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**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND  
ECONOMICS DEPARTMENT OF MANAGEMENT**

**SUCCESS FACTORS AND CRITERIA IN THE MANAGEMENT OF  
HUMANITARIAN PROJECTS: EVIDENCE FROM INTERNATIONAL  
NGOS OPERATING IN ETHIOPIA**

**By:**

**Mulunesh Shiferaw**

**ADDIS ABABA  
NOVEMBER 2019**

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NGOs OPERATING IN ETHIOPIA**

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**A Thesis Submitted to the School of Graduate Studies of Addis Ababa  
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in Partial Fulfillment of the Requirements for the Degree of Master of  
Science (M.Sc) in Management Specialization in Total Quality  
Management and Organizational Excellence**

**ADDIS ABABA**

**NOVEMBER 2019**

## DECLARATION

I, Mulunesh Shiferaw, hereby declare that the thesis entitled *Success Factors and Criteria in the Management of Humanitarian Projects: Evidence from International NGOs Operating in Ethiopia* is my own original work and has not been submitted for any degree in any other University. It is offered for the award of the degree of Master of Science in Management Specialization in Total Quality Management or/and Organizational Excellence from Addis Ababa University.

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## **STATEMENT OF CERTIFICATE**

This is to certify that the thesis prepared by Mulunesh Shiferaw, titled: *Success Factors and Criteria in the Management of Humanitarian Projects: Evidence from International NGOs Operating in Ethiopia*; submitted in partial fulfillment of the requirements for the Degree of Master of Management Science complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

### **Signed by the Examining Committee**

<b>Chairman of the Department Of Graduate Committee</b>	<b>Signature</b>	<b>Date</b>
<b>External Examiner</b>	<b>Signature</b>	<b>Date</b>
<b>Internal Examiner</b>	<b>Signature</b>	<b>Date</b>
<b>Advisor</b>	<b>Signature</b>	<b>Date</b>

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## Acronyms and Abbreviation

ALNAP Action	Active Learning Network for Accountability and Performance in Humanitarian
CARE	Cooperative for Assistance and Relief Everywhere, Ethiopia
CRS	Catholic Relief Service
CSFs	Critical Success Factors
ETB	Ethiopian Birr
FHE	Food for the Hungry Ethiopia
IASC	Inter-Agency Standing Committee
IDPs	International Development Projects
INGOs	International Non-Governmental Organizations
JEOP	Joint Emergency Operation program
NDRMCC	National Disaster Risk Management Coordination Commission
NGOs	Non-Government Organizations
OECD-DAC	Organization for Economic Co-operation and Development – Development Assistance Committee
PMI	Project Management Institute
SPSS	Statistical Package for Social Sciences
UN-WFP	United Nation-World Food Program
WVE	World Vision Ethiopia

## Abstract

*The objective of the study is to identify and evaluate the success factors and criteria in the management of humanitarian projects implemented by international NGOs operating in Ethiopia. The study also intended to explain the relationship between the critical success factors (CSFs) and project success of humanitarian projects as perceived by the targeted international NGOs implementing humanitarian projects in Ethiopia and the concerned government organization. The research followed interpretive research methodology, survey as a strategy and questionnaire as data collection instrument. Both primary and secondary data were used to gather data. The primary data was collected from a sample of 50 respondents (managers and staff members) from five humanitarian emergency food aid INGOs in Ethiopia and 30 respondents from government organization. Exploratory design was employed to identify CSFs and explanatory design to explain relationships between success factors and project success. By using the different evaluation technique, the study revealed that the five most important factors of project success, which can be considered as critical for humanitarian projects executed under the management of INGOs in Ethiopia in their descending orders are; clear policy of donors and government, strong local ownership of the project, effective consultation during planning, having commitment to project goals and compatible rules and procedures respectively. The study also revealed that all five CSFs are positively related to project success and there is very strong relationship between CSFs and project success in humanitarian project implemented by INGOs in Ethiopia. The findings of this study will not only make an academic contribution to the field of project management for humanitarian projects, but also will guide practitioners like project managers and implementing agencies through the success and achievement of project objectives by providing documentation and recommendations for adapting humanitarian project CSFs to the Ethiopian context.*

**Key Words:** Humanitarian Projects, Success Criteria, Success Factors

# CHAPTER ONE - INTRODUCTION

## 1.1 Background of the Study

Although project success is a core project management concept, a review of the project management literature reveals that there is no standardized definition of a project success in the project management literature (Baccarini, 1999). Collins and Baccarini (2004), Cooke-Davies (2002), Lim and Mohamed (1999) and others researchers define the success criteria as the benchmark to measure or judge success or failure and that success factors are the management inputs and systems that would lead to project success. But there is a lack of agreement concerning the criteria by which success is judged.

The project success criteria for traditional projects and international development projects are different from each other. But, the work by Ika, L. A., Diallo, A., & Thuillier, D. (2012) follows a holistic approach in measuring success for development projects. The criteria set forth by these authors include relevance, efficiency, effectiveness, impact, and sustainability.

Generally, critical success factors are a set of project variables or factors that are strongly related to project success and lead to project success, when managing these factors in the best possible manner Frefer, A.A., Mahmoud, M., Haleema, H., & Almamlook, R., (2018). But researchers have been trying to find out those factors that are critical to project success since the late 1960s (Cooke-Davis, 2002). As it is shown in different literature, there is not a consistent CSF framework and the relevance of the CSFs varies across different industries.

Several academicians have proposed models in attempts to capture the processes which a project undergoes during its life cycle; as it is occurring in international development projects. Adams and Barndt (1998), King and Cleland (1983) and Westland (2006) as cited in Ainel & Vildana (2010), support the model which consists of the following four stages: initiation/conceptualization, planning, execution/implementation and closure / termination. Other authors also argue that it is the combination of these factors at different project life-cycle stages that influences the success of the project.

The emergence of NGOs in Ethiopia was associated with the tragic famine of the early 1970s in the northern part of the country, and the aim was to provide relief and rehabilitation services (Aga, 2016). As of the year 2016 there are 52 humanitarian organizations registered in Ethiopia to implement humanitarian relief assistance programs in various areas of the country (Hailegebriel,

2016). Among the list of Humanitarian organizations operating in Ethiopia, INGOs which are engaged in the provision of Emergency Food Assistance Programs is the focus of the study.

According to government's official sources, there are 5 (five) INGO partners implementing emergency food aid programs in Ethiopia as a consortium called the Joint Emergency Operation Program (JEOP) (Hailegebriel, 2016). These INGOs are Catholic Relief Services (CRS) Ethiopia, Cooperative for Assistance and Relief Everywhere (CARE) Ethiopia, Save the Children International (SCI), World Vision Ethiopia (WVE) and Food for the Hungry Ethiopia (FHE). The organizations are purposely selected by the researcher considering their experience in the sector, current capacity, volume of emergency operation, and area of coverage they are working in. Hence, it is assumed that the findings over this humanitarian activity i.e. emergency food assistance will represent the entire humanitarian projects implemented by INGOs operating in Ethiopia.

Though the seminal work by Khang and Moe (2008) is comprehensive in identifying the critical success factors and criteria using the life cycle approach for international development projects, to the best of the researcher knowledge, however, there are limited studies made on identifying and exploring the CSFs and criteria of development projects implemented by INGOs operating in Ethiopia. Studies made by Aga (2016) and Bayiley & Teklu (2016) are among the few researches made on identifying and exploring the CSFs and criteria of international development projects implemented by INGOs operating in Ethiopia. Particularly, the researcher couldn't get a single research made on identifying and exploring the CSFs and criteria in the management of humanitarian projects implemented by INGOs operating in Ethiopia.

Therefore, ensuring a successful humanitarian project management through the satisfaction of factors that are critical for project success becomes crucial for Ethiopia. Hence, the focus of this study is to identify and evaluate the critical success factors (CSFs) and success criteria in the management of humanitarian projects (specifically on emergency food assistance) implemented by INGOs operating in Ethiopia. The study also endeavors to explain the relationship between the critical success factors (CSFs) and project success of humanitarian projects as perceived by the aforementioned INGOs implementing humanitarian projects in Ethiopia.

## **1.2 International Humanitarian Organizations in Ethiopia**

According to government's official sources (NDRMCC, 2017), there are 5 (five) INGO partners implementing Emergency Food Aid Programs in Ethiopia as a consortium called the Joint

Emergency Operation Program (JEOP) (Hailegebriel, 2016); and JEOP is led by Catholic Relief Services (CRS). These INGOs are;

### **1. Catholic Relief Services (CRS) Ethiopia**

A Catholic relief services has worked in Ethiopia since 1958. For more than 50 years, CRS has taken the lead in responding to natural and man-made disasters affecting Ethiopia's most vulnerable communities. Moving beyond emergency response, CRS' disaster mitigation and recovery projects in drought and flood-prone areas have rebuilt individual and community assets through non-food aid in the form of agriculture, livestock, health, nutrition, and water and sanitation assistance. CRS also provides livelihoods support to farmers and entrepreneurs, promotes gender equality, mobilizes for immunization and mitigates the impact of HIV. CRS led Joint Emergency Operation program (JEOP) in Ethiopia.

### **2. Cooperative for Assistance and Relief Everywhere (CARE) Ethiopia**

CARE Ethiopia started working in Ethiopia in 1984 in response to severe drought and famine that devastated the population and claimed the lives of nearly one million people. Since then, the organization's activities have expanded to address the root causes of poverty and vulnerability.

### **3. Save the Children International (SCI)**

Save the Children international (SCI) first worked in Ethiopia in the 1930s and set up its first formal office here during the 1984 famine. Our earliest work in Ethiopia focused on humanitarian and emergency relief and has evolved into a range of longer-term development initiatives for the most vulnerable children. On 1 October 2012, seven Save the Children Member organizations which had all been working in Ethiopia (Canada, Denmark, Finland, Norway, Sweden, UK and USA) came together to form a single organization. SCI works with more than 50 partners. These include International Organizations, Government Agencies, local non-governmental and community-based organizations that work with SCI on issues affecting children and their families. SCI works in all regional states: Amhara, Tigray, Oromia, SNNPR, Benishangul-Gumuz, Somali, Gambela & Afar and in two administrative cities of Ethiopia. As well as its head office in Addis Ababa

### **4. World Vision Ethiopia (WVE)**

World Vision began its ministry in Ethiopia in the early 1970s and opened a national office in Addis Ababa in 1975. World Vision operated emergency response programs during the 1984 famine, followed by a period of rehabilitation (1986-87) and a self-review that came up with the concept of Area Development Programs (ADPs) as a model. World Vision's work in Ethiopia contributes to the well-being of vulnerable children in partnership with the church, civil society and the government. Initiatives include education, food security, health, HIV and AIDS, water, sanitation, and hygiene, as well as sponsorship management.

## **5. Food for the Hungry Ethiopia (FHE)**

In 1984, Food for the Hungry (FH) began working in Ethiopia in response to a famine. Up to the present day, Ethiopia is a country challenged by harsh environmental factors and droughts. FH continues to work in northern and southern Ethiopia, training communities in farming techniques to yield crops during droughts. Its twenty years (1984-2006) of operation in several intervention areas throughout Ethiopia has given FH/E a wealth of knowledge to formulate and implement sustainable grassroots development projects. FH/E is currently working in the Amhara, Benishangul Gumuz, Oromia, SNNPR, and Somali regional states of Ethiopia.

### **1.3 Statement of the Problem**

The management of development projects differs considerably from conventional industrial and commercial types. Managing international development projects in the context of developing countries presents many challenges where there is evidence of ethnic conflict, violence between minority and majority hostile groups sharing borders and competing for leadership positions (Bayiley & Teklu, 2016). Such adversarial behavior results in politics and resource control conflict and challenges to managing international development projects. This is a reality in most parts of Africa for which Ethiopia is no exception. In the same manner managing humanitarian projects have significant differentiating characteristics especially the social and not-for-profit nature of the projects, the complex relationships of the stakeholders involved, and the intangibility of the development results (Khang & Moe, 2008).

