ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

DEPARTMENT OF PROJECT MANAGEMENT POST GRADUATE PROGRAM

Critical Success Factors of International Development Projects: The Case of UN Women

BY: Mahider Mulugeta

Advisor: Seifu Mamo (PhD), Associate Professor

A Research Project Submitted in Partial Fulfillment of the Requirements for Obtaining the Degree of Masters of Project Management

June 2023

Addis Ababa, Ethiopia

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Signed by Examining Committee:

_____	_____
Examiner	**Signature**
_____	_____
Examiner	**Signature**
_____	_____
Advisor	**Signature**

DECLARATION

I, Mahider Mulugeta, declare that this research paper entitled “Critical Success Factors of International Development Projects: The Case of UN Women” is the outcome of my own effort and study. All sources of materials used for the study has been duly acknowledged. This study has not been presented for a deree in any university.

Mahider Mulugeta:

Signature: _____

Date: _____

Place: Addis Ababa University, Ethiopia

Letter of Certification

This is to certify that Mahider Mulugeta has carried out this project work entitled “Critical Success Factors of International Development Projects: the Case of UN Women” under my supervision.

This work is original and suitable for the submission in partial fulfillment of the requirement for the award of Master of Arts Degree in Project Management.

Advisor: Seifu Mamo (PhD)

Signature: _____

Date: _____

Acknowledgment

First, I would like to express my deepest gratitude to the Almighty God for making things possible. I am truly grateful for his endless love, mercy and for his blessings throughout my study and research work.

I want to thank my advisor Dr. Seifu Mamo for his unrestricted support and guidance, encouragement, timely and constructive comments. Next, I would like to express my heartfelt gratitude to UN Women Ethiopia Country Office staff and stakeholders for their time and unreserved cooperation to provide invaluable inputs for this study. The researcher is highly indebted for Mr. Schadrack Dusabe, Ms. Addisalem Befekadu and Ms. Hilina Atlabachew for their kind support, unlimited cooperation and encouragement in finalizing this project work.

A special thanks goes to my husband, Yonny for his countless and continous support and patience throughout this study and my sons Makuye and Happy, for the unending inspiration and love. Words can never express how much I am grateful! Further, I would like to extend my heartfelt gratitude for my mum – Mesu for her support and encouragement during my study and throughout my life.

Finally, I would like to thank everyone who supported me in any respect during my masters study.

Abstract

Ensuring a successful project management through the satisfaction of critical success factors is important for development partners operating in Ethiopia. Hence, the focus of this study is to identify and assess the critical success factors (CSF) and success criteria in the management of development projects implemented by UN Women in Ethiopia, as perceived by UN Women and stakeholders. The study also intended to explain the relationship between the CSFs and project success criteria of development projects. This research thus employed a convergent mixed method approach combining qualitative and quantitative data and used exploratory and explanatory research design. The researcher used questionnaire and key informant interview to collect data. Questionnaires were completed by 46 participants from UN Women programme staff as well as government and nongovernment stakeholders who are involved with UN Women projects. Interviews were conducted with selected key informants from both UN Women and stakeholders. Descriptive statistics and Spearman's correlation were used to analyze the quantitative data through SPSS while thematic analysis was employed for the qualitative data.

The descriptive statistics results of the survey identified five critical success factors: strong local ownership of the project, effective consultations during planning, commitment to project goals and objectives, compatible development priorities, and understanding of the environment. Moreover, the findings of the qualitative data identified similar critical success factors as the descriptive survey data. The results of the qualitative data shows that effective consultation and support of stakeholders, local ownership, alignment with key priorities of stakeholders, result based management, and commitment to project goals are considered as critical success factors for UN Women projects. The study ranked relevance, effectiveness, impact, efficiency, and stainability according to their level of importance to evaluate the success of UN Women development projects. The analysis further shows that there is some level of relationship between and among each of the five critical success factors and project success criteria.This research provides insight on CSF and success criteria for development projects particularly UN projects in Ethiopia. Considering the gap in literature, further research is suggested to be undertaken by including more stakeholders (funding agencies, implementing partners and grassroot beneficiaries) and on the relationship between the identified critical success factors with project success.

Key words: *Interntional Development Projects, Success Criteria, Critical Success Factors, UN Women*

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Acronyms

CSF	Critical success factors
ECO	UN Women Ethiopia Country Office
IDP	International development projects
NGO	Nongovernment organizations
OECD	Organization for Economic Cooperation and Development
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
RBM	Result based management
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women

1. Chapter One: Introduction

1.1. Introduction

International development projects play a vital role in the socioeconomic development process of developing countries. International development projects (IDPs) are projects that are supported by international donor organizations with the aim of improving living conditions in developing countries including economic empowerment, health, education, agriculture, food security, human rights promotion, gender equality, technical support and capacity building (Diallo and Thuillier, 2004). IDPs are medium to large size, projects and programs generally undertaken through projects that are financed mainly by multilateral and bilateral development agencies, United Nations associated agencies and nongovernmental organizations (David & Lewis, 2007). IDPs engage several actors and stakeholders, including donor agencies, government organizations at different levels, project management professionals, researchers, and local beneficiaries including local organizations (David & Lewis, 2007).

These projects differ from other types of conventional projects for several reasons, and the approach to management of these projects should be adapted to their unique natures. Management of these projects are distinct from industrial or commercial projects as they have lesser tangible objectives and deliverables (Khang and Moe, 2008). Unlike commercial projects, the aim of IDPs is for economic and social development and the profit motive is often missing. Besides, the donor agency often has its own motives and objectives. Currently, there is a high demand by different project stakeholders for increasingly high levels of accountability and performance, and hence there is a need for increasingly refined project management systems (Khang and Moe, 2008). Therefore, ensuring a successful and effective IDP management considerate of their unique nature and through the fulfillment of critical success factors is important for both donors and beneficiaries.

The United Nations (UN) has been a major actor in the design and management of IDPs in the world for decades. UN through its different agencies have been operating in Ethiopia for the past many years. Several projects which contributed to the betterment of the lives of significant number of Ethiopians have been implemented through the UN development assistance. UN development projects are very specific because of their unique environment and nature. They are characterized by the relative intangibility of their goal of sustainable development, complexity, and size. Among the UN entities, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) have a specific mandate on gender equality and women empowerment. A global champion for women and girls, UN Women was established in 2010 to accelerate progress towards the achievement of their rights and meeting their needs worldwide. The UN Women Ethiopia Country Office (ECO) has been operational in Ethiopia since 2012. UN Women supports UN Member States as they set global standards to achieve gender equality. UN Women works with different stakeholders including with governments and civil society to design and implement laws, policies, strategies and programmes. It closely works with stakeholders to ensure different gender sensitive and transformative initiatives are effectively implemented and truly benefit women and girls worldwide. UN Women strongly focuses on realizing sustainable development goals for women and girls and stands behind women's equal participation in all aspects of life,

UN Women projects have their own nature, and the available literature falls short in addressing their specificity. UN agencies including UN Women select projects for partnership in accordance with UN's strategic priorities and the projects are managed in accordance with UN operational and financial regulations (Un Women, 2022). The nature, complexity and importance of UN projects in different development aspects demand the application of project management throughout the project's life cycle. As described above, UN Women projects have special characteristics that differentiate them from traditional projects and hence, activities in managing UN projects should differ from those involved in managing traditional/conventional projects.

Review of the project management literature shows that there is no agreed and standardized definition for the concept 'project success' although it is being considered a core project

management concept (Baccarini, 1999). On the other hand, various researches define success criteria as a benchmark to assess the success or failure of a project and that success factors are the elements that need to be put in place to lead to project success (Collins & Baccarini, 2004, Lim and Mohamed, 1999, Turner, 2009). Yet, there is a lack of agreement regarding the criteria to assess success. Generally, project success criteria for conventional and development projects are different. Ika, et. al (2012) and Organisation for Economic Co-operation and Development (OECD) (2002) developed a holistic approach to measure success for development projects. The success criteria developed by these authors are relevance, efficiency, effectiveness, impact, and sustainability. Similarly, there is no consistent framework on identifying critical success factors (CSF) and their relevance varies across different industries. Critical success factors are believed to be components or elements that are related to project success and could lead to project success (Frefer, et. al, 2018).

There is limited research carried out on identifying and exploring CSFs and success criteria of IDPs in Ethiopia. Specifically, the researcher could not find any research conducted on CSFs and success criteria on United Nations and UN Women in Ethiopia. Considering the importance of ensuring a successful project management through the satisfaction of CSFs, the focus of this study is to identify and evaluate the critical success factors and success criteria in the management of IDPs implemented by UN Women. The study also aims to explain the relationship between the CSFs and project success criteria of international development projects as perceived by stakeholders implementing the projects in Ethiopia.

1.2. Statement of the Problem

The management of international development projects differs significantly from industrial and commercial projects. Management of development projects in developing countries are constrained by persistent inequality, ethnic violence, competition for leadership positions and other similar issues (Bayiley & Teklu, 2016). Such adversarial behaviors result in conflict and priority shifts which presents a challenge in effectively managing international development projects. This is a reality in most African countries including in Ethiopia. Managing development projects on gender equality have significant differentiating

characteristics especially the social and non-profit nature of the projects, the complex relationships of the stakeholders involved, deeply rooted negative social norms that discriminate women and girls, and the intangibility of the development results (Khang & Moe, 2008). Although there have been significant research interest on assessment of critical success factors for profit-oriented projects, little of these research focused on IDPs. Similarly, very few studies were conducted on identifying and exploring the CSFs and success criteria of international development projects in Ethiopia. What is more, the researcher could not find any research focused on identifying and exploring the CSFs and success criteria in the management of development projects implemented by UN agencies particularly UN Women in Ethiopia. UN Women projects have special characteristics that differentiate them from traditional projects and hence, activities in managing UN projects should differ from those involved in managing traditional/conventional projects. Despite the fact that UN Women projects have their own nature and require distinct project management practice, the available literature falls short in addressing their specificity and in identifying factors contributing to success of UN Women projects.

