	21%	3.59	

quality management in the projects.						
There was high level of Quality Control in each project.	8%	10%	5%	56%	21%	3.70
There were high performances of quality Assurance in each project.	6%	10%	7%	56%	21%	3.74
Project success mean 0.66	Successful	66 %	Unsuccessful	34 %		

Source: Survey result, 2020

The above table shows that 55% of sampled respondents preferred both categories of agree to indicate the project had a written strategic plan with a clear timeframe and project schedules were developed properly with 3.16 and 3.24 mean respectively; both rated as good. 52% of them with (3.14 lowest mean among them) indicated that there was practice of project time management in the projects. There was proper cost estimation in the projects was rated by 61 % of the respondents and produced 3.41 mean and rated as good. Almost more than 70 % of the respondents (raged from 72 % to 77%) showed that there was proper determination of cost in the projects and practice of project quality management in the projects; roles and responsibilities of project are clearly understood in the project and easily can get budget; there were high level of quality control in each project and high performances quality assurance in each project.

4.1.8 Grand Mean for Independent Variables



Source: Survey result, 2020

Figure 4:3 Grand Mean Summary

In general, it was understood that the grand means were rated as good in the category of agree. It showed that PRIME project was led by good leaders as they highly supported by adding value and supporting the strategies and categorizing critical actions. In addition, this project highly supported the project coordinators and the project team and project leaders recognized operational complications associated with diverse matter. We understood that there was a good interpersonal relations and team spirit developed in this project with clearly defined goals and program objectives among team members. It was interesting that there was a low degree of detrimental interpersonal and intergroup conflict in the project. The study found that all stakeholders had clear understanding of project, it was seen as a valuable resource by the stakeholders and the project met stakeholder's expectation and need. The project used well-crafted communication strategy, it was project passed over a good management of information system and the project developed effective communication practices to solve project complexity. The project developed commitment and a sense of mission from the outset, the project demonstrated enthusiasm for and commitment to the project and team and staffs of the selected project were motivated to the project goals. The project frequently monitored the performance against released budgets, schedules, and program requirements; it presented additional risk response strategies, or updating existing risk response strategies, and reanalyzing known risks. The project had established monitoring and control metrics

4.5 Determinants of Project Success: Results of Binary Logistic Regression

Logistic regression is used to predict a categorical (usually dichotomous) variable from a set of predictor variables. For a logistic regression, the predicted dependent variable is a function of the probability that a particular subject will be in one of the categories (for this study, the probability that time, cost and quality, given the scores on the project success the predictor variables).

4.5.1 Assumptions and Diagnostic Test

- 1) Test for Normality Test

Table 4.9 Normality Test

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Leadership	-.425	.245	-.146	.485
Team	-.450	.245	-.050	.485
Stakeholders	-.454	.245	-.247	.485
Communication	-.462	.245	.029	.485
Commitment	-0.070	.245	.254	.485

Monitoring and Evaluation	-.455	.245	.023	.485
Project Success	-.468	.245	-.761	.485
Time	0.387	0.245	0.667	0.485
Cost	0.399	0.245	0.546	0.485
Quality	0.378	0.245	0.599	0.485

Source: Survey result, 2020

- 2) The above table shows the descriptive statistic of Kurtosis and Skewness statics calculation demonstrates that the distribution is normal because Kurtosis and Skewness are in between - 2 and +2, thus data is normally distributed and had a reasonable variance to use subsequent analysis (Kraeger, 2011).
- 3) Test for average value of the error term is zero ($E(u_t) = 0$); the first assumption required is that the average value of the errors is zero. In fact, if a constant term is included in the regression equation, this assumption will never be violated. Therefore, since the constant term (i.e. α) was included in the regression equation, the average value of the error term in this study is expected to be zero.
- 4) Test for multicollinearity - Multicollinearity refers to a situation in which there is exact (or nearly exact) linear relation among two or more of the input variables (Uma, 2003). The VIF (Variance Inflation Factor) for each term in the model measures the combined effect of dependence among the regressors on the variance of that term. One or more large VIF indicate multicollinearity. Practical experience indicates that if any of the VIF results exceeds 5 or 10, it is an indication that the associated regression coefficients are poorly estimated because of multicollinearity (Kraeger, 2011).