Besides this, there are limited studies made on identifying and exploring the CSFs and criteria of development projects implemented by INGOs operating in Ethiopia. Studies made by Aga (2016) and Bayiley & Teklu (2016) are among the few researches made on identifying and exploring the CSFs and criteria of international development projects implemented by INGOs operating in Ethiopia. Particularly, the researcher couldn't get a single research made on identifying and

exploring the CSFs and criteria in the management of humanitarian projects implemented by INGOs operating in Ethiopia. In addition, the absence of guiding benchmark to best practices that project managers and teams of humanitarian projects can aspire to achieve might result in lack of vision, weak implementation and deficient monitoring and controlling activities.

Therefore, ensuring a successful humanitarian project management through the satisfaction of factors that are critical for project success becomes crucial for Ethiopia. Hence, the focus of this study is to identify and evaluate the success factors and criteria in the management of humanitarian projects (specifically on emergency food assistance) implemented by INGOs operating in Ethiopia. The study also intended to explain the relationship between the critical success factors (CSFs) and project success of humanitarian projects as perceived by the targeted INGOs implementing humanitarian projects in Ethiopia.

#### **1.4 Research Question**

The main purpose of this study is to identify and evaluate the success factors and criteria in the management of humanitarian projects implemented by INGOs operating in Ethiopia. Accordingly, the following research questions were used to inquire insight about the problem that was studied.

- What are the Critical Success Factors (CSFs) in the management of humanitarian projects implemented by INGOs operating in Ethiopia?
- What is the relationship between the Critical Success Factors (CSFs) and project success in the management of humanitarian projects implemented by INGOs operating in Ethiopia?
- How do the different stakeholders (such as government and INGOs) rank the success criteria in the management of humanitarian projects in Ethiopia?
- How do the perceptions of the success criteria differ across the different stakeholders in the management of humanitarian projects in Ethiopia?

#### **1.5 Objectives of the Study**

##### **1.5.1 General Objective**

The objective of the study is to identify and evaluate the success factors and criteria in the management of humanitarian projects implemented by INGOs operating in Ethiopia.

##### **1.5.2 Specific Objectives**

The specific objectives of this research are;

- To identify the Critical Success Factors (CSFs) in the management of humanitarian projects implemented by INGOs operating in Ethiopia.
- To analyze the relationship between the Critical Success Factors (CSFs) and project success in the management of humanitarian projects implemented by INGOs operating in Ethiopia.
- To analyze the rank of success criteria in the management of humanitarian projects among different stakeholders.
- To assess the perceptions of the success criteria in the management of humanitarian projects across different stakeholders.

## 1.6 Definition of Terms

**Table 1.1:** Definition of Terms

Key Terminologies	Definition of Terms	Contextual Meanings	Author
<b>Relevance</b>	Correct or suitable for a particular purpose	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partner' and donor's policies.	OECD/DA C, 2002
<b>Effectiveness</b>	Successful or achieving the results that you want	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.	OECD/DA C, 2002
<b>Efficiency</b>	When someone or something uses time and energy well, without wasting any	A measure of how economically resources/ inputs (funds, expertise, time, etc.) are converted to results.	OECD/DA C, 2002
<b>Impact</b>	To have an influence on something	The positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.	OECD/DA C, 2002
<b>Sustainability</b>	Continuing for a long time/ determined	The continuation of benefits from a development intervention after major development assistance has been completed.	OECD/DA C, 2002

## 1.7 Delimitation of the study

As mentioned earlier in this chapter, the aim of this study is to identify and evaluate the success factors and criteria in the management of humanitarian projects implemented by INGOs operating in Ethiopia. But, due to the limited resources & time availability, the study focused on selected international NGOs implementing humanitarian projects (mainly Emergency Food Assistance Programs) in Ethiopia. These targeted INGOs are Catholic Relief Services (CRS) Ethiopia, Cooperative for Assistant and Relief Everywhere (CARE) Ethiopia, Save the Children International (SCI), World Vision Ethiopia (WVE) and Food for the Hungry Ethiopia (FHE); and concerned government organization i.e. National Disaster Risk Management Coordination Commission (NDRMCC) which is responsible for leading humanitarian response in Ethiopia was

considered. These INGOs are purposely selected by the researcher considering their experience in the sector, current capacity, volume of emergency operation, and area of coverage they are working in.

### **1.8 Significance of the Study**

The study believed to have two main significances. There is a dearth of academic research on studying the critical success factors that affect commercial projects in different countries including in Ethiopia (Bayiley & Teklu, 2016). But as of the knowledge of the researcher, there are limited researches on CSFs & criteria in the management of international development project operating in Ethiopia and to the knowledge of the researcher; there is no a single study conducted on identifying and exploring CSFs and criteria in the management of humanitarian projects implemented by INGOs operating in Ethiopia. So, this study will contribute for filling the gap in the literature of CSFs & criteria in the management of humanitarian projects.

Second, the model which was used in this research along with the result of the study can serve as a basis for evaluating the humanitarian project status and to forecast the results progressively throughout the project life cycle. Thus, it will help INGOs implementing humanitarian projects to prioritize their attention and scarce development resources to ensure successful project completion. It will also assist project leaders & teams of humanitarian projects to structure/prioritize issues vital for the project success and, thus enable them to formulate appropriate interventions for projects when and if necessary.

### **1.9 Limitation of the Study**

The research is contextually delimited to humanitarian projects currently implementing by INGOs in Ethiopia. Moreover, due to the limited resources & time availability, the study focused only on selected international NGOs implementing mainly Emergency Food Assistance Programs in Ethiopia. But, since the humanitarian projects are not only limited to emergency food aid program, this might limit its possibility to generalize into humanitarian projects in Ethiopia. Hence, the major limitation of the study is the lack of generalizing the findings of the study into all humanitarian projects implemented by INGOs in Ethiopia.

## **1.10 Organization of the Study**

The study is structured in 5 chapters. The first chapter presents a brief overview of the research gap and introduces the research question and objectives, as well as, the scope and limitations of the research study. The next chapter i.e. Literature review, provides the reader both empirical and theoretical background for the research subject. Theoretical Background provides insight into the concepts related to the study area. Empirical Background provides the findings of different studies conducted in related study areas. The third chapter i.e. Research Methodology, indicates the entire research process including its philosophy, strategy, approach, as well as, its data collection methods was discussed. The sampling procedure in addition to the ethical considerations is also discussed within this chapter as well. The fourth chapter i.e. Findings and Discussion presents the analysis and discussion of findings generated from data collection techniques being applied. The last chapter i.e. Conclusion, presents a summary of achieved results, reminds the reader about limitations, and proposes areas for further study.

## **CHAPTER TWO – RELATED LITRATURE REVIEW**

### **2.1 Introduction**

In this section, the researcher undertakes a systematic literature review on the works of various scholars in the study area and humanitarian project management by focusing on concepts related to the study to understand the state of the art and then theoretical framework and data collection instrument were developed. It includes concepts of Project Success and overview of Success Factors, Characteristics of International Development Projects (IDPs) as compared to Traditional Projects and the Management of Humanitarian Projects.

## **2.2 Theoretical Review**

### **2.2.1 An Overview of Project Success**

Achieving project success has been a domain of increasing interest in the project management literature. Müller and Turner (2007) as cited in Ainel & Vildana (2010), propose two constituents of project success: determining success criteria and critical success factors (CSFs). Both of these are needed for enhancing the likelihood of project success within the dynamic project environment.

#### **2.2.1.1 Project Success**

Although project success is a core project management concept, a review of the project management literature reveals that there is no standardized definition of a project success in the project management literature (Baccarini, 1999). Shenhar, A. J., Dvir, D., Levy, O., & Maltz, A. C. (2001) note that project success is probably the most frequently discussed topic in the field of project management, yet it is the least agreed upon. Hence, as it is implied in different project management literature, there is no standardized definition of a project success. So for the purpose of this study, project success defines as the extent to which project goals have been realized, and the success is usually evaluated or judged by certain principles and standards termed as criteria.

#### **2.2.1.2 Project Success Criteria**

Collins and Baccarini (2004), Cooke-Davies (2002), Lim and Mohamed (1999) and others researchers define the success criteria as the benchmark to measure or judge success or failure and that success factors are the management inputs and systems that would lead to project success. But there is a lack of agreement concerning the criteria by which success is judged. The project success criteria for traditional projects and international development projects are different from each other.

#### **2.2.1.3 Project Success Criteria in IDPs**

In their survey for African national project coordinators, Diallo and Thuillier (2004) suggest ten project success criteria that can be grouped in three broad categories: project management success, project success or impact and project profile. Khang and Moe (2008) added some success criteria for international development projects carried out by NGOs in Vietnam and Myanmar in the project life-cycle phases. By combining the work of Diallo and Thuillier (2004) and Khang and Moe (2008), the model of Ika *et al.* (2012) follows a holistic approach in measuring success for development projects. The criteria set forth by these authors include relevance, efficiency, effectiveness, impact, and sustainability.

The summary of different selected researchers and authors among others on project success criteria are presented as below: -

**Table 2.1: Summary of Success Criteria (CS) from literature reviewed in this study.**

S. N	Authors/Source	Success Criteria	Common and Relevant Variables
1	Pinto and Mantel (1990)	Efficiency of the implementation process	Project Team Performance
			Staying on Project Schedule and Budget
			Meeting Project Goals
			Maintaining smooth team relationships.
		Quality of the project deliverables and the value added	As perceived by the project team
		The client's satisfaction or an external performance	Measure of the project performance and its team.
2	Baccarini (1999)	Product Success	Achieving strategic objectives and goals of the project Achieving the satisfaction of key stakeholders
		Project Management Success	Takes into consideration the traditional time, cost and quality aspects at the completion of the project.
3	Diallo and Thuillier (2004)	Management Success	Meeting objectives, staying on time, staying on budget
		Project success or Impact	Beneficiaries satisfaction from deliverables, impact on beneficiaries, institutional capacity for the country
		Project Profile	Conformity of the goods and services delivered national visibility of the project, project reputation among donors, and probability of additional funding.
4	OECD-DAC (2002) & Ika <i>et al.</i> (2012)	Relevance	Refers to the extent to which the project suits the priorities of the target group, the recipient, and the donor.
		Efficiency	Refers to the extent to which the project uses the least costly resources possible to achieve the desired results.
		Effectiveness	Refers to the extent to which the project meets its objectives.
		Impact	Refers to the positive and negative changes produced by the project, directly or indirectly, intentionally or not.
		Sustainability	Refers to whether the benefits of the project are likely to continue after donor funding has been withdrawn.
5	Al-Tmeemy <i>et al.</i> (2010)	Project Management Success	Cost, Quality, Time
		Product Success	Customer Satisfaction, Technical Specifications and Functional Requirements; and Revenue and Profits
		Market Success	Competitive Advantage, Market Share, Reputation.

From literature review we can understand that, there is a lack of agreement concerning the criteria by which success is judged.

### 2.2.2 Overview of Critical Success Factors (CSFs)

It was Daniel in 1961 (as cited in Ainel & Vildana, 2010), who first coined the term 'success factors' in management literature. Then on, studies on identifying CSFs for different industry projects proliferated in the project management literature.

### 2.2.2.1 Critical Success Factors (CSFs)

Generally, critical success factors are a set of project variables or factors that are strongly related to project success and lead to project success, when managing these factors in the best possible manner (Frefer *et al.*, 2018). But researchers have been trying to find out those factors that are critical to project success since the late 1960s (Cooke-Davis, 2002). As it is shown in different literature, there is not a consistent CSF framework and the relevance of the CSFs varies across different industries.