Lack of clear benchmark to guide project managers and teams of development projects on how best to achieve results may result in lack of vision, poor implementation, and weak monitoring activities. Understanding the critical factors that influence project success enhances the ability of donors, implementing agencies and stakeholders to provide the necessary attention for these factors which contributes to achievement of desired outcomes. Furthermore, it helps them forecast the future status of the project, identify problem areas, and prioritize the most important tasks to ensure success throughout the project cycle. Therefore, ensuring a successful project management through the satisfaction of success factors is critical for development partners operating in Ethiopia. Hence, the focus of this study is to identify the CSF and success criteria in the management of development projects implemented by UN Women in Ethiopia, as perceived by differnet stakeholders. The study also intended to explain the relationship between the CSFs and project success criteria of development projects as perceived by UN Women and stakeholders in implementing development projects in Ethiopia. This study aims to contribute to the general project management body of knowledge by addressing CSF and success criteria of international development projects.

1.3. Research Questions

This study answers the following four questions:

- What are the five CSFs in the management of development projects implemented by UN Women in Ethiopia?
- How do the different stakeholders rank the success criteria in the management of development projects in Ethiopia?
- How do the perceptions of the success criteria/CSF differ across the different stakeholders in the management of UN Women projects in Ethiopia (UN Women Ethiopia Country Office programme staff, government and nongovernment stakeholders)?
- What is the relationship between the five CSFs and project success criteria in the management of development projects implemented by UN Women in Ethiopia?

1.4. Objectives of the Study

1.4.1. General Objective

The objective of the study is to identify the CSF and success criteria in the management of development projects implemented by UN Women in Ethiopia.

1.4.2. Specific Objectives

The specific objectives of this research are:

• To identify the CSFs in the management of development projects implemented by UN Women in Ethiopia.

• To identify and analyze the rank of success criteria in the management of development projects of UN Women Ethiopia Country Office.

• To assess the perceptions of the success criteria/CSF in the management of development projects across different stakeholders.

• To analyze the relationship between the five CSFs and project success criteria in the management of development projects implemented by ECO in Ethiopia.

1.5. Significance of the Study

This study would be beneficial to several stakeholders including UN Women, other UN agencies, non-governmental organizations, donor agencies, project managers, project management students, future researchers and academicians. Considering the gap in literature in Ethiopia, this study will contribute to the project management body of knowledge and contribute to filling the gap in the literature of CSFs & success criteria in the management of development projects in Ethiopia. This research will provide insight on CSF and success criteria for development projects particularly UN projects in Ethiopia. It will also assist project managers and personnel involved in development projects to structure/prioritize issues crucial for the project success and, thus enable them to formulate appropriate interventions for projects. Besides to this, it will contribute for project management body of knowledge and serve as a reference material for practitioners, academicians, project/ program planners and others.

1.6. Scope of the research

This study is limited to identify the critical success factors and criteria in the management of development projects implemented by UN Women in Ethiopia. Due to limitation of resource, the study focused on UN Women projects being implemented at the federal level, in Amhara, Sidama and Oromia regions. The research is confined to these specified regions, and while the conclusions will try to generalize the findings to other development projects and UN Women projects being implemented in all regions of the country.

1.7. Organization of the study

The study is structured in five 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. The next chapter i.e., literature review, provides the reader with both empirical and theoretical background for the research subject. The third chapter

focuses on research methodology, indicating the entire research process including design, data collection methods, sampling procedure and ethical considerations. The fourth chapter presents the findings while the last chapter is dedicated for presenting conclusion and recommendations including proposed areas for further study.

1.8. Definition of Key Terms

Project: A series of temporary unique interconnected activities and tasks that have a specific goal to be completed within a certain time, specification and budget.

Project management: the application and integration of knowledge, skills, tools and techniques to project activities from its inception to completion to produce the product, service or result of the project on time, within authorized cost, and to the required quality and requirement, and to the satisfaction of participants

International development projects: are projects that are supported by international donor organizations with the aim of improving living conditions in developing countries

Critical success factors: structural and process related characteristics, conditions, or variables that can positively influence the likelihood of project success when properly sustained, maintained, or managed.

Relevance: the extent to which the project interventions are aligned with the priorities of the beneficiaries, the recipient, and the donor.

Efficiency: measures how economically resources were used to achieve the desired results.

Effectiveness: the extent to which the project objectives were achieved or are expected to be achieved.

Impact: the positive and negative long-term effects produced by a development intervention, directly or indirectly, intentionally, or not.

Sustainability: the continuation of benefits from a development intervention after donor funding has been withdrawn.

2. Chapter Two: Related Literature Review

2.1. An Overview of Project and Project Management

2.1.1. Project and Project Management

The word project was first used in the sixteenth century. Since then, different scholars and authors have defined project in various ways. The Project Management Institute (2014) has defined a project as “A temporary endeavor undertaken to create a unique product or service”. Other scholars defined project in a more elaborated and comprehensive manner. For example, Turner (2009) defined project as “an endeavor in which human, financial, and material resources are organized in a novel way to undertake a unique scope of work, of given specification, within constraints of cost and time, so as to achieve beneficial change defined by quantitative and qualitative objectives.” This definition is similar to the definition provided by Wysocki (2014), that defined project as “a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification (Wysocki, 2014)”.

From the above definitions, it could be noted that projects are initiated for a specific purpose, and they necessitate the coordination of various inputs. As projects are intended to meet a specific objective, they are temporary and have a defined start and end dates. Additionally, projects are limited by time, resources, and quality. Taking into account the above definitions, for the purpose of this study, project is defined as: ‘A series of temporary unique interconnected activities and tasks that have a specific goal to be completed within a certain time, specification and budget.’

On the other hand, project management is an important issue when we discuss about CSF and success criteria. Although project management has a long history, the term project management did not come into wide use until the 19th century (David & Lewis, 2007). Due to the relative young age of project management as a discipline, there is no agreed and standardized definition. Similar to the concept of project, several authors defined project

management differently. The Project Management Institute (2014) defines project management as “the application of knowledge, skills, tools and techniques to project activities to meet the project requirements.” Wysocki (2014) in his book ‘Effective Project Management: Traditional, Agile, Extreme’, defined project management as “an organized common-sense approach that utilizes the appropriate client involvement in order to meet sponsor needs and deliver expected incremental business value.” Furthermore, Kerzner (2003), provided an overview definition of project management as “the planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives.”

The above discussion reveals that project management is concerned with coordinating and managing resources and changes. It deals with planning and controlling the three key variables of project i.e., cost, schedule, and quality. These variables are interrelated and a change in one variable usually has an impact on the others. According to the Project Management Institute (2013), project management is required to apply and integrate five core process groups namely Initiating, Planning, Executing, Monitoring and Controlling, and Closing, which are linked to the project life cycle. Project management utilizes existing organizational systems, structures and resources and apply different tools and techniques throughout the life cycle of project (Kerzner, 2003). Project management functions and processes include defining work requirements, setting clear and attainable objectives, allotting the necessary resources, developing work plan, monitoring progress, adjusting deviations from the plan, evaluating the work, and identifying lessons (Project Management Institute, 2014). For the purpose of this study, project management is defined as ‘the application and integration of knowledge, skills, tools and techniques to project activities from its inception to completion to produce the product, service or result of the project on time, within authorized cost, and to the required quality and requirement, and to the satisfaction of participants.’

2.1.2. An Overview of Project Success and CSF

2.1.2.1. Project success

Project success is a core concept of project management and is one of the most frequently discussed issue in the discipline of project management. Yet, there is no agreed definition provided for the term ‘project success’ (Baccarini, 1999). Different scholars defined the term differently and from different perspective. The definition of project success is vague and determining the success of a project is complex and controversial. This is partly due to the fact that success is perceived, and it means different thing for different people due to varying perceptions and attitudes.

The standard for how usually project success is measured is related to its completion within time, cost, and quality. Nevertheless, this approach is somehow simplistic and can sometimes be dangerous. A research that was conducted in Australia investigated the perception of software projects success after 5 years of completion. The study found out that the project that was finished within cost and time was judged to be a failure after 5 years. The point is that the project team might be striving to finish on cost and time while there is a risk of the project team of distracting their attention from other aspects such as functionality that are equally important (Turner, 2009). According to Project Management Institute (2014), a project is successful if it is completed within scope, time, cost, quality, resources, and risk as approved by authorized stakeholders. On a similar note, Kerzner (2003) stated that a project is successful if it achieved the project objectives within time, cost, quality, resources, and as accepted by the customer. He not only focused on the triple constraint methodology but also considered an additional requirement of customer satisfaction. Kerzner (2003) further added that project success should be defined as “the completion of an activity within the constraints of time, cost, and performance, acceptance by the beneficiary, mutually agreed upon scope changes and without disturbing the main work flow of the organization and without changing the corporate culture.” Moreover, Baccarini (1999) stated that project success should be measured against the achievement of the project owner’s objectives and goals, as well as the satisfaction of beneficiaries and key stakeholders’ needs where they relate to the project’s final product.

The above discussion reiterates that there is no agreeable definition of project success and that the task of measuring project success is by far difficult. This is in line with Steinfort's (2011) conclusion that "success needs to be investigated from the perspective of active project team stakeholders as well as from that of their client/benefit recipients and in the theoretical and empirical/practical review of critical success criteria and factors on any project". Thus, success is somehow defined subjectively and we will discuss about critical success factors and success criteria in the below sections to frame on how to measure project success.

