



Addis Ababa University
College of Business and Economics
Department of Management

*A research Project in partial fulfillment for the requirement of a
degree in Executive Masters in Business Administration*

*Assessment of Success Factors in Development Projects in the Case
of Energizing Development (Endev) Ethiopia*

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Addis Ababa

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Case of Energizing Development (Endev) Ethiopia*

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Candidate's Declaration

I hereby declare to the senate of Addis Ababa University College of Business and Economics that the work presented in this project entitled "Assessment of Success Factors in Development Projects in the Case of Energizing Development (Endev) Ethiopia" is original work of my own. It has not been submitted for fulfillment of a degree to another university and that all reference materials used for the project have been appropriately acknowledged.

Ashenafi Assefa

Date

This is to certify that the above declaration made by the candidate is correct to the best of my knowledge

Meskerem Mitiku (PhD)

Date

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Contents

Acronyms	7
Abstract	9
Chapter One.....	10
Introduction	10
1.1. Background of the study	10
1.2. Statement of the Problem.....	13
1.3. Research Question	16
1.4. Objective of the study.....	17
1.5. Significance of the study	18
1.6. Scope of the study	18
1.7. Limitations of the study	18
1.8. Organization of the study	19
Chapter Two	20
Literature Review	20
2.1. Theoretical Review	20
2.1.1. An overview of project and Project Management	20
2.1.2. Overview of Project Success	21
2.1.3. Project Success Factors	22
2.1.4. Overview of International Development Projects (IDPs)	26
2.1.4.1. Features of IDPs Vs Traditional Projects.....	27
2.1.4.2. Reasons for the Success Factors Investigated by this Particular Study	27
2.2. Conceptual Framework	28
Chapter Three.....	30
Research Methodology	30
3.1. Research Approach	30
3.2. Research Design	30
3.3. Data Type and Source	31
3.4. Target Population	31
3.5. Data Collection.....	31
3.6. Data Analysis	32
3.7. Ethical Considerations	33

Chapter Four	34
Results and Discussion	34
4.1. Response Rate	34
4.2. Demographic Profile of Respondents	34
4.2.1. Gender	34
4.2.2. Educational Background	35
4.2.3. Work Experience	36
4.2.4. Roles of respondents	37
4.3. Response Analyses of Success Factors	37
4.3.1. Responses on Top Management Commitment	38
4.3.2. Responses on Stakeholders and Partners Engagement	41
4.3.3. Responses on Staff Competence	43
4.3.4. Responses on Project Communication	46
4.3.5. Responses on Availability of Fund	48
4.3.6. Responses on Success of Project	50
Chapter Five	52
Summary of Major Findings, Conclusion and Recommendation	52
5.1. Summary of Major Findings	52
5.2. Conclusion	54
5.3. Recommendation	56
References	58
Annexes	60
QUESTIONNAIRE	60

Acronyms

EnDev: Energizing Development

EnDev Ethiopia: Energizing Development Ethiopia

ICS: Improved Cook stove

GIZ: Deutsche Gesellschaft für Internationale Zusammenarbeit

MoWIE: Ministry of Water Irrigation and Electricity

IDP: International Development Projects

GTP: Growth and Transformation Programme

NEP: National Electrification Programme

GIZ: Deutsche Gesellschaft für Internationale Zusammenarbeit:

CSF: Critical Success Factors

PIP: Project Implementation Profile

SPSS: Statistical Package for Social Studies

List of Tables

Table 1 Target vs Actual performance of the project	14
Table 2: Summary of literature reviews on critical success factors (CFS)	25
Table 3: Reliability Score for critical success factor.....	32
Table 4: Roles of respondents	37
Table:5 Responses in the top management commitment.....	38
Table:6 Responses in the stakeholders and partners engagement.....	41
Table:7 Responses in the competency of project staff.....	43
Table:8 Responses in Project Communication.....	46
Table:9 Responses in Availability of Fund.....	48
Table:10 Responses on the success of the project.....	50
Table 11 descriptive statistical results and rankings according to mean results52