Table 4.10 Multicollinearity Test

	Collinearity Statistics	
	Tolerance	VIF
Leadership	.147	6.813
Team Building	.173	5.766
Stakeholders Involvement	.159	6.291
Communication	.096	9.427
Commitment	.118	8.490
Monitoring	.127	7.859
Time	0.097	9.525
Cost	0.123	8.850
Quality	0.109	6.745

Source: Survey result, 2020

The above table shows Collinearity Statistics shows that the VIF value of for factors were less 10 and no collinearity was observed on this data. The table also presents the result of regression analysis; the result regression analysis is based on dependent variable. The independent variables that contribute to variance of the dependent variable are explained by standardized Beta coefficient.

5) Test for Autocorrelation

Assumption that is made of the multiple liner regressions disturbance terms is that the covariance between the error terms over time (or cross-sectional, for that type of data) is zero.

Table 4.11 Autocorrelation Test: Durbin Watson

Model Summary	
Model	Durbin-Watson
	1.316

Source: Survey result, 2020

To test the presence of autocorrelation, the popular Durbin-Watson Test was employed in this study In other words; it is assumed that the errors are uncorrelated with one another if the test was less than 2 (the study found 1.316) r. If the errors are not uncorrelated with one another, it would be stated that they are “auto correlated” or that they are “serially correlated”. A test of this assumption is therefore required.

6) Hosmer-Lemeshow Test

Another approach to determining the goodness of fit is through the Homer-Lemeshow statistics, which is computed on data after the observations have been segmented into groups based on having similar predicted probabilities. Small values with large p-values indicate a good fit to the data while large values with p-values below 0.05 indicate a poor fit. The null hypothesis holds that the model fits the data and in the below example we would reject H0.

Table 4.12: Hosmer and Lemeshow Test

Hosmer and Lemeshow Test			
Step	Chi-square	df	Sig.
1	11.241	7	.128

Table 4.13: Results of Binary Regression

Classification Table^{a,b}

		Observed	Predicted		
			SS		Percentage Correct
			No	yes	
Step 0	Project Success	No	0	33	.0
		yes	0	64	100.0
		Overall Percentage	66.0		

a. Constant is included in the model.
 b. The cut value is .500

			1		Percentage Correct
			No	yes	
Step 1	Project	No	17	16	51.5
	Success	yes	8	56	87.5
	Overall Percentage				75.3

a. The cut value is .500

Variables in the Equation

		B	S.E.	Wald
Step 1 ^a	Leadership	.386	.586	1.435
	Team	-.694	.630	.211
	Stakeholders	-.471	.586	1.646
	Communication	1.263	1.053	.439
	Commitment	-1.197	.705	2.883
	Monitoring and Evaluation	.246	.772	1.102
	Time	.509	.410	1.543
	Cost	-2.455	1.033	5.655
	Quality	2.992	1.338	5.000
	Constant	-1.403	.821	2.921

a. Variable(s) entered on step 1: L, T, S, CO, C, ME, PST, PSC, PSQ.

Source: Survey result, 2020

The above **Classification Table** shows us that this rule allows us to correctly classify 56/64 = 87.5 of the subjects where the predicted event (deciding to continue the research) was observed. This is known as the **sensitivity** of prediction, the P (correct | event did occur), that is, the percentage of occurrences correctly predicted. This rule allows us to correctly classify 16/33 = 48.5% of the subjects where the predicted event was not observed.

This is known as the **specificity** of prediction, the P (correct | event did not occur), that is, the percentage of nonoccurrence correctly predicted. Overall our predictions were correct, for an **overall success rate** of 75.3%. Using Metalign and Maru (2017) of conventional approach, this

research considered an **overall success rate** of 75.3% and it was rated as **Type – 1 Projects - Successful Projects**: Refers to projects that were completed and operational but with some extension period and/or over budget while meeting 75 to 90 percent of the originally specified key indicators.