2.1.2.2. Project Success Criteria

Collins and Baccarini (2004), Lim and Mohamed (1999) and other scholars defined project success criteria as the benchmark to measure success or failure. Turner (2009) also stated that success criteria is the variables by which successful outcome of the project is judged. However, there is lack of agreement regarding the criteria to measure success. The project success criteria for traditional projects and international development projects are different from each other. Based on the definition by Lim and Mohamed (1999), Success criteria are "the set of principles or standards by which project success can be judged". Early researchers on project success criteria focus on the "Iron Triangle" of 'time, budget and quality' as the set of standards to evaluate the success of a project. On top of these set of principles, many researchers consider other criteria as the iron triangle become insufficient for evaluating project success comprehensively (Turner, 1993; Pinto and Slevin, 1988, Jugdev and Müller, 2005). On the other hand, the most widely used success criteria for the past two decades is developed by Organization for Economic Cooperation and Development (OEDC) which include relevance, effectiveness, efficiency, impact, and sustainability. By combining the work of Diallo and Thuillier (2004) and Khang and Moe (2008), Ika et al. (2012) developed a similar model as OEDC which follows a holistic approach in measuring success for development projects. These criteria are undoubtedly the most known and have been used by many development actors to evaluate their projects. UN agencies also use these criteria to assess the success of their projects and to understand contribution of UN agencies. These criteria look at planned and achieved accomplishments, assessing the

results chain, processes, context, causality, to understand achievements or the lack thereof (UN Women, 2015). Thus, these five criteria will be used in this study.

2.1.2.3. Critical success factors (CSFs)

The notion of “success factors” was coined in 1961 by D. Ronald Daniel of McKinsey & Company, it was then refined into ‘critical success factors’ in1981 by John F Rockart (Frefer et al., 2018). Since then, many scholars have further developed the concept and identified lists of critical success factors. Baccarini and Collins, defined project’s critical success factors as “important influences that contribute to project success”. Critical success factors are inputs to project management practice which can lead directly or indirectly to project success (Frefer et al., 2018). From a Project Management perspective, critical success factors (CSFs) are structural and process related characteristics, conditions, or variables that can positively influence the likelihood of project success when properly sustained, maintained, or managed (Milosevic and Patanakul, 2005). Project success factors are elements of the project or its management that can be influenced to increase the chance of achieving a successful outcome (Turner, 2009). Researchers have been trying to identify critical success factors that are critical to project success since the late 1960s (Cooke-Davis, 2002). However, as evidenced in the different project management literature, there is no consistent CSF framework and the relevance of the CSFs varies across different industries.

2.2. Empirical Review

Although non-governmental organizations play an important role in the implementation of IDPs, there are limited empirical studies on the critical success factors of this group of projects (Khang & Moe, 2008). Different researchers in different countries investigated project success factors and success criteria from different industries perspectives. In this section, the findings of relevant researches conducted on project success, success factors and success criteria are reviewed.

A study on international development project management conducted by Ika, L. A., Diallo, A., & Thuillier, D. (2010) highlighted a specific set of CSFs for the World Bank development

projects. These factors included monitoring, coordination, design, training, and project supervision. Later in the year 2012, the same researchers, Ika, L. A., Diallo, A., & Thuillier, D. (2012), resumed their studies on World Bank projects and attempted to find the correlation between project critical success factors and project success. The 15 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.

In 2013, Daniel F. Ofori identified and assessed the quality of project management practices as well as the critical success factors for projects in Ghana. The study adopted an exploratory approach and utilized a survey method to collect data on project management practices of Ghanaian organizations. Purposive sampling was used in selecting the sample which comprised 200 managers from different economic sectors. Results from the study indicated that the critical factors that contribute to the success of a project include top management support, effective communication, clarity of project purpose and goals, and stakeholder involvement. The study concluded that documentation and dissemination of critical success factors and best practices in project management will improve the quality of project management in Ghana.

In 2010, Kazhibevova and Jusufovic have discussed about critical success factors in the implementation of international development projects in Kazakhstan. The study following previous studies by Diallo and Thuiller (2004; 2005) and Do and Tun (2008), to contribute to the literature gap via examining critical success factors for implementation phase of international development projects in Kazakhstan. The study affirmed the applicability of Do and Tun's (2008) CSFs to IDPs being implemented in Kazakhstan, which include adequate supports of stakeholders; high commitment to project goals/objectives, competent project management team; adequate resources and support; compatible rules and procedures; and effective consultations with all stakeholders. Furthermore, the study by analyzing the results from interview and questionnaires identified four additional critical success factors: minimum difficulties in transition from planning to implementation phase, competence of stakeholders, troubleshooting and competent project manager/project leader.

Bayiley & Teklu (2016) studied critical success factors and success criteria of European Union funded projects in Ethiopia. The purpose of this study was to explore and identify the European Union Development Cooperation project success factors and criteria and explain the relationship between the CSFs and project success. The research used interpretive research philosophy, abductive approach, and a cross-sectional time horizon. Data was collected using survey and questionnaire as data collection instrument. Using principal component analysis, the study identified a specific set of four CSFs for projects that determine the success of projects funded by the EU. These factors include intellectual capital, sound project case, key manpower competency and effective stakeholder engagement. The descriptive analysis of the study highlighted five critical success factors for EU project success: 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 analysis shows that there is positive relationship between each of the five CSFs and project success. Moreover, the study captures and investigates the perception of the existing possible indicators for project success evaluation across the different stakeholders. Thus, the study ranked the success criteria: relevance, impact, effectiveness, sustainability, and efficiency based on their level of importance as identified by the participants of the survey.

2.3. Conceptual Framework of the Study

Measuring the success of international development projects is characterized by ambiguity and involves high degree of subjective judgments, mainly because of the intangibility of their objectives (Ika, et al. 2010, Kang and Moe, 2008). There is somehow an agreement that international development project success criteria include relevance, efficiency, effectiveness, impact, and sustainability (Ika, et al. 2010). Since 2002, humanitarian projects implemented by IDPs have been evaluated based on the five evaluation criteria developed by OECD/DAC. Relevance refers to the extent to which the project interventions are aligned with the priorities of the beneficiaries, the recipient, and the donor. Efficiency measures how economically resources were used to achieve the desired results. Effectiveness refers to the extent to which the project objectives were achieved or are expected to be achieved. Impact refers to the positive and negative long-term effects produced by a development

intervention, directly or indirectly, intentionally, or not. Sustainability refers to the continuation of benefits from a development intervention after donor funding has been withdrawn (Ika, et al. 2010, OECD-DAC, 2002). Hence, for the purpose of this study, the researcher adopted the project success evaluation criteria model proposed by OECD-DAC (2002).

Regarding critical success factors, Kang & Mo (2008) developed a more objective success criteria by adopting the Logical Framework Approach, a methodology that is mainly used by development actors to design, plan, implement, monitor, evaluate and close their projects. The framework is developed based on the previous empirical and conceptual research on critical success factors of projects considering the characteristics and context of the international development projects. The framework emphasized on the need to recognize the different sets of success criteria and conditions for the different stages of the project life cycle. The framework has vital practical implications as it highlights on the importance on starting right as the success of each phase has a carry-over effect on the next one. The framework allows to identify areas needing special attention and support for successful completion.

Based on 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 focuses on the process and thus, could be progressively assessed in the different phases of the project. For instance, the success of the conceptualizing phase of an IDPs could be affirmed if these conditions exist: correct target group and their relevant needs have been identified to match donor priorities; relevant and competent implementing organization identified, consultation and securing support of all key stakeholders. On the other hand, project success, denotes the effective use of the project's final deliverables, sustainability of the project purpose and long-term goals. The framework proposes to assess the project success at the end of the project by a different set of criteria mainly by analyzing the sustainability and the acceptance of the project achievements by the stakeholders and the development community in general. Below is a summary of these criteria and factors for the life-cycle phases of international development projects. These factors will be used for the purpose of this research.

Life-Cycle Phases	Success Criteria	Critical Success Factors
Conceptualizing	• Addressing relevant needs of the right target group of beneficiaries • Identifying the right implementing agency capable and willing to deliver • Matching policy priorities and raising the interests of key stakeholders	• Clear understanding of project environment by funding and implementing agencies and consultants • Competencies of project designers • Effective consultations with primary stakeholders
Planning	• Approval of, and commitment to, the project by the key parties • Sufficient resources committed and ready to be disbursed • Core organizational capacity established for PM	• Compatibility of development priorities of the key stakeholders • Adequate resources and competencies available to support the project plan • Competencies of project planners • Effective consultation with key stakeholders
Implementing	• Resources mobilized and used as planned • Activities carried out as scheduled • Outputs produced meet the planned specifications and quality • Good accountability of resources utilization • Key stakeholders informed of and satisfied with project progress	• Compatible rules and procedures for PM • Continuing supports of stakeholders • Commitment to project goals and objectives • Competencies of project management team • Effective consultation with all stakeholders
Closing/ Completing	• Project assets transferred, financial settlements completed, and team dissolved to the satisfaction of key stakeholders. • Project end outputs are accepted and used by target beneficiaries. • Project completion report accepted by the key stakeholders.	• Adequate provisions for project closing in the project plan • Competencies of project manager • Effective consultation with key stakeholders
Overall Project Success	• Project has a visible impact on the beneficiaries. • Project has built institutional capacity within the country. • Project has good reputation. • Project has good chance of being extended as result of success. • Project's outcomes are likely to be sustained.	• Donors and recipient government have clear policies to sustain project's activities and results. • Adequate local capacities are available. • There is strong local ownership of the project.