### 2.2.2.2 Critical Success Factors and Project Life-Cycle

Several academicians have proposed models in attempts to capture the processes which a project undergoes during its life. Adams and Barndt (1998), King and Cleland (1983) and Westland (2006) as cited in Ainel & Vildana (2010), support the model which consists of the following four stages: initiation/conceptualization, planning, execution / implementation and closure / termination. Other authors also argue that it is the combination of these factors at different project life-cycle stages that influences the success of the project.

### 2.2.2.3 Critical Success Factors in International Development Projects

The life cycle of most projects can be broken into sequential phases that are generally differentiated by the technical work being carried out, the key actors/stakeholders involved, the deliverables to be generated and the ways these are controlled and approved (Project Management Institute [PMI], 2004). Although the number and names of the life-cycle phases and the precise boundary points may vary largely from one project to another, international development projects go through a typical life cycle including four relatively distinct stages i.e. conceptualizing/initiation, planning, implementing, and closing stages (Khang and Moe, 2008). Thus, Khang and Moe (2008) proposed a project life-cycle-based framework model for international development projects addressing critical success factors corresponding to the various stages of the project life cycle phases, namely, conceptualizing, planning, implementing, and closing.

The summary of different selected researchers and authors among others on project success criteria are presented as below:

#### **Table 2.2: Summary of Success Factors from literature reviewed in this Study**

S.N	Authors/Source	Success Factors	Common and Relevant Variables
1	Els, M., Van der Merwe, M.F. & Hauptfleisch, A.C. (2012)	Human Management	Team and Leadership, Project Manager, Communication & Stakeholder Management
		Process	Planning, Scheduling, Monitoring & Control, Quality Management & Risk Management
		Organization	Organization Structure, Financial Resource, Policy and Strategy, Learning Organization & External Environment
		Contract and Technical	Procurement and Contract, Contractor & Technical and Innovation
2	Pinto and Slevin (1987)	<b>Internal Factors</b> Project Implementation Profile (PIP) model	Project Mission, Top Management Support, Project Schedule/plan, Client Consultation, Personnel, Communication, Technical Tasks, Client Acceptance, Monitoring and Feedback, Troubleshooting
		<b>External Factors</b>	Characteristics of the project team leader, Power and Politics within the organization, Environmental events and Urgency of the project.
3	Finch (2003) as cited by Ainel & Vildana (2010)	External Factors	Competence of the project manager, Political activities within the organization, External organizational and Environmental factors, and Responsiveness to the perceived need of project implementation
4	Belassi and Tukel (1996) as cited in Ainel & Vildana (2010)	Project Manager & Project Organization	Project Manager, Team Members, Organization, and External environment
5	Steinfort and Walker (2011)	Leadership Related Factors	Project Mission, Top Management Support, Communication
		Stakeholder Engagement Factors	Client consultation, Communication, Client acceptance
		Technical Expertise Factors	Personnel, Technical task, Troubleshooting
		Operational Planning and Control Factors	Project schedule/plans, Monitoring and feedback, Troubleshooting
6	Khang and Moe (2008)	Conceptualizing/Initiation Phase	Clear understanding of project environment, competencies of project designers, and effective consultation with primary stakeholders.
		Planning Phase	Compatibility of development priorities, adequate resources, competencies of project planners and effective consultation with key stakeholders.
		Implementation Phase	Compatible rules and procedures, continuing supports, high motivation and interest, adequate knowledge and skills, and effective consultation during implementation.
		Closing Phase	Adequate provision for project closing, competencies of project manager, and effective consultation with key stakeholders.
		Overall Project Success	Clear policy of donors and governments, adequate local capacities and strong local ownership and institutional commitments.

Based on an analysis of the literature it can be concluded that there is not a consistent CSF framework and the relevance of the CSFs vary across different industries.

### 2.2.3 Characteristics of International Development Projects as compared to Traditional Projects

Development projects form a special type of projects that provide socioeconomic assistance to the developing countries, or to some specially designated group of target beneficiaries. These projects differ from industrial or commercial projects in several important ways, the understanding of which has strong impacts on how the projects can be managed and evaluated.

**Table 2.3: Summary of Differences between IDPs and Traditional Projects**

S.N	International Development Projects	Traditional Projects
1	Are soft type projects. e.g. poverty alleviation	Hard type project e.g. industrial and commercial projects
2	Have less tangible social objectives and deliverables	Tangible objectives and deliverables
3	Involve complex web of seven stakeholders (project coordinator, team, task manager, national supervisor, steering committee, beneficiaries, population at large)	Involve two parties: the client and the contractor
4	Are subject to cultural gap between stakeholders (between donor and local organization)	Cultural gap between stakeholders is not very commonplace
5	Can be subject to political manipulations	Not subject to political manipulations

### 2.2.4 Humanitarian Projects and its Management

#### 2.2.4.1 Overview of Humanitarian Projects

According to ALNAP (2016), the objectives of humanitarian projects/action are to save lives, alleviate suffering and maintain human dignity during and in the aftermath of crises and natural disasters, as well as to prevent and strengthen preparedness for the occurrence of such situations. The parameters of what is called humanitarian action have gradually expanded now includes both assistance and protection. Humanitarian projects are financed mainly by donors, United Nations (UN) agencies, non-governmental organizations (NGOs), civil society and governments (IASC, 2015).

#### 2.2.4.2 Lifecycle of Humanitarian Projects

According to IASC (2015), the humanitarian programme cycle consists of six sequential elements and two keys ‘enablers’, which are ongoing at all times in support of the successful implementation of the response. These six key elements are Emergency Response Preparedness, Needs Assessment and Analysis, Strategic Response Planning, Implementation and Monitoring, Resource Mobilization and Operational Peer Review and Evaluation. On the other hand, the two enablers are Coordination: and Information Management. These elements and enablers combine

into a single, seamless strategic process that runs through the cycle of inter-agency coordination and response, with one step logically building on the previous and leading to the next.

#### **2.2.4.3 Evaluation Criteria in Humanitarian Projects**

OECD-DAC have identified and have been using five evaluation criteria since 2002 till date and these criteria are Relevance, Effectiveness, Efficiency, Impact and Sustainability (OECD-DAC, 2002).

### **2.3 Empirical Review**

#### **2.3.1 Humanitarian Projects in Ethiopia**

The emergence of NGOs in Ethiopia was associated with the tragic famine of the early 1970s in the northern part of the country, and the aim was to provide relief and rehabilitation services (Aga, 2016). A widespread drought is severely impacting Ethiopia, leaving millions of people without enough to eat.

Currently, NDRMCC, UN-WFP, and CRS led Joint-NGOs have been implementing Emergency food assistance programs in Ethiopia. The humanitarian response in Ethiopia is led by the Government's National Disaster Risk Management Coordination Commission (NDRMCC). According to government's official sources, there are 5 (five) INGO partners implementing emergency food aid programs in Ethiopia as a consortium called the Joint Emergency Operation Program (JEOP) (Hailegebriel, 2016). These INGOs are Catholic Relief Services (CRS) Ethiopia, Cooperative for Assistant and Relief Everywhere (CARE) Ethiopia, Save the Children International (SCI), World Vision Ethiopia (WVE) and Food for the Hungry Ethiopia (FHE).

#### **2.3.2 Empirical Findings**

Despite the fact that NGO sector organizations are becoming very important in development project management, there are scant empirical studies on the critical success factors of this group of projects (Khang & Moe, 2008). The few available empirical studies investigate the success factors of NGOs at the organizational level instead of the project level (Kurfi, 2013). A study on international development project management (IDPM) conducted by Ika, L. A., Diallo, A., & Thuillier, D. (2010) highlight a specific set of CSFs for the World Bank development projects: monitoring, coordination, design, training, and project supervision. Later in 2012, same authors, Ika, L. A., Diallo, A., & Thuillier, D. (2012), resume their studies on World Bank projects and attempt to find the correlation between project critical success factors and project success. The

findings of their empirical study affirm a positive correlation between five critical success factors and project success; these are monitoring, coordination, design, training and institutional environment.

Using principal component analysis, a study conducted by Bayiley & Teklu (2016), identified a specific set of four CSFs for projects funded by EU: intellectual capital, sound project case, key manpower competency and effective stakeholder engagement. Moreover, the descriptive statistics of the survey highlighted five critical success variables: clear policy of donors and recipient government, strong local ownership of project, effective consultation during planning, high motivation and interest, and compatible rules and procedures. The study ranked relevance, impact, effectiveness, sustainability, and efficiency according to their level of importance by the participants of the survey.

## **2.4 Conceptual Framework**

Measuring the success of international development projects commonly involves a high degree of subjective judgments, due to the intangibility of their objectives (Khang and Moe (2008)). In this research, more objective success criteria developed by Khang and Moe (2008) was adopted.

Following Baccarini's approach (1999), the success of a project is defined at two levels: the project management success, and the project success. Project management success, being process oriented, can be progressively evaluated in the different stages of the project. It can be broken down into success of project life cycle phases, and measured by evaluating the quality of the end products generated and the achievement of the results intended for each of these phases (Khang & Moe, 2008). The success criterion for each project life cycle of humanitarian project is adopted from Khang and Moe (2008). The summary of success criteria and CSFs for each project life cycle is presented in Table 5 below.

Project success, on the other hand, reflects the effective use of the project's final products and the sustainable achievement of the project purpose and long-term goals and hence; it should be evaluated at the end of the project by a different set of criteria (Khang & Moe, 2008). Since 2002 till date, humanitarian projects implemented by IDPs have been evaluated based on the evaluation criteria developed by OECD-DAC in 2002. Hence, for the purpose of this study, the researcher adopted the project success evaluation criteria model proposed by OECD-DAC (2002). These project success evaluation criteria adopted from OECD-DAC (2002) are Relevance, Efficiency, Effectiveness, Impact and Sustainability.

As indicated by Khang and Moe (2008), the conditions required to ensure the project management success (CSFs) in each life-cycle phase involves the competencies and commitment of the concerned parties in carrying out the scope of the work of the phase, and other external enabling environmental conditions for the conduct of these activities. As these conditions could be extensive, the researcher will focus on the most common factors, based on the experiences of the targeted INGOs. In addition, since the end products of one project life-cycle phase serve as inputs for the subsequent one, the success in each phase provides favorable preconditions for the implementation of the remaining part of the project. The success criteria for one phase are conceptualized as part of the success factors for the subsequent phase.

The success criteria and factors as well as a comprehensive representation of the conceptual framework that incorporates the identified criteria and factors for both project management success and project success into a dynamic structure linking the life-cycle phases of the international development projects; adopted from Khang and Moe (2008) is summarized and presented in Table 5 and Figure 1 below respectively.