Table 4:14 Project Performance using Descriptive Results

The organization had a written strategic plan with a clear timeframe.	55%	3.16
Project Schedules were developed properly.	55%	3.24
There was practice of project time management in the projects.	52%	3.14
There was proper cost estimation in the projects.	61%	3.41
There was proper determination of cost in the projects.	73%	3.61
Roles and responsibilities of project are clearly understood in the project and easily can get budget.	72%	3.64
There was practice of project quality management in the projects.	73%	3.59
There was high level of Quality Control in each project.	77%	3.70
There were high performances of quality Assurance in each project.	77%	3.74
Average mean	66%	3.47

The above table shows that the average mean result of agree categories of 9 dimensions gives 66% project completion which is equal to above table **Classification Table^{a,b}** which indicates that the project is completed in second type as moderately completed. Using the logit regression model, this study used as 75.3% project completion method as indicated above. However, PRIME was rated originally as excellent helped people to be prepared for environmental shocks by strengthening systems and individual capacities as opposed to relying on humanitarian handouts which achieve, at best, short term results. IT shows that the project was filled with exaggerated and overstated reports and information.

Now look at the **Block 1** output. Here SPSS has added the gender variable as a predictor. **Omnibus Tests of Model Coefficients** gives us a Chi-Square of 18.509 on 1 *df*, significant beyond .001. This is a test of the null hypothesis that adding the gender variable to the model has not significantly increased the ability to predict the decisions made by subject. Here, in the

Variables in the Equation table, that all the three factors *test* are significant. None is not significant, which is probably due to several factors the fact that SE is quite lower, which makes the Wald statistic higher and the study took the average time, cost and quality responses as project success.

The likelihood ratio chi-square of the model was found to be high which was statistically significant at $p < 0.01$. As depicted in the above table, the relation between the dependent variable (project success) and eight independent variables) was found to be statistically significant ($p < 0.05$). But two independent variables (team building and communication) were not found to be statistically significant ($p > 0.05$)

Hypothesis Testing

This study requested respondents about factors that determine the project's failure, the success measurements that can be improved to be more successful in the projects and factors determine the project's success. Firstly, this study found that this project used existing implementers' governance structure, job description, timeliness and adequacy of staff recruitment, placement and replacement. Even if there were various project related trainings and few staffs were employed for this project proposes, the study used existing available key personnel and the practice of individual operational plan and performance appraisal.

Leadership

Ha: There is not a positive and a significant relationship between leadership and project success.

To make sure that it actually influence project success (Sig, 0.041), logistic regression analysis has been conducted. And the result of the regression analysis shows that leadership has positive and significant impact on project success; therefore, the stated alternative hypothesis is accepted. The finding agrees with results of previous researches conducted in project success area. Westerveld (2003) stated that the success of any project is related to leadership. It is obtained that the complete lack of attention devoted to owner's satisfaction contributes to poor performance. Savolainen *et al.*, (2012) remarked that the success of projects depends up on leadership and knowledge management which must be considered equally. In addition to this, recently developed CSFs are more complex than those of the previous decade as more recent

CSFs cover both hard and soft aspects of project management such as the competence of the project manager and the project team members and leadership (Westerveld, 2003). Selam (2017) stated that strong leadership style by the project manager is necessary for the successful implementation of projects. Normally the project manager has a great deal of responsibility but does not have the commensurate authority as a line manager whereas the line manager has a great deal of authority but only limited project responsibility. This study found that there is a positive and a significant effect of leadership on project success.

Stakeholder's Involvement

Ha: There is not a positive and a significant relationship between stakeholder's involvement and project success

To make sure that it actually influence project success (Sig. 0.042), logistic regression analysis has been conducted. The regression analysis shows that Stakeholder's involvement has positive and significant impact on project success; consequently, the stated alternative hypothesis is accepted. The finding approves with results of previous researches conducted in project success area. Savolainen et al. (2012) stated to embracing a stakeholder- focused approach in the 200s. An amalgamation of some models was done by Savolainen *et al.*, (2012) analyzed stakeholder satisfaction and their involvement in project success. Selam (2017) defined project stakeholders as an individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project. The project management literature recognizes that project stakeholders are important for project success. She showed stakeholders' (potential) resistance may cause various risks and negatively affect the success of the project; and fourth, the project may affect stakeholders in both negative and positive ways. But this study found that stakeholder's involvement has a positive and a significant relationship on project success. The same as to Shenhar and Dvir (2007) stated to what extent key project stakeholders' involvement correlates with project success. It is obtained that project owners play the most important role in determining project success.