Table 1: Critical success factors for the life-cycle phases of international development projects (Khang and Moe, 2008).

3. Chapter Three: Research Methodology

3.1 Research Approach

The main purpose of this research is to identify the success factors and criteria in the management of development projects implemented by UN Women in Ethiopia. This research thus employed a mixed method approach combining qualitative and quantitative data. The quantitative data was important to ask specific narrow questions, collect numeric data from participants, analyzes these numbers using statistics, and conduct the inquiry in an unbiased, objective manner (Creswell, 2005). Quantitative data is often gathered through surveys and questionnaires that are carefully developed and structured to provide numerical data that could 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). Additionally, the qualitative data allowed the researcher to use exploratory approach 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. Therefore, mixed method was chosen in order to strengthen the knowledge claim of this study. Mixed method involves combining or integrating qualitative and quantitative research and data in a research study (Creswell, 2014). It is mainly used to triangulate and counterbalance the weaknesses of one method with the strengths of the other (Creswell, 2014). Accordingly, mixed method could result in well-validated and substantiated findings in shorter data collection time (Creswell, 2014).

From mixed method, the researcher employed convergent mixed method. According to Creswell (2014), convergent mixed method

> is a form of mixed methods design in which the researcher converges or merges quantitative and qualitative data in order to provide a comprehensive analysis of the research problem. In this design, the investigator typically collects both forms of data

at roughly the same time and then integrates the information in the interpretation of the overall results.

Therefore, in this research, qualitative and quantitative data were collected in parallel, and then analyzed separately and by merging together in order to provide a comprehensive analysis of the success factors and criteria in the management of development projects.

3.2. Research Design

Therefore, the research used exploratory and explanatory research design. Exploratory design is used in order to answer the research questions and identify Critical Success Factors (CSFs) in the management of development projects implemented by UN Women in Ethiopia; and Explanatory design was used in order to explain relationships between the success factors and the project success criteria.

3.3. Data collection methods

3.3.1. Primary Data

The study incorporated both qualitative and quantitative data:

Quantitative Data: A survey was conducted using self-administered questionnaire filled out by respondents of the study. Respondents of the questionnaire were programme staff and other stakeholders involved in the management of UN Women projects selected through sampling procedures explained below.

Qualitative Data: Qualitative study was conducted using key informant approach and with open ended questions embedded in the questionnaire. The interview was conducted with persons whose positions supposed to make them knowledgeable about the issue. Predetermined semi structured checklist was administered by the researcher to collect data.

3.3.2. Secondary Data

In addition to the primary data, information was gathered from books, journals, the internet, project documents, UN internal documents for project management and other materials were reviewed with the view to examining the theoretical framework of project management, CSF, success factors regarding international development projects.

3.4. Data Gathering Instruments

A. SELF ADMINISTERED QUESTIONNAIRE: The self-administered questionnaire is one of the major tools that was employed for data collection. The hard copy of the questionnaires was first distributed to respondents and then collected after they filled them out. For some of the respondents that preferred to complete the questionnaires online, a google form was shared that was completed online. The questionnaire was designed to include closed ended questions and few open ended questions; the standard questionnaires used to collect the necessary information regarding the study is modified from the work of Kang and Mo (2008). The closed ended part employs Summated Rating scale (Likert Scale) approach. Each statement/item listed on the scale had equal value in terms of reflecting the response towards the issue in question. The demographic and general questions as well as the open-ended questions were constructed by the researcher.

B. KEY INFORMANT INTERVIEW: Semi-structured interview guide was used to collect data that is deep and rich, relevant and adequate. The interview was conducted with UN Women staff and other key stakeholders.

In addition to the tools mentioned above, the research also referred books, journals, academic paper, UN project management rules and guidelines, the internet and other materials that are useful for the research.

3.5. Sampling and Sampling Design

The target population for this research is UN Women staff, project managers and team members working in the government organizations and nongovernmental organiztions

(NGOs) partnering with UN Women Ethiopia. Census is used for UN Women staff. Regarding sampling for stakeholers, the researcher planned to collect comprehensive and reliable information from sources that have relevant knowledge and/or experience directly related to the subject of the study. In consideration of this, purposive sampling was used for gathering quantitative data from UN Women stakeholders, that are directly engaged in the design and management of UN Women projects. The selection criteria that is considered for this is engagement in the management of UN Women projects, availability at the time of data collection and willingness to participate in the study.

Key informants were selected by using purposive sampling. Purposive sampling enables a researcher to use judgment to select informants that answer the research questions best and meet research objectives (Saunders, et al., 2009). Therefore, informants that were believed to be knowledgeable on the subject matter/ who directly managed UN Women projects and who are willing to provide information were interviewed. During interviewing key informants, it is critical to conduct the interview until a certain theoretical saturation is achieved. However, the information that was gathered was enough to conduct the study and to do an analysis of different perspectives.

3.6. Target Population

The target population for this research are UN Women staff, project managers and team members working in the government organizations, and NGOs partnering with UN Women Ethiopia. UN Women is represented by the project managers and team members of the UN Women ECO. The implementing partners and target beneficiaries are represented by project managers and team members of different governmental and non-governmental organizations. The exclusion of local communities could be considered as a potential limitation of this research.

3.7. Data Quality Assurance

Strong emphasis was given for data quality in every step of the research. Data quality was the core issue during questionnaire development, analysis and write up. Completeness of the data was checked by the researcher and clearance was done immediately. A structured

questionnaire that was adopted from the work of Kang &MoE (2008) was employed to generate quantitative data. Additionally, open-ended questions of the questionnaire and semi-structured interview questions were constructed by the researcher. Experts on the field and researchers were consulted regarding the applicability of the questionnaires and interview questions before the actual fieldwork is undertaken to give their comments on both the questionnaires and interview questions. Based on lessons obtained, necessary adjustment was made to the questionnaire in wording and content. The researcher used two types of data, qualitative and quantitative that were constructed to assess CSF and success factors in order to get comprehensive, reliable and valid data. The quantitative data collection instrument is widely used, well established, and evidence based and its use in this study is perceived as an advantage. The reliability analysis for the questionnaire used in this research results in high Cronbach's alpha (α) value of 0.924 for the importance of success criteria and Cronbach's alpha (α) value of 0. 873 for the importance of critical success factors while the reliability for the total questions is 0.898. According to Statistics Solutions, cronbach's alpha is the most common measure of reliability for multiple Likert questions and its value is between zero and one. The closer the coefficient is to 1.0, the greater is the internal consistency of the items in the scale; the values above 0.70 is good, above 0.80 is better and above 0.9 is best. Therefore, according to the reliability statistics, the result the researcher obtained from Cronbach's Alpha test i.e. 0.989 makes the questionnaire reliable.

Additionally, questions constructed by the researcher were used to allow the researcher to cover and address the thematic area fully and comprehensively. Moreover, the usage of mixed method in the research helped to triangulate the data which was helpful to strengthen the findings of the study.

3.8. Method of Data Analysis

The research considered "Project" as unit of analysis. This research is a mixed research whereby data were analyzed both qualitatively and quantitatively. SPSS was used for analyzing the quantitative data. The study employed descriptive statistics, spearman correlation and thematic analysis in the form of tables, frequency distributions, percentages, mean and correlation to answer the research questions. 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 and the level of agreement among the respondents.

Furthermore, thematic analysis was used to analyze the answers from the open-ended questions as well as interview notes to identify CSF and give explanations and personal experience on the issue. First, data was checked for completeness of information. Then, coding was done followed by thematic development procedure, which are the most commonly used analytic procedures in qualitative research (Padgett, 2008). Maximum effort was made not to twist the information from its original meaning. Qualitative research often involves the use of general ideas, themes, or concepts as tools to make generalizations.

3.9. Ethical Considerations

Regarding the ethical consideration of the research, receiving approval of the research proposal from the School of Commerce of Addis Ababa University was the first step in the process. After this process, the researcher obtained permission from UN Women Ethiopia Country Office to gather pertinent data for the purpose of this study. UN Women Ethiopia Country Office supported the process by preparing a formal letter to different bodies where the study was conducted. Beyond this, informed consent from all respondents was received in the commencement of the study and respondents were given a right to refuse to answer to few or all of the questions. In addition, privacy and confidentiality of respondents is respected. Thus, name and address of interviewees is not documented, and any results of the study is not linked to respondents.

Chapter Four: Data Presentation, Analysis and Discussion

This chapter presents the analysis and findings of the study. Descriptive statistics analysis such as percentages and frequencies were used to present the general information about respondents and respective organizations. In order to identify critical success factors and success criteria, and compare results among different stakeholders, descriptive statistics was used. Pearson's correlation analysis was conducted to assess the relationship between the CSFs and success criteria. A total of 50 questionnaires, hard copies and google forms were shared with UN Women programme staff, government and nongovernment stakeholders. Among these, 46 responses were received with 92% response rate which is valid and used for analysis. The data was presented and analyzed using SPSS statistical software. Furthermore, an interview was conducted with 7 key informants from UN Women, government, and nongovernment stakeholders.

4.1. Characteristics of Respondents

A total of 46 participants completed the structured questionnaire. All these respondents were engaged in UN Women projects in different capacity. The researcher measured relevant demographic and contextual characteristics such as sex, educational background, project related work experience, and other characteristics. The data shows that the respondents are educated and experienced and summary of these characteristics are discussed below.

Gender Information

As can be seen from Figure 1, majority of the respondents that participated in the study were female (63%). Men constituted 37% of the participants.