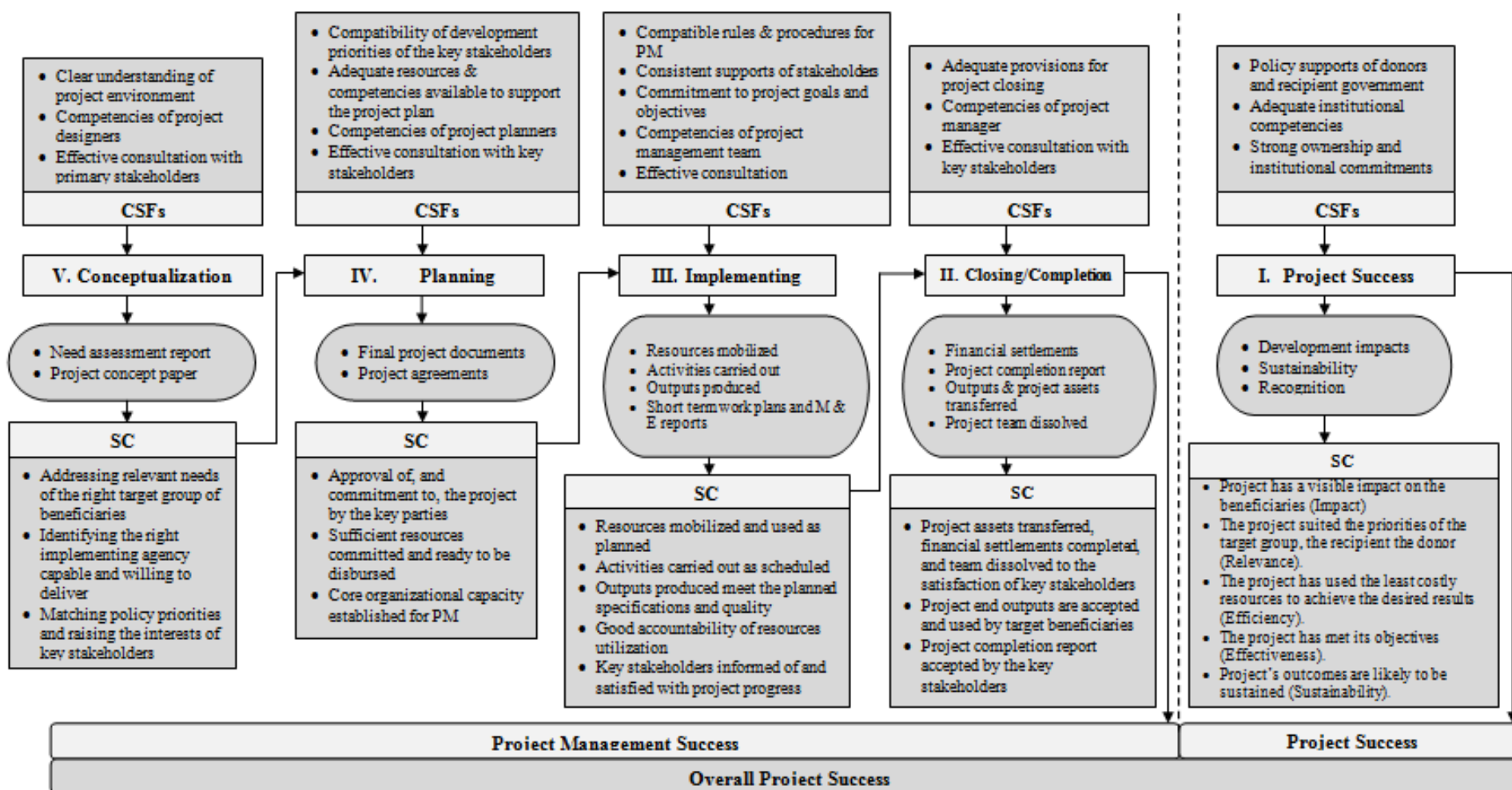
**Table 2.4: Success Criteria and Factors for Humanitarian Projects**

Life-Cycle Phases	Success Criteria	Critical Success Factors
<b>Conceptualizing</b>	<ul style="list-style-type: none"> <li>• Addressing relevant needs of the right target group of beneficiaries</li> <li>• Identifying the right implementing agency capable and willing to deliver</li> <li>• Matching policy priorities and raising the interests of key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Clear understanding of project environment by funding and implementing agencies and consultants</li> <li>• Competencies of project designers</li> <li>• Effective consultations with primary stakeholders</li> </ul>
<b>Planning</b>	<ul style="list-style-type: none"> <li>• Approval of, and commitment to, the project by the key parties</li> <li>• Sufficient resources committed and ready to be disbursed</li> <li>• Core organizational capacity established for PM</li> </ul>	<ul style="list-style-type: none"> <li>• Compatibility of development priorities of the key stakeholders</li> <li>• Adequate resources and competencies available to support the project plan</li> <li>• Competencies of project planners</li> <li>• Effective consultation with key stakeholders</li> </ul>
<b>Implementing</b>	<ul style="list-style-type: none"> <li>• Resources mobilized and used as planned</li> <li>• Activities carried out as scheduled</li> <li>• Outputs produced meet the planned specifications and quality</li> <li>• Good accountability of resources utilization</li> </ul>	<ul style="list-style-type: none"> <li>• Compatible rules and procedures for PM</li> <li>• Continuing supports of stakeholders</li> <li>• Commitment to project goals and objectives</li> <li>• Competencies of project management team</li> </ul>

Life-Cycle Phases	Success Criteria	Critical Success Factors
	<ul style="list-style-type: none"> <li>• Key stakeholders informed of and satisfied with project progress</li> </ul>	<ul style="list-style-type: none"> <li>• Effective consultation with all stakeholders</li> </ul>
<b>Closing/Completing</b>	<ul style="list-style-type: none"> <li>• Project assets transferred, financial settlements completed, and team dissolved to the satisfaction of key stakeholders.</li> <li>• Project end outputs are accepted and used by target beneficiaries.</li> <li>• Project completion report accepted by the key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate provisions for project closing in the project plan</li> <li>• Competencies of project manager</li> <li>• Effective consultation with key stakeholders</li> </ul>
<b>Overall Project Success</b>	<ul style="list-style-type: none"> <li>• Project has a visible impact on the beneficiaries (Impact).</li> <li>• The project suited the priorities of the target group, the recipient, and the donor (Relevance).</li> <li>• The project has used the least costly resources to achieve the desired results (Efficiency).</li> <li>• The project has met its objectives (Effectiveness).</li> <li>• The benefits/outcomes of the project are likely to continue after donor funding has been withdrawn (Sustainability).</li> </ul>	<ul style="list-style-type: none"> <li>• Donors and recipient government have clear policies to sustain project's activities and results.</li> <li>• Adequate local capacities are available.</li> <li>• There is strong local ownership of the project.</li> </ul>

Source: adopted from Khang & Moe (2008); and OECD-DAC (2002).

Figure 2.1: Conceptual Framework



Source: adopted from Khang & Moe (2008); and OECD-DAC (2002).

## **CHAPTER THREE – RESEARCH METHODOLOGY**

This chapter describes the methodologies that were used in this study: It includes, the choice of particular research designs, data type and source of data, research approach, data gathering technique and instruments, sampling and sampling techniques, data analysis techniques and reliability of the study along with an appropriate justification associated with each approach.

### **3.1 Research Approach**

The three methods that are commonly implemented in a research are quantitative, qualitative and mixed, where one of them is not better than the others, all of this depends on how the researcher want to do a research of study (Creswell, 2005).

According to Creswell (2005), quantitative research is a type of educational research in which the researcher decides what to study, asks specific, narrow questions, collects numeric (numbered) data from participants, analyzes these numbers using statistics, and conducts the inquiry in an unbiased, objective manner. Quantitative data is often gathered through surveys and questionnaires that are carefully developed and structured to provide numerical data that can be explored statistically and yield a result that can be generalized to some larger population. Quantitative method is a study involving analysis of data and information that are descriptive in nature and qualified (Sekaran, 2003).

Research following a qualitative approach is exploratory and seeks to explain ‘how’ and ‘why’ a particular phenomenon, or programme, operates as it does in a particular context. As such, qualitative research often investigates; local knowledge and understanding of a given issue or programme, people’s experiences, meanings and relationships.

The objective of the study is to identify and evaluate the success factors and criteria in the management of humanitarian projects implemented by international NGOs operating in Ethiopia. Therefore, the researcher followed interpretive research philosophy and abductive or mixed research approach. Interpretive research philosophy involves researchers to interpret elements of the study, thus it integrates human interest into a study; accordingly, this philosophy emphasizes qualitative analysis over quantitative analysis (Creswell, 2003).

### **3.2 Research Design**

The main purpose of this research is to identify and evaluate the success factors and criteria in the management of humanitarian projects implemented by international NGOs operating in Ethiopia.

Both primary and secondary data was utilized in this study. For collecting the primary data, survey strategy and structured questionnaire adapted from Bayiley & Teklu (2016) as a data collecting instrument were employed in order to collect the information from the project team members and managers of the targeted international NGOs implementing humanitarian projects in Ethiopia and the concerned government organization (NDRMCC) leading the humanitarian response in Ethiopia. The researcher selected samples from the target population by using non- probability sampling method particularly purposive sampling technique. Secondary sources of data were extensive review of literature, ALNAP evaluation of humanitarian action guide, IASC reference module of the implementation of the humanitarian programme cycle, different research papers related to the study area, working papers, web documents, journal articles and books.

After the data were collected, the researcher analyzed the data by using correlation, particularly Pearson's coefficient to investigate relationships between the dependent variable and the independent variables. Therefore, the research employed exploratory and explanatory research design. Exploratory design was used in order to answer the research questions and identify Critical Success Factors (CSFs) in the management of humanitarian projects implemented by INGOs operating in Ethiopia; and Explanatory design was used in order to explain relationships between the success factors and the project success. Explanatory design is applicable in a research to show cause and effect relationships among dependent and independent variables (Fasil, 2018).

### **3.3 Data Source and Type**

The researchers collected both primary and secondary data. For collecting the primary data, survey strategy and structured questionnaire adapted from Bayiley & Teklu (2016) as a data collecting instrument were employed in order to collect the information from the project team members and managers of the targeted international NGOs implementing humanitarian projects in Ethiopia and the concerned government organization (NDRMCC) leading the humanitarian response in Ethiopia. The questionnaires were adapted from Bayiley & Teklu (2016) because the conceptual framework which was identified for conducting this study is

similar with the aforementioned researchers. While the secondary sources of data included extensive review of literature, ALNAP evaluation of humanitarian action guide, IASC reference module of the implementation of the humanitarian programme cycle, different research papers related to the study area, working papers, web documents, journal articles and books.

### **3.4 Data Collection Methods**

The primary data was gathered by using survey technique. The researcher distributed the questionnaire to sampled respondents of targeted international NGOs implementing humanitarian projects in Ethiopia and the concerned government organization (NDRMCC) leading the humanitarian response in Ethiopia. For the purpose of this study a quantitative methodology involving a close-ended questionnaire was used as the measuring instrument. The standard questionnaires used to collect the necessary information regarding the study were modified from the work of Bayiley & Teklu (2016). The questionnaire which was prepared for INGOs had three sections. The first section dealt with the profile of respondents and the organization, the second and third section contained information related with research objectives such as questions designed for measuring the importance of success evaluation criteria as well as questions designed for measuring the extent importance of success factor. A total of 27 questions were prepared and distributed to the identified respondents. In order to answer the last two specific objectives of the study, questionnaire was prepared to collect information from the concerned government organization i.e. NDRMCC. The questionnaire had two sections. The first section dealt with the profile of the respondents and the organization; and the second section contained information related with the last two specific objectives i.e. about success evaluation criteria. A total of 10 questions were prepared.

The questionnaire design was in the form of Likert scale where respondents were required to indicate their views on a scale of 1 to 5. Accordingly, indicators representing independent variables in research framework were captured using a 5-point Likert scales, ranging from strongly disagree to strongly agree and not important to extremely important. Success evaluation criteria/variables were captured using a 5-point Likert scale ranging from not important to extremely important; while success factors were captured using a 5-point Likert scale ranging from strongly disagree to strongly agree. The questionnaires were administered by the researcher via email and drop-off to the respective INGOs and government organization and collection at an agreed time and place.

## **3.5 Sampling and Sampling Design**

### **3.5.1 Target Population**

The target populations of the study are INGOs engaged in humanitarian activity but mainly in emergency food aid programs; and government organization leading humanitarian response in Ethiopia i.e. National Disaster Risk Management Coordination Commission (NDRMCC). As of the year 2016 there are 52 humanitarian organizations registered in Ethiopia to implement humanitarian relief assistance programs in various areas of the country (Hailegebriel, 2016). Hence, Humanitarian organizations functioning in Ethiopia during this research period was considered as the target population of the present study.

Among the list of Humanitarian organizations operating in Ethiopia, International Non-Governmental Organizations (NGOs) which are engaged in the provision of Emergency food assistance programs were selected as a sample frame of the study. According to government's official sources, there are 5 (five) INGO partners implementing emergency food aid programs in Ethiopia as a consortium called the Joint Emergency Operation Program (JEOP) (Hailegebriel, 2016). Hence, these international NGOs are selected to conduct a survey for the present study. The organizations were purposely selected by the researcher considering their experience in the sector, current capacity, volume of emergency operation, and area of coverage they are working in.