Abstract

Researchers have identified various success factors that determine the success of projects at different times and most conclusions are that no standard prescription works for all projects. Factors may depend on the nature of the project and the environmental and cultural aspects in which the project is implemented. The objective of this study was to assess the success factors of development projects and analyze their level of contribution to the success of the project in the implementation phase of the project life cycle by taking the case of Energizing Development (EnDev) Ethiopia. The Programme has been running since 2009 and a significant amount of fund has been spent to achieve its objectives. Evidence show that the project is not achieving its target and there are cost and budget overruns as well as changes in the scope of the project during implementation. The research used descriptive research design and applied primary data for the conduct of the research. These data were collected using a questionnaire and analyzed both quantitatively and qualitatively. Success factors identified and tested in this study were the level of top management commitment, stakeholders and partners engagement, the competency of project staff, project communication, and availability of fund and their effect on the success of the project. These success factors have been identified to be tested because they are the widely recognized and accepted success factors according to Pinto and Slevin (1987), Khange and Moe's (2008) and Ofori (2013) and relate closely to the peculiar characteristics of development projects.

Accordingly, the results indicated that the commitment of top management, competency of staff, and the availability of fund are currently practiced in a good manner and contributing to the success of the project whereas the project has a lot to improve in the engagement of stakeholders and partners as well as internal and external communications in the implementation of the project. The study recommended that strategies need to be designed and implemented on engaging stakeholders and partners as well as improving the communication culture of the project.

Key Words: project success, stakeholder and partner engagement.

Chapter One

Introduction

This chapter will outline and discuss topics of background of the study, statement of the problem, research questions, objective of the study, significance of the study, scope of the study, limitations of the study and organization of the study.

1.1. Background of the study

In accordance with the Project Management Institute's (PMI, 2008) Body of Knowledge (PMBOK) projects, which are provisional activities performed to achieve peculiar goals and objectives within a specific scope, budget and time frame, and naturally go through a life cycle. A project life cycle, is a rational sequence of activities to achieve the project's goals, consists of five stages which are; Project Initiation, Project Planning, Project Execution, Monitoring and Controlling, and Project Closure stage. Attention to details, proper engagement of key stakeholders and good filing in every stage ensures the success and quality of the project. These phases are chronological in nature and differ in the type and level of activities to be carried out within the phase, the key stakeholders involved, the expected outcomes, and the control procedures put in place (Project Management Institute PMI, 2004). Each stage of the project life cycle decides whether a project is successful or not depending on the level of resources committed and the level of effort exerted by each actor.

At the initiation stage the project manager has to prove that the project has value and is feasible. It involves creating a business case, to justify the need for the project, and a feasibility study to show that it can be executed within a reasonable time and cost. Here it is important to bring together project team and other stakeholders to set out clear project goals and objectives so that everyone involved is in the same page and knows what is expected of them.

The planning phase is also critical to the success of a project as it is at this stage that clear project plan is developed which serves as a tool for the execution and monitoring of the project. The execution phase is where most of the activities are performed as per the plan developed earlier and the project manager is expected to allocate adequate resource so that the project team delivers the expected output. This stage is crucial for the success of the project as the majority of the activities are performed on this stage and if not properly executed the success rate of the project would be very low.

The monitoring and control stage of a project lifecycle usually occurs simultaneously with the execution stage. It involves evaluating the performances and making sure that it stays within the schedule cost and quality parameters set on the planning stage. Project closure is also an important aspect of a project life cycle where we make sure that documentation is completed, lessons learned is reviewed and documented and project handing over is done to the project owner.

In general, each stage of the project life cycle is important to the success of the project as one is usually input for the next stage of a project and if things go wrong at any stage, the whole project life cycle activities are affected, and success of the project is hampered. (PMI, 2008)

According to Rodolfo Siles (2018) project success is traditionally defined as a project that achieves its objectives based on the allocated budget and according to the time frame designed for the completion of the project. These criteria were used for many years as the most appropriate yardsticks in many businesses. Nevertheless, the success of development projects like Endev, is not limited to the above criteria but extends far more than achieving targets within schedule and budget. Most of the time it embraces achieving the complicated interest of target beneficiaries, partners and stakeholders, donors or other financiers. Kerzener (2009) defines successful project management as a project that achieved the project targets: according to schedule, within the allocated budget and the minimum level of scope designed at the planning stage, also giving due attention to effective and efficient utilization of resources. Satisfaction and acceptance of the project by the client is a key in any project activities.