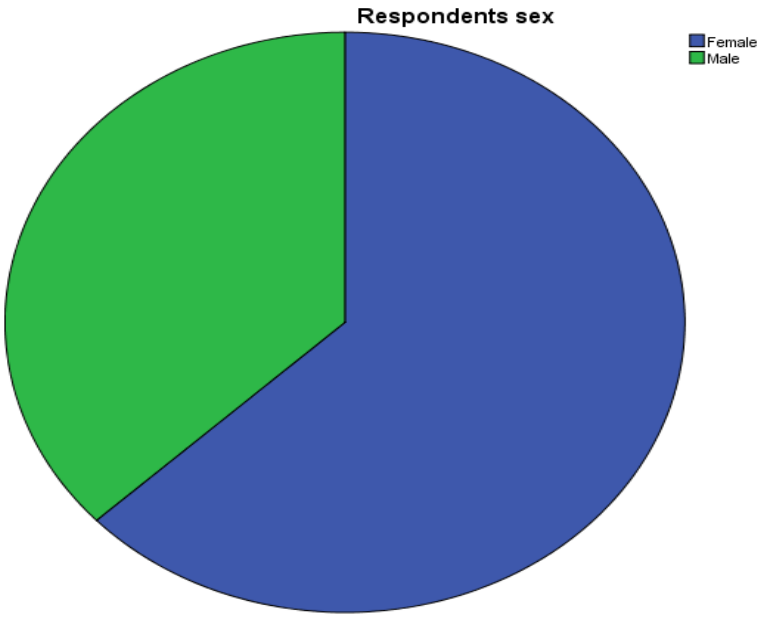

Figure 1: Respondents sex

Education Background

	Frequency	Percent
Diploma	-	-
First Degree	7	15.2
Master's Degree	38	82.6
PhD	1	2.2
Total	46	100

Table 2: Respondents educational background

Educational background of the participants varied from first degree to PhD. Most of the respondents have master's degree (82.6%). One respondent has PhD and the remaining (15.2%) have first degree. This shows that the participants are educated.

Project Management Experience

Participants of this research have adequate level of project management experience. 32.6% of the participants worked on projects for more than 10 years and the same percentage (32.6%) worked for 3-6 years. The third group included the participants that worked on projects for 6- 10 years i.e., 26.1% of the participants. The lowest percentage was observed in those that have less than three years experience (8.7%). The result shows that the respondents had sound knowledge and experience in projects which indicated that they would give sound and reliable information to the research questions.

Experience Working in Project			
	Frequency	Percent	Cumulative Percent
Below 3 Years	4	8.7	8.7
3-6 Years	15	32.6	41.3
6-10 years	12	26.1	67.4
above 10 Years	15	32.6	100.0
Total	46	100.0	

Table 3: Respondents experience working in project

Role in Implementation of UN Women Projects

As illustrated below, the participants of this study have a variety of engagement in the management of UN Women projects. Majority of the participants are project managers (54.3), followed by Programme Associates/Assistants (21.7%). The rest of the participants include team leaders, monitoring and evaluation officers, experts, consultants and others which constituted 24%.

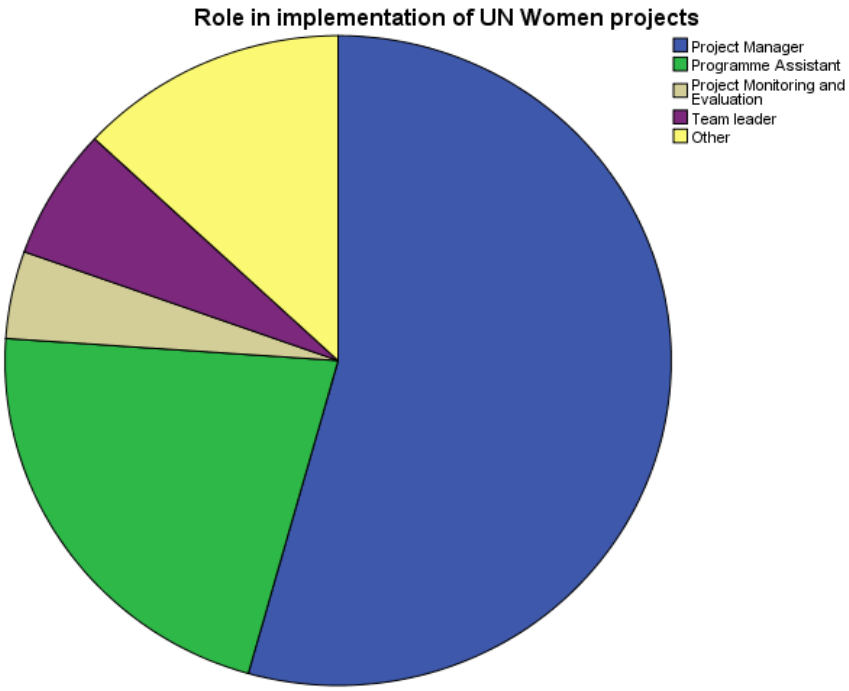

Figure 2: Respondents role in implementation of UN Women projects

Regarding the stakeholders that participated in this study, UN Women staff takes the majority share i.e., 43.5%. Government and nongovernment stakeholders constituted 26.1% and 30.4%, respectively. The involvement of diverse stakeholders and with diverse engagement in UN Women projects is a plus for this study as it would give a comprehensive understanding and insight on success criteria and critical success factors of UN Women projects, by providing varying perspectives, experiences and perception with regards to UN Women projects.

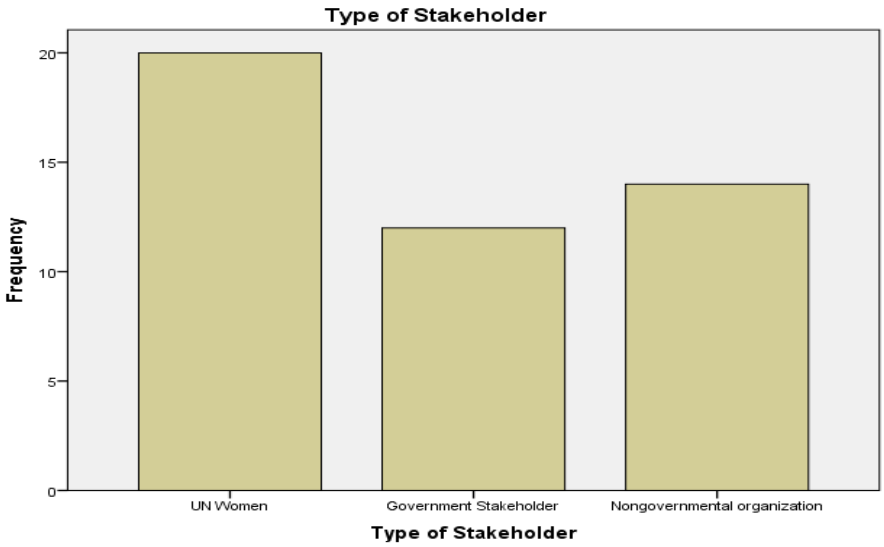

Figure 3: Type of stakeholder

4.2. Analysis and Discussion

The main objective of the study was to identify the success factors and criteria in the management of international development projects implemented by UN Women in Ethiopia. Hence, the analysis and discussion of the study is presented as follows in line with the objectives and research questions of the study.

4.2.1. Perceptions of Success Criteria

One of the objectives of this study is to examine the perception of success criteria in the management of development projects by UN Women, including perceptions of the different stakeholders. As indicated in the previous section, UN Women staff, government, and nongovernment stakeholders participated in this study. All respondents were asked to indicate the degree of importance of each success criteria according to their experience working on UN Women projects. Overall, all success criteria are found to be important by the participants. The opinions of respondents on success criteria is presented in table 4. Most of the respondents identified the success factors to be of high importance or extremely important to the success of UN Women projects.

No.	Importance of CSF	Not important	Low Importance	Medium Importance	High Importance	Extremely Important
1	**Relevance**			4.3	50.0	45.7
2	**Effectiveness**			13.0	69.6	17.4
3	**Efficiency**			23.9	52.2	23.9
4	**Impact**			21.7	19.6	58.7
5	**Sustainability**		4.3	23.9	54.3	17.4

Table 4: Importance of Critical Success Factors (percentage)

	Mean	Rank	S.D
Relevance	4.41	1	.580
Effectiveness	4.04	2	.556
Impact	4.02	3	.649
Efficiency	4.00	4	.699
Sustainability	3.85	5	.759
Overall mean	4.07		

Table 5: Importance of Success Criteria (mean)

Assessment of the success criteria was done by computing the means for all respondents and based on the identified separate groups (UN Women, Government stakeholders and nongovernment stakeholders). Ranking of the success criteria was done by comparing the mean scores as per the respondents' perceived importance to evaluate/judge the success of UN Women projects. Overall, all participants agreed that the five factors that are listed in the model adopted from OECD (2002) were important to evaluate the success of UN Women projects. The overall mean for the success criteria is 4.07 which indicates strong agreement to the importance of the criteria for evaluating development projects. The mean scores for each factor exceeded 4.00 except for sustainability whose mean score is 3.85. The participants ranked relevance, effectiveness, impact, efficiency, and stainability in order of their importance (see table 5).

Most of the respondents rated "Relevance" as the best criteria to assess the success of UN Women development projects. Relevance is defined as the extent to which the objectives of

development intervention are consistent with beneficiaries' requirements, country needs, global priorities, partner' and donor's policies. UN Women development interventions provide a great focus for relevance since the conceptualization phase of its projects. This criterion is included in UN Women project assessment checklist to ensure development interventions are appropriate and are aligned with priorities on the ground as well as donor and global needs. The result of the qualitative data also puts high importance to relevance. One respondent mentioned that "An intervention that is not aligned with the context and which does not respond to local needs, is not worth investment." Overall, both the qualitative and quantitative data shows that relevance is considered as the best criteria to assess international development projects.