Thus, the population of study comprised employees of five (5) INGOs implementing humanitarian projects (specifically implementing emergency food aid programs) in Ethiopia and working as a consortium in the last five years; such as project managers and team members. These international NGOs selected for the purposes of this study were; Catholic Relief Services (CRS) Ethiopia, Save the Children International (SCI), Cooperative for Assistant and Relief Everywhere (CARE) Ethiopia, World Vision Ethiopia (WVE) and Food for the Hungry Ethiopia (FHE). Finally, due to budget and time constraints the researcher acknowledged the exclusion of local communities as a potential limitation of the research.

### **3.5.2 Sampling Method and Techniques**

There are two types of sampling techniques probability and Non-probability sampling Techniques: Non-probability sampling is that sampling procedure which does not afford any basis for estimating the probability that each item in the population has of being included in the sample. Non-probability sampling is also known by different names such as deliberate sampling, purposive sampling and judgment sampling. In this type of sampling, items for the sample are selected deliberately by the researcher; his choice concerning the items remains supreme (Creswell, 2003).

Therefore, the sample units of the research were chosen based on the non-probability sampling method of judgmental sampling. This sampling method was utilized for a reason that since the aim of the researcher is to collect comprehensive and reliable information from the sources having relevant knowledge and/or experience directly related to the subject of the study. Accordingly, professionals working on humanitarian projects and other key staff members responsible for planning, implementing, and managing and controlling Emergency Food Assistance Programs in the above mentioned humanitarian organizations and government organization were selected as a sample unit of the present study.

### **3.5.3 Sample Size**

The researcher followed past researches i.e. (Davies, 2013 and Dubey *et al.*, 2015; as cited by Hailegebriel, 2016) to determine the sample size of the present study. Accordingly, he involved 10 (ten) respondents (staff members responsible for planning, implementing, and managing and controlling Emergency Food Assistance Programs) from each of the aforementioned INGOs implementing humanitarian projects in Ethiopia.

Hence, a total of 50 (10X5) respondents from the aforementioned INGOs implementing emergency food assistance program located in Addis Ababa; and a total of 30 respondents from the concerned government organization responsible for leading humanitarian response in Ethiopia i.e. National Disaster Risk Management Coordination Commission (NDRMCC) who are responsible for planning, implementing, and managing and controlling Emergency Food Assistance Programs were selected as sample size of the present study. These 50 (from INGOs) and 30 (from NDRMCC) respondents were selected through judgmental sampling and contacted to collect primary data through structured questionnaires.

### **3.6 Data Analysis Method**

The data collected was reviewed for completeness and accuracy upon completion of the data collection process. Thereafter, the data was sorted & coded, then was entered into the Statistical Package for Social Sciences (SPSS V25). For the analysis of the primary data, two statistical techniques were employed. These are descriptive and inferential statistical analysis techniques. With regards to the descriptive analysis such as percentages and frequencies were calculated for the analysis of the primary data particularly for the first section of the questionnaires to present the general information about the respondents and their respective organizations. On the other hand, inferential statistical tools were aligned with the objectives of the research. Inferential statistics, particularly the Pearson's correlation was used to show the relationship and the strength/degree as well as direction of associations between variables.

In addition, as intervals do not capture the subjective nature of such criteria, ordinal scales with choices (Likert scales) were used to capture stakeholders' perceptions. In a bid to improve the credibility of the questionnaires, the researcher pilot tested them using selected experienced project managers before distributing to respondents. This helped much to refine the questionnaire. It also enhanced the content validity of the questionnaire (Saunders *et al.*, 2009).

### **3.7 Reliability and Validity**

#### **3.7.1 Reliability**

Reliability is the extent to which a study's operations can be repeated, with the same results and it also involves the accuracy of the chosen research (Wiedersheim-Paul and Eriksson as cited on Hailegebriel, 2016). According to Bryman and Bell (2007) as cited on Hailegebriel (2016), reliability analysis is concerned with the internal consistency of the research instrument. Cronbach's alpha is the most common and widely used measure of internal consistency (reliability) when data have multiple Likert questions in a questionnaire that forms a scale to decide whether the scale is reliable or not (Adam and Mark, 2016). Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer the coefficient is to 1.0, the greater is the internal consistency of the items (variables) in the scale. Moreover, the widely acceptable cut – off level of Alpha value in most social science research is 0.7 (Hulland, 1999 as cited in Reddy & Abay, 2018).

As multiple items in all constructs were used, the internal consistency/reliabilities of the importance of success criteria and perception about the importance of success factors in the

identified INGOs and government organization were assessed with Cronbach’s Alpha. The aggregate Cronbach’s alpha ( $\alpha$ ) of the scale used in the research is 0.968 or 96.8% (for 27 items) which is far greater than 70% as shown in the table 3.1 below.

**Table 3.1: Reliability Statistics**

Cronbach's Alpha	N of Items
.968	27

The scales with the coefficient alpha above 0.90 are considered to have excellent reliability (George and Mallery, 2003 as cited in Reddy & Abay, 2018). This shows that there is very high internal consistency and reliability in the questionnaire. Therefore, the level of alpha was considered to be reliable enough to proceed with the data analysis. Beside this, the reliability of each variable was also tested by using Cronbach’s alpha ( $\alpha$ ). The following table shows the summary of reliabilities of all constructs.

**Table 3.2: Reliability of Success Evaluation Criteria & Success Factors**

Variables	Sub-variables	No. of Items	Cronbach’s Alpha ( $\alpha$ )
<b>Success Evaluation Criteria (in INGOs)</b>	Relevance, Effectiveness, Efficiency, Impact & Sustainability	5	0.948
<b>Success Evaluation Criteria (in Government Organization)</b>	Relevance, Effectiveness, Efficiency, Impact & Sustainability	5	0.924
<b>Importance of Success Factors</b>	Conceptualizing Phase	3	0.953
	Planning Phase	4	0.946
	Implementing Phase	5	0.952
	Closing/Completing Phase	3	0.937
	Overall Project Success	3	0.944

Source: Computed from survey questionnaires by using SPSS V25

### 3.7.2 Validity

Validity means an instruments ability to measure what is meant to be measured (Wiedersheim-Paul and Eriksson, as cited by Hailegebriel, 2016). Validity is a general term denoting ‘‘correctness of measure’’ (Yaremko, 1982 as cited in Reddy & Abay, 2018). According to Malhotra (2010), there are three types of validity in a study: content validity, predictive validity, and construct validity. Among these content validity and construct validity were utilized.

Factor analysis is a statistical technique that used to assess the construct validity. Kaiser-Meyer-Olkin (KMO) and Bartlett’s Test is the most common and widely used measure of correctness of measure (validity) & the result has to be greater than 0.4 (Adam and Mark, 2016).

Kaiser (1974) recommended that the KMO value for excellent 0.9 and above, for great between 0.8 and 0.9, for good between 0.7 and 0.8, for middling between 0.5 and 0.7 and for unacceptable less 0.5. Table 3.3 shows that KMO was 0.911 (excellent) indicating that this data was appropriate for conducting factor analysis. Table 3.3 shows that Chi-Square was 2354.854 with (df = 276, p<0.001) which means that variables were related to each other. Therefore, the study is able to continue to complete the remaining steps of the factor analysis.

**Table 3.3: KMO and Bartlett's Test**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.911
Bartlett's Test of Sphericity	Approx. Chi-Square	2354.854
	df	276
	Sig.	.000

The validity test result of all constructs is summarized as follow;

**Table 3.4: Validity of Success Evaluation Criteria & Success Factors**

<b>Variables</b>	<b>Items</b>	<b>Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy</b>
<b>Success Evaluation Criteria (in INGOs)</b>	Relevance, Effectiveness, Efficiency, Impact & Sustainability	0.830
<b>Success Evaluation Criteria (in Government Organization)</b>	Relevance, Effectiveness, Efficiency, Impact & Sustainability	0.830
<b>Importance of Success Factors</b>	Conceptualizing Phase	0.761
	Planning Phase	0.799
	Implementing Phase	0.850
	Closing/Completing Phase	0.715
	Overall Project Success	0.726

Source: Computed from survey questionnaires by using SPSS V25

The validity test result of the constructs in this study ranges from 0.715 – 0.850. This study also addressed content validity through the review of literature and adapting instruments used in previous research.

### **3.8 Data Triangulation**

To collect the data from the selected sample of respondents, first the letter of cooperation from the university was delivered to the Human Resource Development process of the identified international NGOs engaged in humanitarian projects. Once the request is approved by these international NGOs, the questionnaires were distributed and collected from the respondents in consultation with the respective managers about the convenient time and venue for filling them.

The triangulation of data is critical to rigorous research studies, as it allow the researcher to look at the research problem from multiple angels in order to improve the accuracy of the findings established (Neuman, 2006). There are many methods of ensuring data triangulation occurs in research. Among all, for the purpose of this study Triangulation of measures and triangulation of method were utilized. By using triangulation of measures methodology& measures, the researcher enabled to look at the problem from multiple angels and examine the results critically.

### **3.9 Variable Description**

Based on the theoretical and empirical analysis of the literature review, for addressing critical success factors (CSFs) that influence the success of humanitarian projects implemented by INGOs operating in Ethiopia, the researcher adapted the critical success factors framework proposed by Khang and Moe (2008); which they developed to explore the critical success factors for development projects in different phases of the project life cycle i.e. conceptualizing, planning, implementing, closing/completing and overall project success. In addition to this, the researcher adapted the project success criteria model proposed by OECD-DAC (2002). These project success criteria are Relevance, Effectiveness, Efficiency, Impact and Sustainability.

### **3.10 Ethical Consideration**

This study identified five key ethical issues that could affect this research study and put in place strategies to address them. These are informed consent, confidentiality, negative impact on employability; and security of data (Neuman, 2011). Informed consent was provided by respondents in this study through the return of their completed questionnaires to the researcher as explained in the beginning of the questionnaire. Confidentiality was maintained and upheld by the researcher. Negative impact of employability is protected through upholding confidentiality of responses. Finally, securing of data was upheld by storing all responses in the hands of the researcher.

## **CHAPTER FOUR – RESULTS AND DISCUSSION**

### **4.1 Introduction**

This chapter presents the analysis and findings with regard to the objectives and discussion of the same. Descriptive statistics analysis such as percentages and frequencies were calculated to present the general information about respondents and respective organizations. In order to assess the relationship between the CSFs and project success in the management of humanitarian projects implemented by INGOs operating in Ethiopia, correlation analysis (specifically Pearson's correlation) were conducted for scale typed questionnaire. A total of 50 questionnaires for INGOs and 30 questionnaires for government organization were issued out. The completed questionnaires were edited for completeness and consistency. All of the issue's questionnaires were returned. This represented a response rate of 100%, which is valid and used for analysis. The collected data were presented and analyzed using SPSS (version 25) statistical software.

### **4.2 Characteristics of Respondents and Projects**

The General Information of respondents for international NGOs engaged in humanitarian projects specifically emergency food assistance program was project type the respondents belong, gender, duration of their respective project and the amount of their respective project in ETB. On the other hand, the general information of respondents for the government organization leading humanitarian response in Ethiopia (NDRMCC) was the project that the respondents most attached with, gender, duration of years in the organization and respondent's responsibility in the organization.

#### 4.2.1 General Information of Respondents in INGOs

##### A. Types of Project respondents

With regard to the question rose to respondents about their respective project/organization they have been working in, the results presented in table-4.1 shows that equal percentage i.e. 20 % of the respondents were participated from each of each organization/project.