The success of a project has often been associated with a number of factors in the project implementation process. According to Pinto et al, (2010), ten critical success factors for project implementation were outlined. These are project mission, top management support, project schedule, client consultation, personnel, technical tasks, client acceptance, monitoring and feedback, communication and trouble-shooting. Rockart (1979) conducted a study that involved three organizations. He found out that organizations, despite operating in the same industry may have different CSFs due to differences in geographic locations, strategies etc. Kerzner (1987) identified six critical success factors in his study and attempted to explain how these factors affect the success of a project. These six factors are: Corporate understanding of project management, Executive commitment, Organizational adaptability, Project Manager Selection Criteria, Leadership style, Commitment to planning and control. Paulo et al(2014) investigated the critical success

factors in project management and found out that management support and clearly defined and detailed scope are the major factors that have the most significant impact on the project management success. Other relevant studies are discussed in detail in the literature review section of this study.

Most of these researches are focused on typical hard type projects like industrial, commercial, construction, manufacturing and software development projects. Development projects like Endev have different characteristics than such type of projects. These types of projects most of the time do not have concretely measurable results rather are characterized by their less tangible results associated with community related objectives and deliverables. They create a special challenge to the management because of such type of natures. Such type of projects has not received adequate attention in terms of investigating the success factors and there are very few literatures available in this regard. (Selam, 2017)

This research will try to investigate determinates of project success in the implementation phase of development projects by taking the case of Energizing Development (Endev) Ethiopia. The implementation phase of the project life cycle is selected because this is where most of the activities are performed and the initiating and planning phase of development projects like Endev are mostly done by inter-governmental negotiations and implemented by a local project team. As such, the executing project team has very little say on these so called 'strategic' phases of projects life-cycle.

Background of the project under study

Access to energy is a prerequisite of human development. Energy is required for individual existence, it is imperative for the delivery of social services like education and health and a very important input into all economic sectors from domestic production or farming, to industry. The prosperity and growth status of a state and its people are closely associated to the type and extent of access to energy. The readier usable energy and the more efficient energy converting technologies are available, the better are the conditions for development of individuals, households, communities, the society and its economy. Thus, improving access to energy is a continuous challenge for governments and development organizations. (Endev monitoring report, 2020)

The Project Energizing Development (EnDev) Ethiopia supports a sustainable supply of energy services to lower-income households, social facilities and small to medium sized enterprises with a focus on rural areas. EnDev is a multi-donor and multi-implementer energy access partnership project implemented in Ethiopia under Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). It is now funded by six donor countries – the Netherlands, Germany, Norway, the United Kingdom, Switzerland and Sweden. As part of the global Programme, EnDev Ethiopia obtained additional co-financing from Ireland, the Korea Foundation for International Healthcare and the European Union. (Endev monitoring report, 2020)

The project tasks in Ethiopia contributed to enhanced energy access for off-grid households, social institutions and small and medium sized enterprises. The main implementing partner of the project is The Ministry of Water Irrigation and Electricity (MOWIE). The focus of implementation is on three different types of technologies: energy efficient cookstoves; photovoltaic systems; and the development of independent power supply systems (mini-grids) for remote communities. EnDev Ethiopia is currently being implemented mainly in four regions of Ethiopia: Oromia, Southern Nations, Nationalities, and People's Region (SNNPR), Tigray and Amhara. The main office of the project is in Addis Ababa with regional offices in Bahr Dar, Mekelle and Hawassa for coordinating regional activities. The project has been running since 2009 with a total cumulative budget of 40 million Euro and is now extended until end of 2022. (Endev monitoring report, 2020)

1.2. Statement of the Problem

Global aid organizations mostly focus on the social and economic wellbeing of people living in developing and less developed countries. The implementation modality of such organizations is through development projects like Endev. These International Development Projects (IDPs), are funded mostly by multilateral and bilateral development agencies. Nevertheless, the administration and control of such projects because of their less concretely measured objectives and outputs, vary radically from usual industrial-business type projects, that are characterized by more tangible objectives and deliverables. In addition, these days, the huge volume of finances poured into IDPs have not delivered the desired level of development yet. Consequently, making sure that such types of projects are properly managed and results in the satisfaction of stakeholders through factors that are critical for the success of the project is mutually important for both the project financiers and the recipient community. (Ainel and Vildana, 2010)

Critical success factors for business or profit-oriented projects such as construction projects, information technology projects, and so on have received significant research interest in the last two decades based on the pioneering research by Pinto and Slevin (1987, 1989). However, little of these researches pay adequate attention to international development projects that possess significant differentiating characteristics, especially the social and not-for-profit nature of the projects, the complex relationships of the stakeholders involved, and the intangibility of the developmental results. (Do and Tun, 2008).