The study further ranked 'effectiveness' and 'impact' as second and third for evaluating UN Women project success. Effectiveness is the extent to which the development intervention's objectives were achieved or are expected to be achieved while impact is defined as the positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. From the definition itself, we can understand that a development intervention should be effective by achieving its intended objective to bring the desired impact, overall difference on the larger population. It should be noted that the three factors i.e., 'relevance', 'effectiveness' and 'impact' are interconnected concepts, and one follows the other: A project cannot be impactful if it is not relevant and thus, a project at first needs to be relevant to bring an impact. Similarly, for a project to be impactful, it needs to be effective.

The fourth criterion identified to evaluate UN Women development project success was "Efficiency". Efficiency is the measure of how economically resources are converted into the intended results. It is usually measured in terms of quantity, quality and timeliness which are related to the traditional project success factors named 'the iron triangle'. The fifth important criterion is "Sustainability" which focuses on the probability of long-term benefits. Project success refers to the continuation of benefits from a development intervention after major development assistance has been completed (Khang and Moe, 2008).

Overall, this study has shown that the traditional measures of project success are not sufficient for evaluating development based projects. In addition to the iron traingle, context

specific criteria need to be employed to comprehensively assess the effectiveness of projects on the basis of their unique nature. Thus, the five success criteria (relevance, effectiveness, impact, efficiency and sustainability) could be employed to evaluate the success of projects. The logical flow of this study's finding is captured using the following argument: Development projects have to be demand driven (relevant), focus on achieving project goals (effectiveness) to make a difference (bring impact) on the beneficiaries using efficient means (efficiency) for a longer duration (sustainability).

4.2.2. Comparison among different stakeholders

Perceptions of success criteria across different stakeholders was computed through comparing the mean scores for the different stakeholders that participated in the study (UN Women, government and nongovernment stakeholders).

The study identified that there are differences in the perception of the suggested criterion among the respondents from the different stakeholders. All stakeholders ranked "relevance" as a top criterion for evaluating UN Women projects, however, clear differences were observed in ranking the other four criteria. For the participants from UN Women, "Impact", "Effectiveness", "Sustainability", and "Efficiency" are ranked from second to fifth, respectively. UN Women respondents seem to be more committed to results than the means to achieve those. The qualitative data also shows that achieving impactful results and ensuring sustainability of the results considered as an important criterion for evaluating UN Women projects. On the other hand, respondents from nongovernment organization, which are mostly implementing partner of UN Women projects, ranked "Effectiveness", "Efficiency", "Impact", and "Sustainability" from second to fifth, respectively. For the participants from government organizations, "Effectiveness", "Impact", "Efficiency", and "Sustainability" ranked from second to fifth, respectively. The average mean score for all success criteria for government participants is lower than the other groups. The results from government and nongovernment stakeholders are similar except for the rank for "Efficiency" and "Impact". "Sustainability is ranked as the last for both stakeholders, while "efficiency" is ranked better. This shows that sustaining results is given less importance than the means of achieving results, which is a similar result to the grand mean of all stakeholders.

Type of Stakeholder		Mean	Rank	Std. Deviation
UN Women	relevance	4.70	1	.571
	effectiveness	4.15	3	.641
	efficiency	4.05	5	.605
	impact	4.20	2	.696
	sustainability	4.10	4	.745
Government Stakeholder	relevance	4.17	1	.389
	effectiveness	4.08	2	.515
	efficiency	3.83	4	.718
	impact	3.83	3	.577
	sustainability	3.50	5	.905
Nongovernmental organization	relevance	4.21	1	.579
	effectiveness	4.14	2	.663
	efficiency	3.93	3	.475
	impact	3.86	4	.770
	sustainability	3.71	5	.469

Table 6: Descriptive Statistics (rank of success criteria by stakeholders)

4.2.3 Critical Success Factors (CSFs)

One of the objectives of this study is identifying the critical success factors in the management of UN Women development projects in Ethiopia. Thus, 18 questions that were adopted from Kang & Moe (2008) were shared with the participants of the study. The respondents were given an option to indicate their perception about the extent/degree of importance of each potential success factor based on their background and experience originating from their involvement on the finalized and ongoing projects of UN Women. The results obtained from the respondents is presented below and served as a basis for the identification of CSF.

No.	Importance of CSF	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	Conceptualizing Phase					
1	Understanding of the environment		4.3	4.3	32.6	58.7
2	Competency of project designers	2.2		8.7	58.7	30.4
2	Effective consultations during conceptualizing			2.2	56.5	41.3
	Planning Phase					
4	Compatible development priorities				52.2	47.8
5	Availability of adequate resources		4.3	8.7	52.2	34.8
6	Competency of Project Planners		2.2	10.9	56.5	30.4
7	Effective consultations during planning				37.0	63.0
	Implementing Phase					
8	Compatible rules and procedures			13.0	60.9	26.1
9	Continuous stakeholders support	8.7	2.2	6.5	39.1	43.5
10	Commitment to project goals and objectives	2.10	2.2		23.9	71.7
11	Competency of project management team	8.7		4.3	54.3	32.6
12	Effective consultation with all stakeholders during implementation	4.3	6.5	4.3	39.1	45.7
	Closing/Completing Phase					
13	Adequate provision for project closing		2.2	15.2	58.7	23.9
14	Competency of project managers	4.3	4.3	13.0	60.9	17.4
15	Effective consultation with key stakeholders during closing	4.3		6.5	39.1	50.0
	Overall Project Success					
16	Clear policies of donors and government to sustain project's activities and results		2.2	2.2	54.3	41.3
17	Adequate local capacities		2.2	10.9	56.5	30.4
18	Strong local ownership of the project			2.2	21.7	76.1

Table 7: Importance of Potential Critical Success Factors (percentage)

As illustrated in table 7, most of the respondents agree on the importance of the suggested factors for project success – insignificant number of participants expressed their disagreement to some of the potential critical success factors.

Assessment of the critical success factors was further conducted by computing the means for all respondents and based on the different categories (UN Women, government stakeholders and nongovernment stakeholders). Identification of the critical success factors was done by comparing the mean scores as per the respondents' perceived importance of the potential success factor for the success of UN Women projects.

The five most important factors of project success that were identified by the quantitative data, which can be considered as critical for development projects implemented by UN

Women in Ethiopia in their descending orders are - **Strong local ownership of the project, Effective consultations during planning, Commitment to project goals and objectives, Compatible development priorities, and Understanding of the environment**. The result was also cross-checked through calculating the grand mean of critical success factors and individual project phase. Accordingly, the success factors for the phases of the life cycle and for the overall project success are first ranked according to their perceived importance to the project. The data presented below reveals that all the respondents agree that the factors listed in the proposed model were important to the success of their projects: the mean score of individual factors exceeded 3.83 and the grand mean is 4.25. The mean for the critical success factors under each phase is computed in table 8.

No.	Importance of CSF	Mean	S.D	Rank (overall)	Rank (within a phase)
	Conceptualizing Phase				
1	Understanding of the environment	4.46	.780	5	1
2	Competency of project designers	4.15	.759	10	3
2	Effective consultations during conceptualizing	4.39	.537	6	2
	Planning Phase				
4	Compatible development priorities	4.48	.505	4	2
5	Availability of adequate resources	4.17	.769	9	3
6	Competency of Project Planners	4.15	.698	13	4
7	Effective consultations during planning	4.63	.488	2	1
	Implementing Phase				
8	Compatible rules and procedures	4.13	.619	14	3
9	Continuous stakeholders support	4.07	1.181	15	4
10	Commitment to project goals and objectives	4.61	.802	3	1
11	Competency of project management team	4.02	1.085	17	5
12	Effective consultation with all stakeholders during implementation	4.15	1.074	12	2
	Closing/Completing Phase	4.2			
13	Adequate provision for project closing	4.04	.698	16	2
14	Competency of project managers	3.83	.926	18	3
15	Effective consultation with key stakeholders during closing	4.30	.940	8	1
	Overall Project Success				
16	Clear policies of donors and government to sustain project's activities and results	4.35	.640	7	2
17	Adequate local capacities	4.15	.698	11	3
18	Strong local ownership of the project	4.74	.491	1	1
	Overall mean	4.25	0.27		

Table 8: Importance of Critical Success Factors (mean)

Regarding the qualitative data, the participants were asked for their perception on what they think is the most important critical success factor for international development projects and which factor most contributed to the success of UN Women projects they were involved. The critical success factors that are identified by the qualitative data are: **effective consultation and support of stakeholders, local ownership, alignment with key priorities of stakeholders, result based management, and commitment to project goals.** The critical success factors identified by the qualitative data is similar to the results from the quantitative data. The only difference is 'understanding of the environment' is included as a critical success factor under the quantitative data while 'result based management' is included in the qualitative data.

The participants response for the questionnaires and interview is summarized in the below discussion by merging and triangulating the qualitative and quantitative data.

i. Strong Local Ownership

The study results identified strong local ownership of the project as the most critical success factor with about 76 percent of respondents expressed their opinion as "Strongly Agree" for success with a mean score of 4.74. Accordingly, strong local ownership of the project was ranked as first among the other factors under the overall project success category. For projects that are related to gender equality and women empowerment, strong local ownership is critical to ensure effectiveness and impact as well as sustain the results. One participant mentioned that one of the critical success factors is "local ownership of the solutions provided, if that is missing the programme changes will not stick." Ownership has been included as one of the principles for aid effectiveness (OECD, 2005). Ownership in the OECD statistical glossary was defined as aligning donors' programmes with government policies and building on government systems and processes to manage and coordinate aid. UN agencies attempt to ensure their projects are consistent with beneficiaries and country needs, government, partner' and donor's policies. This is included in the different project guidelines and rules of the United Nations system. Particularly, with UN Women and projects focused on gender equality, local ownership is considered the strongest criteria for success.