**Table 4.1: Name of the Project/Organization**

	Frequency	Percent	Cumulative Percent
Catholic Relief Service Ethiopia (CRS)	10	20	20.0
Cooperative for Assistant and Relief Everywhere (CARE) Ethiopia	10	20	40.0
Save the Children International (SCI)	10	20	60.0
World Vision Ethiopia (WVE)	10	20	80.0
Food for Hunger Ethiopia (FHE)	10	20	100.0
Total	50	100	

Source: Research Data (2019)

##### B. Respondents Sex

The respondents were asked to indicate their Sex. The results presented in table-4.2 below shows that 60 % of the respondents were male while the rest 40 % of the respondents were females.

**Table 4.2: Respondents Sex**

	Frequency	Percent	Cumulative Percent
Male	30	60	60.0
Female	20	40	100.0
Total	50	100	

Source: Research Data (2019)

##### C. Duration of respondents in the Project

The respondents were asked to indicate their duration in their organization which engages in implementing humanitarian activities specifically in emergency food assistance program in Ethiopia as of their knowledge. Less than 2 years, 2-5 years and more than 5 years were the options prepared for the respondents. The result is summarized in table 4.3 below.

**Table 4.3: Duration of the Project**

	Frequency	Percent	Cumulative Percent
2-5 years	20	40.0	40.0
More than 5 years	30	60.0	100.0
Total	50	100.0	

Source: Research Data (2019)

The above table indicates that all of the respondents INGOs have more than 2 years' experience in working in INGOs implementing humanitarian activities specifically emergency food aid program in Ethiopia. 60% of the respondents have more than 5 years' experience while 40% have 2-5 years' experience in working in INGOs implementing humanitarian activities specifically emergency food aid program in Ethiopia.

#### **D. Amount of Project Finance**

The respondents were also asked to estimate their organizations/project finance amount as of their knowledge. The result is summarized as indicated in table 4.4 below.

**Table 4.4: Amount of Project Finance**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
5-20 million	20	40.0	40.0
20-50 million	20	40.0	80.0
More than 50 million	10	20.0	100.0
Total	50	100.0	

Source: Research Data (2019)

The above table revealed that CAGP 80% of the identified INGOs have less than 50 million ETB project finance while the rest 20% have a project finance more than 50 million ETB.

#### **4.2.2 General Information of Respondents in Government Organization**

Humanitarian response in Ethiopia is headed by government organization i.e. National Disaster Risk Management Coordination Commission (NDRMCC). In order to answer the third and fourth specific objectives of the study i.e. ranking of potential success criteria and perception of the success criteria across the stakeholders, a specific questionnaire stating the issues were prepared and distributed to 30 respondents and the result is presented as follow;

##### **A. Respondents most related Project**

The aforementioned government organization i.e. NDRMCC is leading all humanitarian response in Ethiopia. Emergency Food Aid Program is one of such activities. Respondents were asked in which specific project they mostly attached with. The following table 4.5 indicates the result.

**Table 4.5: Respondents Most Concerned Project**

	Frequency	Percent	Cumulative Percent
Catholic Relief Service Ethiopia (CRS)	9	30.0	30.0
Cooperative for Assistant and Relief Everywhere (CARE) Ethiopia	3	10.0	40.0
Save the Children International (SCI)	8	26.7	66.7
World Vision Ethiopia (WVE)	5	16.7	83.3
Food for Hunger Ethiopia (FHE)	5	16.7	100.0
Total	30	100.0	

Source: Research Data (2019)

The above table 4.5 depicts that majority of the respondents i.e. 30% were mostly attached with Catholic Relief Service Ethiopia (CRS); followed by Save the Children International (SCI), World Vision Ethiopia (WVE), Food for Hungry Ethiopia (FHE) and Cooperative for Assistant and Relief Everywhere (CARE) Ethiopia by having 26.7%, 16.7%, 16.7% and 10% respectively.

### **B. Respondents Sex**

The respondents were asked to indicate their Sex. The results presented in table-4.6 below shows that 70 % of the respondents were male while the rest 30 % of the respondents were females.

**Table 4.6: Respondents Sex**

	Frequency	Percent	Cumulative Percent
Male	21	70.0	70.0
Female	9	30.0	100.0
Total	30	100.0	

Source: Research Data (2019)

### **C. Respondents work Experience in current organization**

Respondents were also asked to indicate their work experience in current organization i.e. NDRMCC. As the result shows in below Table-4.7, 10 % of the respondents had less than 2 years of work experience, 26.7% of the respondents had 2-5 Years of work experience, and 63.3% of the respondents had more than 5 years of work experience in current organization. The result indicates almost all of the respondents had sound knowledge and experience in humanitarian projects specifically emergency food aid programs so that it is believed that they will give sound and reliable information to the research question.

**Table 4.7: Respondents work experience in current Organization**

	Frequency	Percent	Cumulative Percent
Less than 2 years	3	10.0	10.0
2-5 years	8	26.7	36.7
More than 5 years	19	63.3	100.0
Total	30	100.0	

Source: Research Data (2019)

#### **D. Respondents department/work Unit**

The respondents were asked to indicate their department/work unit in the organization and the results are presented in table below.

**Table 4.8: Respondents Department/Work Unit**

	Frequency	Percent	Cumulative Percent
Project Planning	1	3.3	3.3
Project Monitoring and Evaluation	8	26.7	30.0
Project Assistant	8	26.7	56.7
Project Supervisor	11	36.7	93.3
Other	2	6.7	100.0
Total	30	100.0	

Source: Research Data (2019)

The results indicate that 36.7% of the respondents were from project supervisor department, 26.7% of the respondents were from project assistance as well as project monitoring and evaluation department, 3.3% of the respondents were from project planning department, while 6.7% of the respondents indicated that they were from neither of the above mentioned department. The results indicate that the respondents were from different department/work unit and thus they will give an independent view of emergency food aid program.

### **4.3 Analysis and Discussion of the Study**

The main objective of the study was to identify and evaluate the success factors and criteria in the management of humanitarian projects implemented by INGOs operating in Ethiopia. Hence, the analysis and discussion of the study was presented as per the specific objectives of the study thereby to answer the research questions as follow.

#### **4.3.1 Identifying Critical Success Factors (CSFs)**

The first specific objective of the study was identifying the CSFs in the management of humanitarian projects implemented by INGOs in Ethiopia. Hence, the respondents of INGOs were asked to indicate the perception about the extent/degree of importance of each potential factor on the basis of their background and experience originating from their work on the

finalized and ongoing projects. In order to identify CSFs, 18 questions were prepared, and the results obtained by the opinions of respondents (Table 4.9) served as the basis for the identification of CSF.

**Table 4.9: Importance of Potential Success Factors (%)**

S.N	Suggested Success Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	<b>Conceptualizing Phase</b>					
1	Understanding of the environment		4	16	52.0	28.0
2	Competency of project designers		2	14	66.0	18.0
3	Effective consultations		4	12	50.0	34.0
	<b>Planning Phase</b>					
4	Compatible development priorities			18	56.0	26.0
5	Adequate resources			18	48.0	34.0
6	Competency of project		2	18	58.0	22.0
7	Effective consultation during planning			8	32.0	60.0
	<b>Implementing Phase</b>					
8	Compatible rules and procedures			12.0	34.0	54.0
9	Continuing supports		2	12.0	68.0	18.0
10	Having commitment to project goals		2	10.0	28.0	60.0
11	Adequate knowledge and skills		2	20.0	46.0	32.0
12	Effective consultations during implementing		16	10.0	48.0	26.0
	<b>Closing / Completing Phase</b>					
13	Adequate provisions in project			28.0	52.0	20.0
14	Competency of project manager			18.0	60.0	22.0
15	Effective consultations during closing		4.0	6.0	68.0	22.0
	<b>Overall Project Success</b>					
16	Clear policy of donors and government			10.0	20.0	70.0
17	Adequate local capacities		4.0	26.0	34.0	36.0
18	Strong local ownership of the project		2.0	8.0	22.0	68.0

Source: Research Data (2019)

The results obtained from the survey provided an option to identify CSFs. By using the general evaluation technique, the five most important factors of project success, which can be considered as critical for humanitarian projects executed under the management of INGOs in Ethiopia in their descending orders are; Clear policy of donors and government, Strong local ownership of the project, Effective consultation during planning, Having commitment to project goals and Compatible rules and procedures respectively.

The result also was cross-checked through computing the grand mean of success factors and individual project phase. The success factors for the life-cycle phases and for the overall project success are first ranked according to their perceived importance to the project. The respondents all agree that the factors listed in the proposed model were indeed important to the success of their projects: the mean score of all the factors exceeded 3.84. The grand mean of success factors under each project phase is computed in Table 4.10 below.

**Table 4.10: Perceived Importance of CSFs**

S.N	Importance of CSFs	Mean	S. D	Rank (Overall)	Rank (With in a Phase)
	<b>Conceptualizing Phase</b>				
1	Understanding of the environment	4.04	0.781	<b>12</b>	2
2	Competency of project designers	4.00	0.639	<b>16</b>	3
3	Effective consultations	4.14	0.783	<b>7</b>	1
	<b>Planning Phase</b>				
4	Compatible development priorities	4.08	0.665	<b>8</b>	3
5	Adequate resources	4.16	0.710	<b>6</b>	2
6	Competency of project	4.00	0.700	<b>15</b>	4
7	Effective consultation during planning	4.52	0.647	<b>3</b>	1
	<b>Implementing Phase</b>				
8	Compatible rules and procedures	4.42	0.702	<b>5</b>	2
9	Continuing supports	4.02	0.622	<b>13</b>	4
10	Having commitment to project goals	4.46	0.762	<b>4</b>	1
11	Adequate knowledge and skills	4.08	0.778	<b>9</b>	3
12	Effective consultations during implementing	3.84	0.997	<b>18</b>	5
	<b>Closing / Completing Phase</b>				
13	Adequate provisions in project	3.92	0.695	<b>17</b>	3
14	Competency of project manager	4.04	0.638	<b>11</b>	2
15	Effective consultations during closing	4.08	0.665	<b>10</b>	1
	<b>Overall Project Success</b>				
16	Clear policy of donors and government	4.60	0.670	<b>1</b>	1
17	Adequate local capacities	4.02	0.892	<b>14</b>	3
18	Strong local ownership of the project	4.56	0.733	<b>2</b>	2

Source: Research Data (2019)

According to the study results, clear policy of donors and government has been identified as the most important success factor with about 70 percent of respondents expressed their opinion as “Strongly Agree” for success. Clear policy of donors and government was ranked as first among other determinant factors of overall project success. If the policy of the donors and government are not clear toward a specific project it would be hard to expect success as project success is measured against the achievement of the project owner’s strategic organizational objectives and goals, as well as the satisfaction of the users and key stakeholders needs where they relate to the project’s final product (Baccarini, 1999 as cited in Bayiley & Teklu, 2016).

The second identified critical factor is strong local ownership of project. 68% of the respondents were showed their opinion as “Strongly Agree”. Therefore, both the donors and implementing partners have to ensure from the beginning that the beneficiaries have interest in the project and transfer all products of the project to the beneficiaries, including the necessary knowledge, at the end of the project.

Effective consultations during planning – was rated as the third important factor by 60.1% of the respondents. Indeed, all stakeholders of humanitarian projects need effective discussion about the planning, implementation and control of their projects throughout the project life cycle. This is confirmed from the table that this factor is ranked as the first important in three among the five project phases. If effective communication is not conducted at this phase, it would be difficult to achieve all stakeholders' satisfaction and thereby project success. Communication and trust factors are found empirically as critical to the success of IDPs in Sub-Saharan Africa (Diallo and Thuillier, 2005; as cited in Bayiley & Teklu, 2016).

The fourth critical factor was having high commitment to project goals. 60% of the respondents expressed their opinion as “Strongly Agree” for this factor as being essential for the project success. On the other hand, having high commitment to project goals was ranked as first essential factor during the implementing phase. Cooke- Davies (2002) as cited in Bayiley & Teklu (2016) emphasizes that clear assignment of responsibilities as a way of accomplishing this commitment.