Project Team Commitment

Ha: There is not a positive and a significant relationship between project team commitment and project success

To make sure that it actually influence project success (Sig. 0.009), logistic regression analysis has been conducted. As result, the regression analysis shows that Project Team commitment has positive and significant impact on project success; consequently, the stated alternative hypothesis is accepted. The finding approves with results of previous researches conducted in project success area. One of the most important steps of a project is to carefully choose the team. Choosing a team means relegating sympathies and friendship to the core in order to make the right choices for the sake of the project (Shenhar et al., 2002). Davis (2014) found project can be achieved through team commitment and the good performance of indicators of the project. Davis (2014) specified commitment highly influenced project success. Lam (2008) stated that the allocation of risk among the contracting parties is an important decision leading to the project success. Hoegl and Gemünden (2001) stated that knowledge of the mission, the existence of top-down objectives with related performance measures, and process guidelines link individual or group performance to the firm's goals and expectations of upper management require good qualifications. The use of teams, cross-functional managers, broad process and linkage oriented job responsibilities, and extensive information systems enable individuals to balance conflicting objectives and improve processes. Thus, this also found that project team commitment has a positive and a significant relationship on project success.

Monitoring and Evaluation

Ha: There is not a positive and a significant relationship between monitoring and evaluation and project success.

To make sure that it actually influence project success (Sig. 0.015), logistic regression analysis has been conducted. As result, the regression analysis shows that monitoring and evaluation has positive and significant impact on project success; consequently, the stated alternative hypothesis is accepted. The finding approves with results of previous researches conducted in project success area. Selam (2017) found that the average composite mean score is 4.4645 with SD of 0.44837 which reveals most of the respondents agree that the monitoring and evaluations system conducted appropriately. The findings on monitoring and evaluation systems revealed that majority of the respondents believe the project is monitored and evaluated well. They also agreed

that a clearly documented monitoring and evaluation system exist that guide project implementation. Similarly, empirical evidences of this study show that monitoring and evaluation has a positive and a significant relationship on project success.

Effective Communication

Ha: There is not a positive and a significant relationship between effective communication and project success

On contrary, the finding disapproves with results of previous researches conducted in project success area. This was made to certain that it actually influence project success (Sig. 0.123), logistic regression analysis has been conducted. As result, the regression analysis shows that communication does not have a positive and significant impact on project success; consequently, the stated alternative hypothesis is not accepted. The golden rules for communication success are neuroscience-based methods that draw people into engaging with you and improve the probability of reaching win-win outcomes. They engender respect, build trust and improve relationships. These could be difficult to get from various organizations due to lack of trust, respect and weak relationships. Communication success are based on principles that are available to everyone interested in positive outcomes for all parties' organizations. People engage when subjects are important and valuable to them, not necessarily to everyone or individual. Therefore, one must provide reasons for them to interact with anyone and the subject. Inclusiveness, rather than exclusiveness is the operative word. Communicating on the wavelengths of others enables them to take in, process and gain understanding in the minimum amount of time.

Lam (2008) explains that the management desires to be involved in the up-front project planning efforts and effectiveness of communication, control, management system and organizational culture. He also claimed that factors such as senior management resistance to change, existence of poor organization structure affects communication process which hamper effective decision making process hence affect key project implementation processes. Selam (2017) found that communication was rated as the average composite mean score 4.4323 with SD of 0.52178 which implies that majority of the respondents agree that the implementation of the project didn't face problem with related to communication related factors. But this study found contradictory result. It is noted that effective communication did not have a positive and a significant relationship on project success. This may be associated with a project which is implemented by

various organizations. Obviously, a communication barriers may be created within the project implementer organization.