In addition, even though there are wide range of studies conducted to determine the success factors of projects, there is still no consensus reached among researchers on the topic. Fortune and White (2006) have reviewed sixty three articles on the topic and asserted this conclusion

According to a report of World Bank Evaluation Group Activities in 2010, only a 30% success rate in terms of achieving the objectives of implementing universal access policies or increasing ICT access for the poor or underserved areas is achieved. As a developing country, Ethiopia also faces developmental project implementation challenges. Many of the projects implemented within the country failed to meet at least the iron triangle. Cost overrun, time overrun, and problems related to quality become common for those projects conducted in Ethiopia. (Selam, 2017)

Since 2009 Endev Ethiopia has been trying to achieve its objective of improving access to modern energy services targeting the rural community of Ethiopia. Even though more than 40 million Euros has been spent by the project, the target of improving access to modern energy services has not been achieved and is in very slow progress because of various factors affecting the project performance. This could be supported by the monitoring reports generated by the project where access to households and social institutions is reported. The following figures are taken from the monitoring report of the project that shows the target and the achieved access rate of improved energy services:

Targets	Targets December 2020	Achieved as of December 2020
Number of people reached from House Hold Energy Access	1,950,000	1,420,500
Number of Social Institutions	1,800	980
Number of Small and Medium Enterprises	4,000	3,200

Table 1 Target vs Actual performance of the project

Source: Monitoring and Evaluation Report, Endev (December 2020)

Another specific and significant example that could support the low rate of project success is; four micro hydro powers that were built by the project with significant investment. Evidence show that these projects were completed with a cost overrun. In addition to the cost overrun, these projects were planned to be completed within two years but actually took more than three years to be completed. The problem with these projects didn't end with cost and time overrun rather, out of the four micro hydro powers developed in Sidamma region, only two are currently operational and the rest two have not been working for quite some time. This is because there was no clear project closure plan and no proper handing over was done to the recipient. These had created project sustainability and ownership problem and had made it difficult to sustain itself in terms of generating income for proper operation and maintenance of the plants. All these problems have happened purely because there was no adequate project management tools and practices in place.

In addition to the above figures and sub projects which initiated the study, the researcher has also identified that there were several delays and cost overruns in various sub projects implemented by the project which resulted in donor's dissatisfaction and several extension of project periods. To substantiate these with evidence, a project was signed with the European Union in February 2016 for three years. This project was supposed to be completed by February 2019 but now extended for another three years to February 2022. The project plan included building 30 micro hydro power plants but up to now no micro hydro power is built and the scope of the project is changed now to building solar mini-grids. Another project that can serve as evidence for failures to finish projects in time is a project signed with Irish Aid for dissemination of improved cookstoves in 2017. This project was a one and half-year project planned to be completed in 2018 but it is still running with several extensions being signed.

Further to those problems identified in relation to the project, the researcher has observed that there is a shortage of studies with the focus of project management success factors in Ethiopia especially on the aid and developmental projects. Due to the above reasons, the researcher believes that factors that could contribute to the success of the projects has to be studied and recommendation be made for the successful accomplishment of the existing and future similar projects.

Because of the above reasons, the researcher will conduct this study to assess the critical factors for the success of the project while at the same time will try to leave documentation on the best

practices regarding the factors that has contributed to the success of development projects in Ethiopia.

1.3. Research Question

Many researchers have tried to a certain extent to identify success factors for project management. Among them are Kerzner (1987), Pinto and Slevin (1987), Pinto and Slevin (1989), Clarke (1999), Cooke Davis (2002) and Muller and Turner (2003). The factor lists vary from broad general outlines to a specific point of consideration. From the literature review, it is revealed that Pinto's research in 1986 and his subsequent findings with Slevin on their findings of 10 critical success factors have since become a classic piece of works in this field. Their model is one of the most widely quoted lists of critical success factors (Muller and Turner, 2005).