The fifth essential factor for the success of humanitarian project in Ethiopia is compatible rules and procedure of the project. 54% of the respondents showed their opinion for this factor as “Strongly Agree”. On the other hand, compatible rules and procedure of the project is ranked as the second essential factor for the success of project in the implementing phase. If the project involved different stakeholders who have different procedures, rules and policies it will lead the project to excess bureaucratic work, complex reporting system and consequently to delays in project implementation (Bayiley & Teklu, 2016).

#### **4.3.2 Relationship between the Critical Success Factors (CSFs) and Project Success**

The second specific objective of the study was analyzing the relationship between the CSFs and project success in the management of humanitarian projects implemented by INGOs operating in Ethiopia. Hence, the researcher performed correlation analysis to measure the relationship between the CSFs and humanitarian project success by analyzing the aforementioned five CSFs with the five success criteria of project success.

Correlations are the measure of the linear relationship between two or more variables. According to Kothari (2004) as cited in (Hailegebriel, 2016), a Coefficient of correlation has the value of ' $r$ ' lies between  $\pm 1$ . Positive values of  $r$  indicate positive correlation between the two variables, whereas negative values of ' $r$ ' indicate negative correlation. A zero value of ' $r$ '

indicates that there is no association between the two variables. According to Evan’s (1996) as cited in Hailegebriel (2016), the strength of the correlation can be described as, the absolute value of r namely 0.00-0.19 (Very Weak), 0.20-0.39 (Weak), 0.40-0.59 (Moderate), 0.60-0.79 (Strong) and 0.80-1.00 (Very Strong).

The researcher used Karl Pearson’s coefficient of correlation (or simple correlation) analysis as it is the most widely used method of measuring the degree of relationship between two or more variables. The relationship between the CSFs and humanitarian project success was investigated using Pearson’s coefficient of correlation analysis. This provided correlation Coefficients which indicated the strength and direction of relationship. The p-value also indicated the probability of this relationship’s significance. The result is presented in table 4.11 as below.

**Table 4.11: Correlations between CSF and Project Success, and among CSFs**

	CSF1	CSF2	CSF3	CSF4	CSF5
Clear policy of donors and government (CSF1)	1				
Strong local ownership of the project (CSF2)	0.964**	1			
Effective consultations during planning (CSF3)	0.867**	0.880**	1		
Having commitment to project goals (CSF4)	0.888**	0.918**	0.955**	1	
Compatible rules and procedures (CSF5)	0.841**	0.842**	0.902**	0.928**	1
<b>Project Success</b>	<b>0.927**</b>	<b>0.915**</b>	<b>0.896**</b>	<b>0.908**</b>	<b>0.892**</b>

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Authors computation by SPSS v.25 (2019)

The constructs of CSFs specific factors which their relationship with project success presented in the above table 4.11 are Clear policy of donors and government, Strong local ownership of the project, Effective consultations during planning, having commitment to project goals and Compatible rules and procedures.

The above table revealed that all five CSFs are positively related to project success and the significance level is less than 0.01. The extent of the relationship between CSFs and project success ranges from 0.892 – 0.927. The strength of relationship between the five CSFs and Project Success had shown a slight difference. According to Evan’s (1996) as cited in Hailegebriel (2016), if the value of r lies between 0.80-1.00 the relationship between the variables are termed as very strong. Hence, there is very strong relationship between CSFs and project success in humanitarian project implemented by INGOs in Ethiopia.

Among all CSFs, the strongest relationship was shown between Clear policy of donors and government and project success; followed by strong local ownership of the project, having

commitment to project goals, effective consultations during planning and compatible rules and procedures for managing humanitarian projects respectively.

### 4.3.3 Stakeholders ranking of the Success Criteria of Humanitarian Projects

The third specific objective of the study was analyzing the rank of success criteria in the management of humanitarian projects in Ethiopia among different stakeholders. For the purpose of this study due to the limited resources & time availability among all stakeholders only government organization i.e. National Disaster Risk Management Coordination Commission (NDRMCC) which is responsible for leading humanitarian response in Ethiopia was considered. Therefore, ranking of the success criteria as per the perception of INGOs and government organization (NDRMCC) were considered and finally the average result of the two stakeholders were considered in order to get the rank of the success criteria for humanitarian projects implemented by INGOs in Ethiopia.

Ranking of potential success criteria was done by computing the means for the all i.e. the identified INGOs implementing humanitarian projects in Ethiopia; as well as the aforementioned stakeholder which is government organization i.e. NDRMCC. The success criteria are ranked according to their perceived importance to evaluate the success of humanitarian projects. The result is presented in Table 4.12 as shown below.

**Table 4.12: Perceived importance of Success Criteria**

Success Criteria	Overall		Gov (30)		INGO (50)	
	Mean	Rank	Mean	Rank	Mean	Rank
Relevance	<b>4.73</b>	<b>1</b>	4.73	2	4.72	1
Efficiency	<b>4.35</b>	<b>5</b>	4.17	5	4.54	3
Effectiveness	<b>4.49</b>	<b>2</b>	4.33	4	4.64	2
Impact	<b>4.47</b>	<b>3</b>	4.87	1	4.08	5
Sustainability	<b>4.39</b>	<b>4</b>	4.57	3	4.22	4

Source: Authors computation by SPSS v.25 (2019)

The above table 4.12 revealed that the respondents all agree that the factors listed in the proposed model adopted from OECD-DAC (2002) & Ika *et al.* (2012) were indeed important to evaluate humanitarian projects in Ethiopia: all the mean scores of the factors exceed 4.00. Accordingly, relevance, effectiveness, impact, sustainability and efficiency respectively in descending order ranked in order of their importance for evaluating humanitarian projects in Ethiopia.

The study identified “Relevance” as the best criteria to evaluate the success of humanitarian projects implemented by INGOs operating in Ethiopia; through computing the average of

means of INGOs and government organization i.e. NDRMCC. “Relevance” is among the top three ranks given by INGOs and NDRMCC. The study identified “Effectiveness” and “Impact” as the second and third criteria to evaluate the success of humanitarian projects implemented by INGOs operating in Ethiopia. This implies that these three factors are well interconnected conceptually, and one follows the other. This means that if a project is believed to be relevant, it must be implemented effectively in order to bring the desired impact to the beneficiaries.

According to OECD-DAC (2002) & Ika *et al.* (2012), relevance refers to the extent to which the project suits the priorities of the target group, the recipient, and the donor; effectiveness refers to the extent to which the project meets its objectives. On the other hand, impact refers to the positive and negative changes produced by the project, directly or indirectly, intentionally or not.

The fourth criterion identified to evaluate humanitarian project success implemented by INGOs in Ethiopia was “Sustainability”. This rank finding is also supported by Bayiley & Teklu (2016). According to OECD-DAC (2002) & Ika *et al.* (2012), sustainability refers to whether the benefits of the project are likely to continue after donor funding has been withdrawn. This means that the criterion relates to the continuance of positive outcomes of the project at purpose level after the end of external funding. Project success reflects the effective use of the project’s final products and the sustainable achievement of the project purpose and long-term goals (Khang and Moe, 2008).

Finally, “Efficiency” is ranked as the fifth important criterion for evaluating the success of humanitarian projects implemented by INGOs in Ethiopia. According to OECD-DAC (2002) & Ika *et al.*, (2012), efficiency refers to the extent to which the project uses the least costly resources possible to achieve the desired results or on how well the various activities have transformed the available resources into the intended results. It is measured in terms of quantity, quality and timeliness – parameters related to the traditional project success factors called the iron-triangle (Bayiley & Teklu, 2016). This study has shown that the traditional measures of project success as no more critical in humanitarian projects.

Although different means were computed for the success criterion across the INGOs and the concerned government organization i.e. NDRMCC, there are some noticeable differences between the rankings of success criteria across the respondents from the government organizations and INGOs. Indeed, “Relevance” is among the tops on the agenda of INGOs & NDRMCC, but clear differences observed in ranking the other four criteria. From this we can

conclude that there is no common understanding between INGOs & government organization about the importance of success evaluation criteria. Hence, in order to measure the success of humanitarian projects in Ethiopia the two parties have to reach on common consensus about the degree of importance on each success criteria.

The logical flow of the finding is captured using the following argument: projects (developmental) have to be need based (relevant), through achieving project goals (effectiveness) can make difference (bring impact) in the lives of beneficiaries for a longer period (sustainably) pursuing efficient means (efficiency).

#### 4.3.4 Perceptions of Success Criteria across Different Stakeholders

The last specific objective of the study was assessing the perceptions of the success criteria in the management of humanitarian projects implemented by INGOs across different stakeholders. For the purpose of this study due to the limited resources & time availability among all stakeholders only government organization i.e. National Disaster Risk Management Coordination Commission (NDRMCC) which is responsible for leading humanitarian response in Ethiopia was considered. Hence, the respondents of government organization i.e. NDRMCC were asked to indicate the degree of importance of success criteria on the basis of their background and experience originating from their work on the finalized and ongoing humanitarian projects implemented by INGOs. The result obtained by the opinions of respondents is presented in Table 4.13 shown as below.

**Table 4.13: Importance of Success Criteria by Government Organization/NDRMCC (%)**

S.N	Success Criteria	Not Important	Low Importance	Medium Importance	High Importance	Extremely Important
1	Relevance				26.7	73.3
2	Efficiency			23.3	36.7	40.0
3	Effectiveness			16.7	33.3	50.0
4	Impact				13.3	86.7
5	Sustainability			10.0	23.3	66.7

Source: Research Data (2019)

By using the general evaluation technique, the five success criteria for evaluating the success of humanitarian projects implemented by INGOs in Ethiopia are ranked in descending order as: impact, relevance, sustainability, effectiveness and efficiency respectively as indicated in table 4.13 above.

The result also is cross-checked through computing the grand mean of success criteria as per the perception of respondents of government organization i.e. NDRMCC. The result of computing grand mean of success criteria as per the respondents from the concerned government organization is presented as below in Table 4.14.

**Table 4.14: Perceived importance of Success Criteria by Government Organization/NDRMCC**

S.No.	Success Criteria	Respondents from NDRMCC (30)	
		Mean	Rank
1	Relevance	4.73	2
2	Efficiency	4.17	5
3	Effectiveness	4.33	4
4	Impact	4.87	1
5	Sustainability	4.57	3

Source: Authors computation by SPSS v.25 (2019)

As shown in the above table 4.14, respondents of the concerned government organization i.e. NDRMCC ranked “Impact” as first according to their perceived importance to evaluate the success of humanitarian projects implemented by INGOs in Ethiopia. The respondents all agree that the success criterion listed in the proposed model were indeed important to evaluate the success of humanitarian projects implemented by INGOs in Ethiopia: the mean score of all the factors exceeded 4.0.

## **CHAPTER FIVE - SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATION**

### **5.1 Summary of Major Findings**

This study is aimed to identify and evaluate the success factors and criteria in the management of humanitarian projects (specifically on emergency food assistance) implemented by INGOs operating in Ethiopia. The study also intended to explain the relationship between the critical success factors (CSFs) and project success of humanitarian projects as perceived by the targeted INGOs implementing humanitarian projects in Ethiopia. Based on the results of the study the summary of major findings is presented accordingly as specific objectives of the study as follow.

The first specific objective of the study was identifying the CSFs in the management of humanitarian projects implemented by INGOs in Ethiopia. By using the general evaluation technique, the five most important factors of project success, which can be considered as critical for humanitarian projects executed under the management of INGOs in Ethiopia in their descending orders are; Clear policy of donors and government, Strong local ownership of the project, Effective consultation during planning, Having commitment to project goals and Compatible rules and procedures respectively. The result also was cross-checked through computing the grand mean of success factors and individual project phase. The respondents all agree that the factors listed in the proposed model were indeed important to the success of their projects: the mean score of all the factors exceeded 3.84.