Team Building

Ha: There is not a positive and a significant relationship between good practices of team building and project success

As opposing, the finding condemns with results of previous researches conducted in project success area. This was made to certain that it actually influence project success (Sig. 0.271), logistic regression analysis has been conducted. As result, the regression analysis shows that team building does not have a positive and significant impact on project success; consequently, the stated alternative hypothesis is not accepted. This is because it is always difficult to build a team from various organizations due to organizational culture, policies, administration and leadership style and organizational values and strategy. Savolainen *et al.*, (2012) stated critical success factor that cited frequently in the literature corresponds to the existence of a best team. Kagendo (2013) concluded that these inputs and transformational process factors are attributable to the core team in any project. The two cases may be associated with a project that are implemented in one organization or one team. The condition here is (in this study) is contradictory as good practices of team building does not have a positive and a significant relationship on project success. As conflicts become high intense and the team members unable to understand and accept each other, the team will gradually move into defragmented squad. It is during this stage that the team starts to come separately and is unable to focus more effectively on the project tasks and objectives. In general, obtaining the project team is repeatedly complicated by the fact that the project management team will not typically have direct control over every one they would like to have involved in the project. They may need to discuss with others who are in a position to provide the right number of individuals with appropriate level of knowledge, skills and experience

On the whole, it reminds that the PRIME consortium implemented these objectives across a consortium of ten organizations, five technical areas, and three regional clusters. These complementary objectives created the framework whereby teams were structured in each of the geographic regions and implemented by the consortium of partners through field-sourced contextualized activities. The research found that the project unable to create a well-organized

team from ten consortium organizations, five technical areas, and three regional clusters and there were lack of unplanned human resource management activities that created incapable project to be responsive to issues related to organizational structure and staff retention including key personnel, which are critical towards ensuring the continuity of the management practices, organizational culture and maintenance of institutional memory.

Table 4.15: Hypothesis Testing

	Sig.	Testing
Ha: Leadership does not have a positive and a significant relationship with project success.	.041	Rejected
Ha: Good practices of team building do not have a positive and a significant relationship with project success.	.271	Accepted
Ha: Stakeholder's involvement does not have a positive and a significant relationship with project success.	.042	Rejected
Ha: Effective communication does not have a positive and a significant relationship with project success.	.123	Accepted
Ha: Project team commitment does not have a positive and a significant relationship with project success.	.009	Rejected
Ha: Monitoring and evaluation does not have a positive and a significant relationship with project success.	.015	Rejected

Source: Survey result, 2020

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

Project is a sequence of unique, complex, and connected activities having one goal or purpose that must be completed by a specific time, within budget, and according to specification. The general objective of the study was to examine the drivers of project success in USAID funded project (PRIME) in Ethiopia. This study used both descriptive and explanatory research design. The unit of analysis was the project (PRIME). The sample was composed of people who have responded to the questionnaire on behalf of their organizations. Out of distributed 123 questionnaires, a total of 97 questionnaires were returned which displayed 79% response rate.

- Using document review method, the study found that PRIME made significant achievements across all the technical components despite the onset of drought and transition to emergency drought response halfway through implementation. In fact, households that were exposed to more project activities were less likely to see a deterioration of their food security as the severity of the drought increased as compared with households that were exposed to fewer project activities.
- Using descriptive analysis, the study rated the project success factors and dimensions as good or in agrees category on that PRIME project was led by good leaders as they highly supported by adding value and supporting the strategies and categorizing critical actions. The study found that all stakeholders had clear understanding of project and it used well-crafted communication strategy, it was project passed over a good management of information system and the project developed effective communication practices to solve project complexity. The project developed commitment and a sense of mission from the outset. The project frequently monitored the performance against released budgets, schedules, and program requirements; it presented additional risk response strategies, or updating existing risk response strategies, and reanalyzing known risks. There was proper cost estimation in the projects.

- Using binary regression, an overall success rate of 75.3% and applied Metalign and Maru (2017) of conventional approach, this research considered an overall success rate of 74.2% and it was rated as Successful Projects.