Having observed the aforementioned problems in the project implementation of Endev, this research tries to test how those factors identified as affecting the success of the project are being practiced within the project and tries to answer whether those practices had affected the success of the project. In selecting which factors to test that can influence the success of this project, the researcher had made an intensive literature review. Accordingly, Pinto and Slevin (1987), Khange and Moe's (2008) and Ofori (2013) studies have been used as bases to select success factors that can affect the success of the project Endev. These factors were selected because of the specific characteristics of development projects. These characteristics include the existence and complexity of many stakeholders and partners which demands meticulous top management commitment in terms of managing this relationship and expectations. More partners and stakeholders existence initiate the need to have proper communication platform making project communication as an important variable in this study. Even though the annual report of GIZ December 2020 shows that the GIZ portfolio in Ethiopia is increasing by at least 10% for the past three years, appropriate allocation of funds to project implementation has been an issue for quite some time now in GIZ as well as similar development projects. This entailed the researcher to consider the availability of funds for project implementation as one variable to be tested that affects the success of the project. Like any other project, the competency of the implementing team is a key to the success of any project.

Accordingly, the researchers will test how the following five success factors are being practiced in Endev project and will try to answer if these have contributed to the success rate of the project.

These are, top management commitment and support, Stakeholders and partners engagement, Competence of project team, Clarity of project communications and Availability of fund.

Consequently, the five research questions the researcher tries to address are:

- Are the top management committed enough and provide adequate support to enhance the successful implementation of projects at Endev?
- Is there adequate stakeholder and partner involvement in the implementation of projects at Endev?
- Is the team competent enough to implement projects at Endev?
- Is there an adequate platform that enhances project communication towards successful project implementation?
- Is there adequate funds available for the successful implementation of the project and are these funds properly managed towards the success of the project?

1.4. Objective of the study

The general objective of the study is to identify success factors that affect the implantation phase of the project Endev Ethiopia in terms its objective of access to modern energy services to off grid community.

The specific objectives are:

- To assess whether the top management commitment and support contributed to the successful implementation of the project
- To assess how the engagement of various stakeholders and partners in project implementation contributed to success of the project
- To examine the extent to which team competency affected the success of the project Endev
- To assess how the internal project communications at Endev affected the success of the project
- How much the availability of fund and usage of the available fund affected the success of the project Endev

1.5. Significance of the study

The study tried to assess the critical success factors that affected project success and how these factors contributed to the success of the project under study. This will help the management of this specific project in defining future course of action for successful implementation of the project. It will also help in identifying success factors for other similar developmental projects.

In addition to that the research will also serve as further reference material for future similar researches to be conducted by students, practitioners and others who may conduct studies on similar topic.

1.6. Scope of the study

Out of several success factors listed by different scholars and researchers, the study is focused on five factors based on Pinto and Slevin (1987), Khange and Moe's (2008) and Ofori (2013) considering the specific characteristics of development projects as opposed to the traditional business and commercial projects. These are, top management commitment and support, stakeholder and partner engagement, competency of project team, project communications and availability of fund.

Even though project success is dependent on all the life cycles of the project, the study is limited to the implementation phase of a project life cycle.

The project is mainly implemented in four regions of Ethiopia; Amhara, Oromia, SNNP and Tigray. Project staff in Addis Ababa, Bahr Dar, Hawassa and Mekelle are included in the study.

1.7. Limitations of the study

The project is implemented in four regions of Ethiopia and the beneficiaries are located in these regions. Because of time as well as logistical reasons the beneficiaries, i.e. households, social institutions and small and medium enterprises are excluded from this study.

Because of the limited number of target population, inferential statistics was not used in this study.

1.8. Organization of the study

The study will cover five chapters each with its own distinct features.

The first chapter is the introduction part that explains the background of the study, the statement of the problem, presents the research questions, explains the objective and significance of the study and finally describes the scope and limitations of the study

The second chapter focuses on literature review and provides the reader with theoretical as well as empirical background of the topic. It tries to review various studies conducted on the topic and organizes them for easy reference to the reader.