The second specific objective of the study was analyzing the relationship between the CSFs and project success in the management of humanitarian projects implemented by INGOs operating in Ethiopia. Hence, the researcher performed correlation analysis to measure the relationship between the CSFs and humanitarian project success by analyzing the aforementioned five CSFs with the five success criteria of project success. The researcher used Karl Pearson's coefficient of correlation (or simple correlation) analysis as it is the most widely used method of measuring the degree of relationship between two or more variables. The study revealed that all five CSFs are positively related to project success and the significance level is less than 0.01. The extent of the relationship between CSFs and project success ranges from 0.892 – 0.927. Hence, there is very strong relationship between CSFs and project success in humanitarian project implemented by INGOs in Ethiopia. Among all CSFs, the strongest relationship was shown between Clear policy of donors and government and project success;

followed by strong local ownership of the project, having commitment to project goals, effective consultations during planning and compatible rules and procedures for managing humanitarian projects respectively.

The third specific objective of the study was analyzing the rank of success criteria in the management of humanitarian projects in Ethiopia among different stakeholders. For the purpose of this study due to the limited resources & time availability among all stakeholders only government organization i.e. National Disaster Risk Management Coordination Commission (NDRMCC) which is responsible for leading humanitarian response in Ethiopia was considered. Ranking of potential success criteria was done by computing the means for the all i.e. the identified INGOs implementing humanitarian projects in Ethiopia; as well as the aforementioned stakeholder which is government organization i.e. NDRMCC. The success criteria are ranked according to their perceived importance to evaluate the success of humanitarian projects. The study revealed that the respondents all agree that the factors listed in the proposed model adopted from OECD-DAC (2002) & Ika *et al.* (2012) were indeed important to evaluate humanitarian projects in Ethiopia: all the mean scores of the factors exceed 4.00. Accordingly, relevance, effectiveness, impact, sustainability and efficiency respectively in descending order ranked in order of their importance for evaluating humanitarian projects in Ethiopia. The logical flow of the finding is captured using the following argument: projects (developmental) have to be need based (relevant), through achieving project goals (effectiveness) can make difference (bring impact) in the lives of beneficiaries for a longer period (sustainably) pursuing efficient means (efficiency).

The last specific objective of the study was assessing the perceptions of the success criteria in the management of humanitarian projects implemented by INGOs across different stakeholders. For the purpose of this study due to the limited resources & time availability among all stakeholders only government organization i.e. National Disaster Risk Management Coordination Commission (NDRMCC) which is responsible for leading humanitarian response in Ethiopia was considered. Hence, the respondents of government organization i.e. NDRMCC were asked to indicate the degree of importance of success criteria on the basis of their background and experience originating from their work on the finalized and ongoing humanitarian projects implemented by INGOs. By using the general evaluation technique, the five success criteria for evaluating the success of humanitarian projects implemented by INGOs in Ethiopia are ranked in descending order as: impact, relevance, sustainability, effectiveness and efficiency respectively.

## 5.2 Conclusion

Based on the results of the study and the summary of findings the following conclusions are given.

There is positive and statistically very strong relationship between CSFs and project success in humanitarian project implemented by INGOs in Ethiopia. Among all CSFs, the strongest relationship was shown between Clear policy of donors and government and project success; followed by strong local ownership of the project, having commitment to project goals, effective consultations during planning and compatible rules and procedures for managing humanitarian projects respectively. It can be also concluded that there is no common understanding between INGOs & government organization about the importance of success evaluation criteria. Hence, in order to measure the success of humanitarian projects in Ethiopia the two parties have to reach on common consensus about the degree of importance on each success criteria.

Finally, the researcher believes that this study will provide useful insights and perspectives in the identification of CSF and success criteria to humanitarian projects that researchers and practitioners in the field shall give attention.

## 5.3 Recommendation

Based on the finding and the conclusion reached, the following suggestions are forwarded.

- The study revealed that clear policy of donors and government, strong local ownership of the project, effective consultation during planning, having commitment to project goals and compatible rules and procedures for the project management are the major factors for the success of humanitarian projects. Hence, INGOs and other stakeholders need to give emphasis for these success factors to meet humanitarian project goals. The concerned government organization i.e. NDRMCC has to take the responsibility to communicate stakeholders and inform this.
- Although different means were computed for the success criterion across the INGOs and the concerned government organization i.e. NDRMCC, there are some noticeable differences between the rankings of success criteria across the respondents from the government organizations and INGOs. Indeed, “Relevance” is among the tops on the agenda of INGOs & NDRMCC, but clear differences observed in ranking the other four criteria. From this we can conclude that there is no common understanding between

INGOs & government organization about the importance of success evaluation criteria. Hence, to measure the success of humanitarian projects in Ethiopia the two parties have to reach on common consensus about the degree of importance on each success criteria.

#### **5.4 Further Research Directions**

Based on the present research limitations, researcher has identified the following issues for future research directions.

- The present study can further be extended by covering more INGOs and humanitarian projects other than emergency food aid programs, stakeholders and the donors.

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# Appendix

## Appendix 1. Questionnaire for International NGOs

### Dear Respondents

I request your participation and support for my research on “Success Factors and Criteria in the Management of Humanitarian Projects: Evidence from International NGOs operating in Ethiopia” undertaken as part of Master Thesis at Addis Ababa University, Ethiopia.

The aim of this questionnaire is to identify and evaluate the success factors and criteria in the management of humanitarian projects implemented by international NGOs operating in Ethiopia. This research is being conducted as part of the requirements for the fulfillment of Master of Total Quality Management and Organizational Excellence. Your input as experienced professional in the area of humanitarian project is highly appreciated. The researcher would like to assure you that participation in this research is entirely voluntarily and this research is only for academic purpose and your responses are entirely confidential. No other person will have access to the data collected. The researcher hopes you will be able to find 15 minutes to complete this questionnaire in your schedule.

### I. General information

For the following section please select the most appropriate option by marking “x” or fill the correct information in the space provided.

1. Which project organization type from the following do you belong?
  - Catholic Relief Service Ethiopia (CRS)
  - Cooperative for Assistant and Relief Everywhere (CARE) Ethiopia
  - Save the Children International (SCI)
  - World Vision Ethiopia (WVE)
  - Food for Hunger Ethiopia (FHE)
2. Gender     Male                       Female
3. What is the duration of your project?
  - Less than 2 years
  - 2-5 years
  - More than 5 years
4. What is the amount of your project in ETB?
  - Less than 5 million
  - 5-20 million
  - 20-50 million
  - More than 50 million

### II. Questions about Success Evaluation Criteria

In your experience with humanitarian projects, you have noticed that international development projects evaluate its projects through 5 success criteria: Relevance, Efficiency, Effectiveness, Impact and Sustainability. For the following section please provide **your perception** about **the extent of importance of the suggested success evaluation criteria** of the projects by making “x” in the appropriate answer box as follows:

S.N	Success Evaluation Criteria	Not Important	Low Importance	Medium Importance	High Importance	Extremely Important
1	Is the project suiting the priorities of the target group, the recipient, and the donor?					
2	Does the project meet its objectives?					
3	Does the project use the least costly resources to achieve the desired results?					
4	Does the project have a visible impact on the beneficiaries?					
5	Does the benefits/outcomes of the project are likely to continue after donor funding has been withdrawn?					

If you ranked any of these criteria as not important or less important, would you please briefly explain why? .....

.....

### III. Questions related to Success Factors

For the following section please provide **your perception** about **the extent/degree of importance of the suggested success factors** of the projects by making “x” in the appropriate answer box as follows:

S.N	Suggested Success Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>A</b>	<b>Conceptualizing</b>					
1	Having clear understanding about the project environment by funding, implementing agencies and consultants is the most important factor for the success in conceptualizing phase of the project.					
2	A competency of project designers is the most important factor for the success in conceptualizing phase of the project.					
3	An effective consultation with primary stakeholders is the most important factor for the success in conceptualizing phase of the project.					
<b>B</b>	<b>Planning</b>					
4	Compatibility of development priorities of the key stakeholders is the most important factor for the success in the planning phase of the project.					
5	The availability of adequate resources and competencies to support the project plan is the most important factor for the success in the planning phase of the project.					

S.N	Suggested Success Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6	A competency of project planners is the most important factor for the success in the planning phase of the project.					
7	Having an effective consultation with key stakeholders is the most important factor for the success in the planning phase of the project					
<b>C</b>	<b>Implementing</b>					
8	Having compatible rules and procedures for project management is the most important factor for the success in the implementation phase of the project.					
9	Having continual supports of stakeholders is the most important factor for the success in the implementation phase of the project.					
10	Having commitment to project goals and objectives is the most important factor for the success in the implementation phase of the project.					
11	A competency of project management team is the most important factor for the success in the implementation phase of the project.					
12	Having an effective consultation with all stakeholders is the most important factor for the success in the implementation phase of the project.					
<b>D</b>	<b>Closing / Completing</b>					
13	An adequate provision for project closing in the project plan is the most important factor for the success in the closing/completing phase of the project.					
14	A competency of project manager is the most important factor for the success in the closing/completing phase of the project.					
15	Having an effective consultation with key stakeholders is the most important factor for the success in the closing/completing phase of the project.					
<b>E</b>	<b>Overall Project Success</b>					
16	Having clear policies to sustain project's activities and results by donors and recipient government is the most important factor for the overall project success.					
17	The availability of adequate local capacities is the most important factor for overall project success.					
18	The availability of strong local ownership of the project is the most important factor for overall project success.					

**Thank you for your time and concern again.**

## Appendix 2. Questionnaire for Government Organization

### Dear Respondents

I request your participation and support for my research on “Success Factors and Criteria in the Management of Humanitarian Projects: Evidence from International NGOs operating in Ethiopia” undertaken as part of Master Thesis at Addis Ababa University, Ethiopia.

The aim of this questionnaire is to identify and evaluate the success factors and criteria in the management of humanitarian projects implemented by international NGOs operating in Ethiopia. This research is being conducted as part of the requirements for the fulfillment of Master of Total Quality Management and Organizational Excellence. Your input as experienced professional in humanitarian project is highly appreciated. The researcher would like to assure you that participation in this research is entirely voluntarily and this research is only for academic purpose and your responses are entirely confidential. No other person will have access to the data collected. The researcher hopes you will be able to find 15 minutes to complete this questionnaire in your schedule.

### I. General Information

For the following section please select the most appropriate option by marking “x” or fill the correct information in the space provided.

1. Which project organization type from the following do you belong or most attached with?
  - Catholic Relief Service Ethiopia (CRS)
  - Cooperative for Assistant and Relief Everywhere (CARE) Ethiopia
  - Save the Children International (SCI)
  - World Vision Ethiopia (WVE)
  - Food for Hungry Ethiopia (FHE)
2. Gender  Male  Female
3. For how long do you work in the organization (NDRMCC)?
  - Less than 2 years
  - 2-5 years
  - More than 5 years
4. What is your major responsibility in the organization (NDRMCC)?
  - Project Planning
  - Project Monitoring and Evaluation
  - Project Assistant
  - Project Supervisor
  - Other

## II. Questions about Success Evaluation Criteria

In your experience with humanitarian projects, you have noticed that international development projects evaluate its projects through 5 success criteria: Relevance, Efficiency, Effectiveness, Impact and Sustainability. For the following section please provide **your perception** about **the extent of importance of the suggested success evaluation criteria** of the projects by making “x” in the appropriate answer box as follows:

S. N	Success Evaluation Criteria	Not Important	Low Importance	Medium Importance	High Importance	Extremely Important
5	The extent to which the objectives of development intervention are consistent with beneficiaries’ requirements, country needs, global priorities and partner’ and donor’s policies.					
6	The extent to which the development intervention’s objectives were achieved, or are expected to be achieved, considering their relative importance.					
7	A measure of how economically resources/ inputs (funds, expertise, time, etc.) are converted to results.					
8	The positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.					
9	The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.					

If you ranked any of these criteria as not important or less important, would you please briefly explain why? .....

.....

**Thank you for your time and concern again.**