5.2 Conclusion

Project management involves project planning and project implementation, organizing, directing and controlling of the company's resources for a relatively short term objective that has been recognized to complete definite goals and objectives. Projects are to be implemented in a specifically considered organization like project organization whose life span is synonymous with the life of the project. Project possesses a specialized set of factors which if favorable can make the project successful. Success factors determine the positive outcomes of implementing projects. They have to be recognized before projects' implementation, from the conception phase. But then again projects environments are vibrant and dynamic; consequently success factors might change their level of influence in time. Therefore, a permanent checking and taking appropriate actions of these factors are required and whenever necessary the project implementers, leaders and others should influence certain factors in order to increase chances of accomplishing success criteria. The management needs to be involved in the up-front project implementing efforts and effectiveness of communication, commitment, leadership, monitoring and evaluation, stakeholders involvement, team building, control, management system and organizational culture.

5.3 Recommendations

5.3.1 General Recommendations

- Project management techniques should be applied properly as it plays major role in the efficient and effective development of new technology and systems.
- Project management success should be properly measured by criteria which mean different things to different people depending upon their role within the project itself. It often changes from project to project depending on participants, scope of services, project size, owner design of facilities, technology implications and a variety of other factors. On the other hand, common threads relating to success criteria often develop not only within

an individual project, but across the entire project implementers, planners and funding organizations.

- Project funding organizations and implementers should provide sufficient support and resources for project implementation to realize project benefits or success as a team.

5.3.2 Specific Recommendations

Leadership

- Leaders should prioritize supporting and collaborating with the project manager and team to foster project success.
- Leaders should continue building the capacity of project teams to handle various project challenges and obstacles they may encounter.
- The top management should realize the importance of delegating responsibility to the project manager and teams in order to enhance project performance.

Team Building

- It is essential to know that consortium organizations, affiliated organization and project implementers should be coordinated and organized as one team group
- Project implementers, leaders and others may recognize that people are central in project success, because it is people who deliver projects. Therefore, each project may consider various variables including availability of governance structure, job description, timeliness and adequacy of staff recruitment, placement and replacement, training, availability of key personnel and the practice of individual operational plan and performance appraisal.

Monitoring and evaluation

- Projects may ensure properly functioning M&E system that are better positioned to learn, identify limitations and take timely rectifying measures to keep the project on track.
- Leaders may ensure availability of monitoring schedule, monitoring checklist, monitoring visit reporting template, type of evaluation, consistent use of tools, timeliness of the evaluation, methodology and validation processes

Communication

- Communication channels should be more open between top management, project manager and project teams.

5.3.3 Recommendations for Futures Studies

- This study is relevant because it aims to identify the main success factors from a very comprehensive list of factors. Since factors are usually related to each other, knowing the factors that have higher influence on projects' success supports the management process and increases its efficiency. Future research should be done in order to continue the study on a higher sample, by testing the correlation between rankings of success factors and the roles or the experience of respondents.

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APPENDICES

Annex I - Questionnaire

Dear Sir/Madam

Good day! My name is Kenan Gebru; I am a graduate student in the postgraduate program at St. Mary's University department of project management and currently working on my thesis entitled as "Determinants of Project Success Factors:- In The Case of USAID Funded projects."

Therefore, it is your cooperation that helps the researcher to accomplish the research objectives. So, I am kindly requesting you to share your experience and knowledge, and perception. This questioner will take you approximately 20 minutes to complete.

In the course of our discussion I want to assure you that, the information you will share, will be kept confidential and will be used only for educational purpose. You have also the right to refuse not to answer, and also quit; if you feel discomfort with the questions. You are not forced to make any kind of contractual agreement that will abide you to stay till the end of the research. The questioner has **five sections**. Here, I kindly request you to give honest and genuine answers to all the questions without which the research will not succeed

The finding of this study will be presented and reported to St. Mary's University department of project management.

My contact details are indicated below if you inquire any clarification and/or support.

Kenan Gebru

Kenanme24@gmail.com

Phone Number: 0910870660

Thank You in advance for your cooperation!