The third chapter presents research design and methodology that will be applied in the study. Here topics like population size, sampling design, data type and sources, methods of data collection and data analysis will be discussed.

The fourth chapter outlines results of the study, discuss on the outcomes and explains the findings of the study.

The last chapter will summarize achieved results, make the conclusion of the study, gives recommendations based on the findings, and proposes areas for further study.

Chapter Two

Literature Review

2.1. Theoretical Review

In this part of the review the researcher reviews the work of various researchers and scholars on the concept, theory and phenomenon of project and project success factors.

2.1.1. An overview of project and Project Management

A project has been defined by various writers in various ways. Wysocki, Beck and Crane (2000) define a project as a chronologically designed specific, multifaceted, and interlinked activities with a specific objective and drive that has to be finished within a specified time frame, allocated budget, and in accordance with the scope designed at the planning phase. Cleland and King (1983) define a project as a complex effort to achieve a specific objective within a schedule and budget target, which typically cuts across organizational lines, is unique, and is usually not repetitive within the organization. Projects can also be categorized by their general features that include their objective, life cycle, peculiarity, interrelationships or discrepancies among their outputs. (Meredith & Mantel Jr., 2000). Merna and Al-Thani (2008) also defined a project as a specific outlay of resources to achieve specific objectives, this could be the manufacturing of goods or delivery of services, so that adequate amount of profit is generated, or reliable service is provided to the client or the general public. Turner and Müller (2003) include the awareness of useful developments that deliverables of the project are supposed to achieve. Accordingly, project is defined as a provisional undertaking that targets to generate a particular service or product that carries additional value or brings beneficial change.

Project management is the application of knowledge, skills, tools and techniques in order to meet or exceed stakeholder requirements from a project (PMBOK, 2004). To ensure the success of a project, the project manager needs to have the necessary acquaintances of project management. These are usually described by the manager's skill of planning, organizing, monitoring and control of the entire features of a project and the inspiration of all project implementing teams that have

participated to attain project deliverables within the planned schedule, budget and desired level of scope (PMI, 1996). This also implies the application of knowledge, skills, project management tools, and methods to project activities to meet project objectives (PMI, 2008). Gardiner (2005) defines a project as serious of activities involving the planning, monitoring, and control of all features of a project. It also involves the motivation of project teams that have participated in the implementation of it to achieve the desired objectives according to schedule and specified budget, excellence, and performance. According to this definition by Gardiner, project success is attributed two critical points of 'managing' and 'successfully'. 'managing' implies the usual management activities of planning, monitoring, controlling and motivation', while, 'successfully' implies to completing project activities within time, cost, and the desired quality and to performance'.

2.1.2. Overview of Project Success

Müller and Turner (2007), suggested that two key factors are important in defining the success of a project: these are the success criteria and critical success factors (CSFs). Both are equally important in determining the possibility of project success in this everchanging project implementing environment. Pinto and Slevin (1988), Atkinson (1999) historically, studied on project success started in the mid-1900s and its attributes are being equated to cost, time and quality. For more than 50 years, project success has been associated to the attainment of the "Iron Triangle" of cost, time and quality. Morris (2001) the traditional view for project success is to deliver projects on time, in budget and to scope, or to achieve the narrow view of the "so-called golden triangle". Pinto & Slevin (1988) conducted a study that included six hundred fifty project managers. Accordingly, results have shown that success of a project is not only about achieving project targets within the allocated budget, the specified time frame and the desired level of performance, it should also include client satisfaction as the most important success indicator of a project.

According to Jugdev and Müller (2005), project management is established to optimize projects efficiency and effectiveness. Efficiency refers to maximizing production to a given input level, and effectiveness refers to achieving the projects goals and objectives. Both are goal-oriented practices that are related to achieving success. Shenrar and Dvir (2010) reinforce the concept of project success linked to efficiency and effectiveness. Meeting deadline and budget goals indicates that a project has been efficiently managed. However, most projects are part of their organizations'

strategic management and must be evaluated based on their contributions to the business' results (effectiveness).