The findings of the qualitative data also reveal that without government and local community buy-in, changes will not be sustained. Ultimately, the owners of the projects are the beneficiaries themselves. One respondent stated, “In my opinion the major factor is the extent to which the objectives of development intervention are consistent with beneficiaries’ requirements, beneficiaries needs and concern rather than giving a priority to donor's need and policies.”

The respondents also noted that ownership of relevant stakeholders such as government, local authorities, donors, civil society organizations and ultimate beneficiaries from very beginning has been critical for the success of UN Women projects. The projects invested much in ensuring local actors and beneficiaries are at the core of the project management process to ensure ownership and sustainability. An implementing partner of UN Women mentioned that “development interventions especially those interventions related to gender equality, women empowerment and gender based violence prevention need strong focus on local ownership. Beneficiaries, local change agents, local community, and local structures should always be at the center of the interventions. For example, in our project, working with faith actors in promoting positive social norms, the faith actors engaged actively and owned the project. As a result, our interventions were cascaded to ground level implementations. The project is well accepted by the community, and they have good sense of ownership which sustained the results.”

This finding is similar Aga’s (2016) conclusion that genuine participation of project beneficiaries is critical throughout the project life cycle and that there is a need to utilize a bottom-up approach in identifying the priorities of the community by involving them in all project stages. Therefore, both the donors and implementing partners should abide by the interest of the beneficiaries from the beginning and throughout the project life cycle to enhance local project ownership and sustainability, and transfer all project related deliverables to the beneficiaries.

ii. Effective consultation and support of stakeholders

The second critical success factor that was identified by the respondents is effective consultations during planning which was rated as 63% (the remaining 37% participants agreed to this factor) with a mean score of 4.63. Development projects need effective

consultation with all relevant stakeholders since the inception of the project to be successful. Effective consultation with key stakeholders is critical during the planning phase as this phase lays the groundwork for all the next phases and ultimately for the success of the project.

Effective consultation and support of stakeholders is also identified as the most critical factor for achieving project success by the qualitative data. Although 'consultation' and 'support from stakeholders' were identified as different factors in the quantitative data, for the qualitative question, the respondents of this study provided their responses by merging these two – effective consultation and support of stakeholders as they are very much related. The respondents stated that effective consultation with key stakeholders throughout the lifecycle of the project contributed for the success of the project they were engaged in. These included consultation with stakeholders, strong formal and informal working relationships, coordination, effective communication, support from stakeholders (the project team and management, support from donors, government and implementing partners). Participants also affirmed that this strong engagement with stakeholders supported in resolving challenges that arised during the courses of the project implementation. If development interventions are designed without effective consultation with stakeholders, it would be difficult to align the project with the needs on the ground, to achieve stakeholders' satisfaction and thereby project success.

The finding of this study aligns with the empirical conclusion of Diallo and Thuillier (2005, as cited in Ika et. al, 2011) that communication and trust among the project team and stakeholders are critical to the success of international development projects. This criteria is related to local ownership, as one method of ensuring local ownership is effective consultation during the planning phase.

iii. Commitment to project goals and objectives

Commitment to project goals and objectives is identified as the third critical success factor. 71% of the respondents expressed their opinion as "Strongly Agree" for this factor as being crucial for the project success. The mean score for this factor is 4.61. The qualitative data also identified commitment to project goals as an important factor for project success. When

a project team holds the project in high regard, they will follow through and stick with the project to ensure its success and effectiveness.

Particularly, commitment to project goal and objective is an important aspect when managing UN Women projects. The projects mainly focus on promoting gender equality and women empowerment through different strategies such as policy advocacy, consultations, capacity building, coordination, and legislative reform. Considering the challenges with regards to gender equality specifically on patriarchal attitudes and deep rooted negative social norms, the project team should have a strong commitment towards gender equality to challenge these attitudes, be able to strongly advocate and transfer the positive attitude and knowledge to the beneficiaries, to promote positive social norms and gender equality. One participant of the study stated that “Working in UN Women projects require a strong caliber and commitment towards gender equality, to UN Women project goals. Without a strong commitment, with the challenging aspect of promoting gender equality, the projects cannot be followed through, and the results will neither be achieved nor become impactful”.

Understanding about the project goals and commitment from the side of UN Women, government, and implementing partners including leadership commitment to project goals was key for success of UN Women projects.

The finding of this study is consistent with the conclusion of Andersen et al. (2006) that affirmed that commitment to project objectives/goals have a positive influence on project success. Thus, active commitment towards project goals/objectives is central and necessary for project success.

iv. Compatible development priorities

Compatible development priorities – was rated as the fourth most important factor by half of the participants (the remaining half agreed to the importance of this factor) with a mean score of 4.48. Development interventions usually are designed when there is an intersection of priorities among the donor agency, implementing partners, government stakeholders and the beneficiaries. The findings also affirm the critical importance of appropriateness and

ensuring the alignment of development interventions with beneficiaries' requirements, country needs, global priorities, partner' and donor's policies during the project life cycle.

The qualitative data also affirmed alignment with key priorities of stakeholders as one of the critical success factors for UN Women projects. The respondents stated that alignment of the interventions with key stakeholders - national priorities and government plan, local community priorities, donor priorities, organizational goals and missions as well as international commitment was a critical factor for project success. The projects that were successful were in line with the government 10-year development plan specifically on gender equality, national legislations, international conventions Ethiopia accepted and concluding observations and recommendations provided by international human rights bodies, the needs of the community specifically the demands of women and girls. These alignments resulted in ensuring the interventions are context specific and appropriate to the target population.

V. Understanding of the environment

The fifth essential factor for the success of UN Women projects in Ethiopia is understanding of the environment, 58.7% of the respondents indicated their opinion for this factor as "Strongly Agree". The mean for this factor is 4.46. Many project management literatures underscore the importance of understanding the internal and external environment in relation to project management. The environment is the driving force for the project. It is critical for the project management team to have clarify on how these drivers influence the project. A respondent while responding to the questionnaire mentioned "In my opinion it is important to understand the local situation meaning, the actual problem within the community, the working condition/culture in the community and work with the local structures, and how these affect project implementation." Thus, it is important for the project team to have clear understanding of local context, actors, structures and needs, which contributes to project success through context specific project designing and adaptability to the local context.

v. Result based management (RBM)

The qualitative data identified one additional critical success factor, i.e. RBM, in addition to the model of Kang & Mo (2008). RBM is defined as a management strategy which focuses on performance and achievement of results (outputs, outcomes and impacts) (Kusek & Rist, 2004). The participants mentioned that an effective monitoring system that focuses on results has been key for achieving success. Close follow up and monitoring of the projects enabled the project team to track the progress and performance of the project, identify areas which required plan changes, as well as initiate the corresponding changes. A participant from UN Women mentioned that "monitoring has been an important factor for success of UN Women projects specially during the past few years where the context has been changing very past, with the COVID-19 pandemic and the conflict in the northern part of Ethiopia. During this time, monitoring of the project was important and at the same time challenging. With the challenges of conducting in-person field visits and monitoring activities, we were forced to have virtual monitoring activities to ensure the project implementation was on track and to also identify challenges that needs plan modification. Monitoring has been critical to ensure the projects were adaptable and successful by redirecting the necessary resources and responding to the changing context."

4.2.4. Comparison among Different Stakeholders

The study also tried to identify the critical success factors as identified by the different stakeholders. The results on the top five success factors that are crucial for the success of projects as perceived by the different stakeholders i.e., UN Women, government and nongovernment stakeholders is presented in table 9:

Government			Nongovernment		
	Mean	Std. Deviation		Mean	Std. Deviation
Strong local ownership of the project	4.67	.651	Strong local ownership of the project	4.64	.497
Effective consultations during planning	4.67	.492	Understanding of the environment	4.57	.514
Commitmment to project goals and objectives	4.58	.515	Commitmment to project goals and objectives	4.57	.852
Effective consultations during conceptualizing	4.58	.515	Effective consultations during planning	4.50	.519
Effective consultation with key stakeholders during closing	4.50	.674	Compatible development priorities	4.43	.514

UN Women

	Mean	S.D
Strong local ownership of the project	4.85	.366
Effective consultations during planning	4.70	.470
Commitmment to project goals and objectives	4.65	.933
Compatible development priorities	4.50	.513
Understanding of the environment	4.50	.827

Table 9: CSF identified by different stakeholders

All the three categories of stakeholders identified strong local ownership of the project, effective consultation during planning, and commitment to project goals/objectives in their top five. Although the mean scores for these factors were different for different stakeholders, it is interesting finding that all stakeholders picked the similar factors in their top five. Effective consultation with stakeholders has been identified as a critical factor for government and non-government stakeholders at different phases of the life cycle of the project. For government stakeholders, effective consultation during conceptualizing, planning and closeout has been the major success factor. This shows the strong need of government stakeholders to be consulted and engaged in development interventions throughout the project cycle, starting from initiation until closeout. This is an opportunity development partners need to seize by engaging with government counterparts to get ownership and buy-in to ensure the effectiveness and sustainability of their interventions/projects. UN Women and nongovernment stakeholders picked the same CSFs in their top five i.e. Strong local ownership of the project, effective consultations during planning, commitment to project goals and objectives, compatible development priorities, and understanding of the environment. All in all, we can see that the stakeholders identified similar factors in their respective top five list and that many of the factors are interrelated.