Part 1: General information about Demographic Profile of Respondents

Instruction – please mark your response categories by putting “√” mark in the box and write full answer if any in the given space.

Age (in years)	Young adults (ages 18-35 years)	[]
	Middle-aged adults (ages 36-55 years)	[]
	Older adults (aged older than 55 years)	[]
Sex:	Male	[]
Education level:	Female	[]
	Diploma and below	[]
	First Degree	[]
	Master and above	[]
Your work experience in USAID funded project	Below 5 years	[]
	6 to 10 years	[]
	11 to 15 years	[]
	Above 16 years	[]
Your role in USAID funded project	Project Manager	[]
	Project Coordinator	[]
	Project Manager Assistant	[]

Part 2: General Project Success Factor Questions

2.1 Determinants of Project Success Factors

Instruction: - Please read each statement and put \surd to the level of your agreement on the statements in the Column using the following rating scale (Likert Scale).

2.1.1 Leadership

Dimensions Measures	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
	1	2	3	4	5
<ul style="list-style-type: none"> • Project leaders attempted to add value the project by supporting the strategies and categorizing critical actions • Project leaders frequently supported the project manager and the project team • Project leaders recognized operational complications associated with diverse matters 					

2.1.2 Team building

Dimensions Measures	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
	1	2	3	4	5
<ul style="list-style-type: none"> • Good interpersonal relations and team spirit developed • There was a clear defined goals and program objectives among team members in your organization • There was a low degree of detrimental interpersonal and intergroup conflict in your organization 					

2.1.3 Stakeholders involvement

Dimensions Measures

Strongly Disagree
1

Disagree
2

Neutral
3

Agree
4

Strongly agree
5

- All Stakeholders had clear understanding of project
- The Project was seen as a valuable resource by the stakeholders.
- The project met stakeholder’s expectation and need.

2.1.4 Effective communication

Dimensions Measures

Strongly Disagree
1

Disagree
2

Neutral
3

Agree
4

Strongly agree
5

- The project had well-crafted communication strategy
- The project had good management of information system
- The project developed effective communication practices to solve project complexity

2.1.5 Project team commitment

Dimensions Measures

Strongly Disagree
1

Disagree
2

Neutral
3

Agree
4

Strongly agree
5

- The project developed commitment and a sense of mission from the outset.
- The project demonstrated enthusiasm for and commitment to the project and team
- The project staffs were motivated to organizational goals

2.1.6 Monitoring and evaluation

Dimensions Measures

Strongly Disagree
1

Disagree
2

Neutral
3

Agree
4

Strongly agree
5

- Frequently monitored the performance against released budgets, schedules, and program requirements
- The project had additional risk response strategies, or updating existing risk response strategies, and reanalyzing known risks.
- The project had established monitoring and control metrics

2.1.7 Project Success in terms of delivery on time

Dimensions Measures

Strongly Disagree
1

Disagree
2

Neutral
3

Agree
4

Strongly agree
5

- The organization had a written strategic plan with a clear timeframe.
- Project Schedules were developed properly.
- There was practice of project time management in the projects.

2.1.8 Project success in terms of Cost

Dimensions Measures

Strongly Disagree
1

Disagree
2

Neutral
3

Agree
4

Strongly agree
5

1 2 3 4 5

- There was proper cost estimation in the projects.
- There was proper determination of cost in the projects.
- Roles and responsibilities of project are clearly understood in the project and easily can get budget.

2.1.9 Project success in terms of Quality

Dimensions Measures

Strongly Disagree Disagree Neutral Agree Strongly agree
1 2 3 4 5

- There was practice of project quality management in the projects.
- There was high level of Quality Control in each project.
- There were high performances of quality Assurance in each project.

2.1.10 Project success

Dimensions Measures

Yes No
1 0

- . Project was satisfactory

Annex II- Interview Checklist - Project Related Questions

1. What Factors do you think determine the project’s failure? Please list as many factors as you know.

2. In what ways do you think the success measurements can be improved to be more successful in the projects?

3. What Factors do you think determine the project’s success? Please list as many factors as you know.