Shenrar and Dvir (2010) identified five metrics a project success can be judged:

- The first dimension, project efficiency, represents a short-term metric that is concerned with whether the project was completed according to plan.
- The second dimension, client impact, represents the main stakeholders and should clearly show how the project improved the client's business.
- The third dimension, impact on team, assesses the team's satisfaction and the indirect investment that the organization made in the team members, including further qualifications and the development of professional and managerial skills.
- The fourth dimension, commercial and direct success, is related to the project's commercial success and its contribution to the organization's final results.
- The fifth dimension, preparing for the future, reflects how well the project helped the organization prepare its infrastructure for the future, and how the project created new opportunities.

2.1.3. Project Success Factors

Studies have been conducted for many years to identify success factors of a project. Daniel (1961) was among the pioneer researchers who tried to define the term 'success factors' in management studies. Anthony, on the other hand, in (1972) discussed the need for adaptation of CSFs to a company's and its managers' specific strategic objectives. Then, based on these perspectives, Rockart (1979) conducted a study that involved three organizations. He discovered that organizations even though operating in the same sector may have different CSFs due to changes in geographic locations, strategies etc. It was Pinto and Slevin (1987), who first tried to set out an all-inclusive set of CSFs linked to project implementation success. In their work, they propose a project implementation profile (PIP) model, which consists of 10 CSFs, specifically, Project Mission – defines whether the project has clear goals and knows where it is going; Management Engagement – the readiness of top management in allocating the required resources and giving adequate level of decision making capacity to the team; Project Plans – an all-round sequence of activities with their corresponding time frame required to done in order to achieve the project objectives; Client

Consultation –deliberate and continues consultation with all stakeholders involved at all stage of project life cycle; Personnel – availing the required number and skill set of project implementation team; Technical Tasks – accessibility of the necessary tools and know how to achieve the unique set expertise required in the project implementation; Client Acceptance – the required skills necessary to make the project outputs or deliverables acceptable by the final recipient; Monitoring and Feedback – continues follow up and making corrective actions during the project implementation process; Communication – the readiness and availability of necessary procedures and platforms for the provision of necessary information to all parties in the project implementation; and Trouble Shooting – the required skill and flexibility to manage unforeseen elements and ability to handle emergencies and unconventionalities.

Kerzner (1987) in his study define critical success factors as elements which must exist within the organization in order to create an environment where projects may be managed with excellence on a consistent basis. They are the few important areas where “things should go right” for a specific business to grow. He identified the following six critical success factors in his study and attempted to explain how these factors affect the success of a project. These six factors are: Corporate understanding of project management, Executive commitment, Organizational adaptability, Project Manager Selection Criteria, Leadership style, Commitment to planning and control

Barakat (2015) studied success factors for local development project management case of Taroudant province –Morocco. Results showed that all factors are necessary in achieving the project management success. It was also discovered that the comparative importance of these factors varies significantly at different phases of project lifecycle.

Paulo et al (2014) examined the critical success factors in project management. The purpose of the paper was to understand the relationship amongst the critical success factors in project management and the project outcome. The study was based on document analysis and survey research with questionnaire and a sample size of 133. The results of the study indicate that the management support and clearly defined and detailed scope are the major factors that have the most significant impact on the project management success.

Saleh and Freidi (2014) examined the determinants of the Best Practices for Successful Project Management. The purpose of the research was to investigate the determinants that are most common in project success. The findings of the paper were obtained from different client

organization, contractors and project managers. Interestingly, the highly rated determinants were found to be project planning, communication and monitoring, project risk management, project policy and technical management and the project sustainability.

Ofori studied project management applications and critical success factors. This study was conducted by considering the perspective of developing countries. The research used an exploratory method and a survey technique is applied to collect data on project management practices of Ghanaian companies. Findings of this research indicated that the support of top management, communication during project implementation, the existence of clear project objectives, and the engagement of stakeholders and partners are the critical factors that enhance the success of a project Ofori(2013).

Pakseresht (2012) investigated the determinants of critical success factors in construction projects. The findings of the study revealed that the project success has different priorities and importance, here are the bases of their importance to the project success: project strategic plan, executive experience, and economic and technical assessment of the required resources.