4.2.5. Relationship Between the Critical Success Factors (CSFs) and Success Criteria

The other specific objective of the study was analyzing the relationship between the CSFs and success criteria in the management of UN Women projects implemented in Ethiopia. Hence, the researcher performed correlation analysis to measure the relationship between the CSFs and development intervention project success criteria 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. A Coefficient of correlation has the value of 'r' which lies between ± 1 (Kothari, 2004). Positive values of r indicate positive correlation between the two variables, whereas negative values of 'r' indicate negative correlation. On the other hand, a zero value shows that there is no association between the two variables. The researcher used Spearman's coefficient of correlation analysis as it is the most widely used method of measuring the degree of relationship between two or more variables. 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 of this analysis is presented in table 10 as below.

		CFI 1	CSF 3	CSF 5	CSF 4	CSF 2	Relevance	effectiveness	efficiency	impact	sustainability
Spearman's rho	CSF1	1.	.071	.141	.237	.293*	.080	.047	.000	.233	.066
	CSF3	.071	1	.021	.413**	.093	.210	.160	.166	.268	.044
	CSF5	.141	.021	1.000	-.114	-.023	.201	.069	.116	.341*	.185
	CSF4	.237	.413**	-.114	1	.463**	.076	.081	.100	.378**	.089
	CSF2	.293*	.093	-.023	.463**	1	-.056	-.025	.096	.260	.152
	relevance	.080	.210	.201	.076	-.056	1	.497**	.162	.421**	.417**
	effectiveness	.047	.160	.069	.081	-.025	.497**	1	.122	.284	.413**
	efficiency	.000	.166	.116	.100	.096	.162	.122	1	.245	.283
	impact	.233	.268	.341*	.378**	.260	.421**	.284	.245	1	.412**
	sustainability	.066	.044	.185	.089	.152	.417**	.413**	.283	.412**	1

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 10: Correlation of CSF and success criteria

The constructs of CSFs specific factors which their relationship with the five development intervention success criteria presented in the above table 10 are Strong local ownership of the project (CSF 1), Effective consultations during planning (CSF 2), Commitment to project goals and objectives (CSF 3), Compatible development priorities (CSF 4) , and Understanding of the environment (CSF 5).

The results show that some of CSFs are positively related to project success criteria. The extent of the relationship was also small. In theory, the extent of relationship between the CSFs and project success criteria should have been significant, nevertheless, in this research, a weak relationship was identified. Cohen et al. (2003) argues that in social science studies small correlation coefficients such as 0.3 indicate medium association. Furthermore, scholars agree that interpretation of coefficients depends on the purpose of study and thus they are “only suggestions and other guidelines are possible” (Cohen et al., 2003). As shown in the descriptive statistics on the section of characteristics of the respondents, the participants are well educated and experienced, the result is not expected to be linked with the quality of data as the reliability was confirmed by Cronbach α value above the cut-off point. However, it should be noted that all perception-based studies have limitations as perceptions by their nature are biased, and personal (Liu and Walker, 1998). Among all CSFs and success criteria, relationship was shown between relevance and impact, relevance and effectiveness, relevance and sustainability, commitment to project goals/objectives and compatible development priorities, compatible development priorities with impact and strong local ownership of the project and effective consultations during planning. The results somehow show that the different drivers of project success are interrelated and do not exist in isolation from each other.

Chapter 5: Conclusion and Recommendations

5.1. Conclusion

The aim of this study was to identify the CSF and success criteria in the management of development projects implemented by UN Women in Ethiopia. The study highlighted that the critical success factors for international development projects vary from what is considered most important in conventional project management and thus, this study contributed to the existing project management body of knowledge.

The study attempted to identify the perception of the study participants on the most critical success factors for success of international development projects. The descriptive statistics results of the survey identified five critical success factors: strong local ownership of the project, effective consultations during planning, commitment to project goals and objectives, compatible development priorities, and understanding of the environment. Furthermore, the study identified that all the three categories of stakeholders (UN Women, government, and nongovernment stakeholders) identified strong local ownership of the project, effective consultation during planning, and commitment to project goals/objectives as the top three in descending order. The study identified some difference on the other criteria among the different stakeholders. Moreover, the qualitative data identified similar critical success factors as the descriptive survey data except for one factor. The results of the qualitative data shows that effective consultation and support of stakeholders, local ownership, alignment with key priorities of stakeholders, result based management, and commitment to project goals are considered as critical success factors for UN Women projects, which are provided by the participants from their background and experience working on UN Women projects. Furthermore, the study by analyzing the results from interview and questionnaires identified one additional critical success factor in addition to the CSFs suggested by Khang and Moe (2008), which is results based management.

Moreover, the study analyzed the perception of the potential success criteria for development intervention across the different stakeholders and all participants agree that the factors listed in the proposed model adopted from OECD-DAC (2002) were indeed important. According to the perceptions of the participants of this study, relevance,

effectiveness, impact, efficiency, and stainability are ranked in order of their importance to evaluate the success of UN Women development projects. The study identified that there are noticeable differences in the perception of the suggested criterion among the respondents from the different stakeholders. All stakeholders gave significant consideration for the “relevance” criteria for evaluating UN Women projects, however, differences were observed in ranking the other four criteria, which implies a gap in common understanding about the degree of importance of each success criteria. The analysis further shows that there is some level of relationship between and among each of the five critical success factors and project success criteria.

Overall, the findings indicated that all stakeholders are beginning to think beyond the traditional measures of project success. This study has provided important insights on the identification of critical success factors and success criteria to international development projects and particularly to UN Women interventions which could be further utilized by researchers and practitioners.

5.2. Recommendations

Based on the findings and conclusions of this study, the researcher recommends the following points:

- The study identified strong local ownership of the project, effective consultations during planning, commitment to project goals and objectives, compatible development priorities, understanding of the environment and result based management are the most important factors for international development project success. Thus, UN Women and other organizations working on international development projects should give priority and consider these factors in the design and management of their projects to ensure project success.
- The study affirmed that the evaluation criteria such as relevance, effectiveness, impact, efficiency and sustainability are critical to evaluate the success of development interventions. However, there is some differences among different stakeholders on the ranking of these criteria. Thus, it would be important for development actors to reach a common understanding with key stakeholders on

the degree of importance of the evaluation criteria for their projects since conceptualizing.

- UN Women should also consider discussion with its project team and stakeholders on what constitutes a success and the factors for project success, to establish consensus on how to achieve its project goal.
- Considering the gap in literature on critical success factors and success criteria, further research is suggested to be undertaken on the relationship between the identified critical success factors with project success. The present study can also be further conducted by including more funding agencies, implementing partners, grass root beneficiaries and other UN agencies.

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Annex

Questionnaire

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

MASTERS PROGRAM IN PROJECT MANAGEMENT

This questionnaire is designed to collect data for the study to be undertaken under the title "**Success Factors for Implementation of Development Projects: A Case Study of UN Women."** The information will be used as a primary data for this study which the researcher is conducting as a partial fulfillment of her study at Addis Ababa University for completing Master of Project Management.

All the information provided will be used purely for academic purposes and will be treated with utmost confidentiality. Each of your genuine reply to the research questions is very important in assessing critical success factors of international development projects specifically UN Women projects and I really appreciate your willingness to help. The participation in this study is based on informed consent that means you have the right to refrain from participation at any time, that participation in this study is anonymous and that you participate in this study voluntarily. I will be pleased to discuss any concerns you may have about the participation in this research.

I want to express my heartfelt thanks in advance for taking part in this endeavor.

Sincerely,

Mahider Mulugeta

Email: mahimulugeta01@gmail.com

Part One: Background Information

1. Gender

Male ☐ Female ☐

2. Educational Background

PhD ☐ Master's Degree ☐ First Degree ☐ Diploma ☐

3. Experience working in a project:

Below 3 Years ☐ 3-6 Years ☐ 6-10 years ☐ above 10 Years ☐

5. Would you please describe your role in implementation of UN Women projects? (please choose all that apply)

Project Manager ☐

Programme Associate ☐

Project Monitoring and Evaluation ☐

Team leader ☐

Other ☐

If other, please specify_____

Part One: Questions about Success Criteria

In your experience with international development 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	The extent to which the objectives of development intervention are consistent with beneficiaries' requirements, country needs, global priorities, partner' and donor's policies.					

2	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, considering their relative importance.					
3	A measure of how economically resources/ inputs (funds, expertise, time, etc.) are converted to results.					
4	The positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.					
5	The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits.					

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

……
……
……
……

Part Two: Questions Related to Critical Success Factors

For the following section, please provide **your perception** about **the extent/degree of importance of the suggested critical 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
A	**Conceptualizing**					
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	Planning					
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.					
C	**Implementation**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
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.					
D	**Closing / Completing**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**

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.					
E	**Overall Project Success**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
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					
18	The availability of strong local ownership of the project is the most important factor for overall					

Do you think the projects you were engaged were successful? What major factor contributed for their success?

_____
_____
_____
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_____
_____

What do you think is the most critical success factor for international development projects?

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Do you wish to add or comment anything?

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_____
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Thank you!

Interview Guide

First and for most I would like to thank you for your willingness to participate in this interview. My name is Mahider Mulugeta. I am a Master of Art student in Addis Ababa University School of commerce (Project Management). I am studying critical success factors for international development projects taking UN Women as a case study, for my project research work. Thus, I kindly request your response for the following questions.

The participation in this study is based on informed consent that means you have the right to refrain from participation at any time, that participation in this study is anonymous and that you participate in this study voluntarily

1. Could you please briefly describe the project you are engaged in?

2. To what extent was the project successful? What went good in this specific project?

3. If the answer for the above question is yes, the project is successful, what is the major factor that contributed for the success?

4. What do you think is the most critical success factor for international development projects?

5. Anything you would like to add?