Selam Tamene (2017) studied the critical success factors on Implementation of Development Projects on Reducing Vulnerability of Street living Children and Youth Project in Addis Ababa and identified the following factors as determinates of project success: clear project management goals and objectives, competent project team and stakeholder's involvement, project communication and monitoring and feedback practices.

Even though there are various definitions of project success as well as the factors that contribute to the success or otherwise of a project, it is always difficult to conclude in this aspect as each project has its own peculiarity expressed in each stage of the project life cycle. In addition, similar projects could be implemented in different external environment making it difficult to make one general conclusions on reasons for the success or failure of a project. According to Fortune and White (2006) who reviewed sixty three articles on critical success factors (CSF), they found out that there is no general agreement on the factors that affect success of a project. The three most repeated factors are: top management engagement; clarity of goals and deliverables; and existence of clear project plan. Bakar, Razak, Abdullah and Awang (2009) also recap literature review from numerous writers on project success and failure; pointing to the need for project managers to be more dynamic on the factors that are critical to the success of their project.

Critical Success Factors									
	Pinto & Slevin (1987)	Kerzner (1992)	Yeo (2002)	Boyd (2001)	Andersen (2002)	Hyvari (2006)	Turner & Muller (2005)	Khang & Moe (2008)	Frese & Saute (2003)
Clarity of objective	x		x		x			x	x
Top Management Support	x		x		x	x	x	x	x
Communication	x			x	x	x			x
Client Engagement	x	x		x	x	x		x	
Competence of Team	x					x	x	x	
Authority of Leader	x				x				
Cost and Time	x	x	x	x					
Project Control	x				x				x
Crises Management Abilities	x					x			
Performance and Quality		x		x					
Availability of Resources	x	x			x	x		x	
Planning	x	x	x		x		x	x	x
Monitoring and feedback			x	x		x	x		
Project mission	x				x	x			
Project ownership	x	x					x	x	x

Source Ofori, D.F.(2013)

From the above table one can clearly see that no universal conclusion can be made on success factors for projects. These factors vary depending on the nature of the project, the geographical location the project is being implemented and other several socio-economic factors. The availability of numerous approaches in project success factors will make it easier to select the appropriate indicators. For example, as a very traditional and government centered economy, similar success

factors may not be used to measure the success of a project in Ethiopia as compared to projects in western world where private sector engagement is very high and there is less of tradition involved in project implementation.

2.1.4. Overview of International Development Projects (IDPs)

Youker (1999) explains IDPs as public projects implemented by an indigenous project team in developing countries. These projects are mainly funded by:

- Multilateral and Regional Development Banks
- United Nations
- Bilateral development organizations such as Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) United States Agency for International Development (USAID), European Union etc.
- Non-Governmental Organizations (NGOs) such as CARE, Catholic Relief Services, Save the Children etc.
- Government agencies in developing countries.

In the beginning, IDPs were dealing on large infrastructure developments, these are hard type projects with concrete deliverables (Youker, 1999). However, these days, IDPs have started to shift their focus and implement projects targeted towards less tangible outputs targeting improving the general wellbeing of the recipient community (Diallo and Thuillier, 2008).

2.1.4.1. Features of IDPs Vs Traditional Projects

The typical features of IDPs carry many challenges to project manager compared to the traditional projects.

The two typical characteristic of IDPs that bring additional challenges to the project manager are the degree to which results are concretely measured and the number of stakeholders involved in IDPs.

IDPs have less tangible outputs attached to them that makes it difficult for the project manager to continuously monitor, follow up and make immediate corrective actions when things go wrong. (Do and Tun, 2008).

In addition to that, IDPs involve many stakeholders in the entire project life cycles as compared to the traditional projects. This brings additional challenge to the project manager where he/she has to manage the expectations of these many stakeholders. (Youker, 1999).

As the responsibility of the project manager is very wide, making sure that the project manager is accountable to the results of IDP projects is more difficult compared to traditional projects. (Diallo and Thuillier, 2004)

Youker (1999) analyzed post project reports of World Bank IDPs and concluded that there are quite a number of management challenges in addition to those specified above. These included, absence of clarity of goals by the project team and partners, and lack of commitment by the team, management and stakeholders. In addition, he identified various factors in each stage of a project life cycle that brings additional challenge to the project management team affecting the success or failure rate of an IDPs.

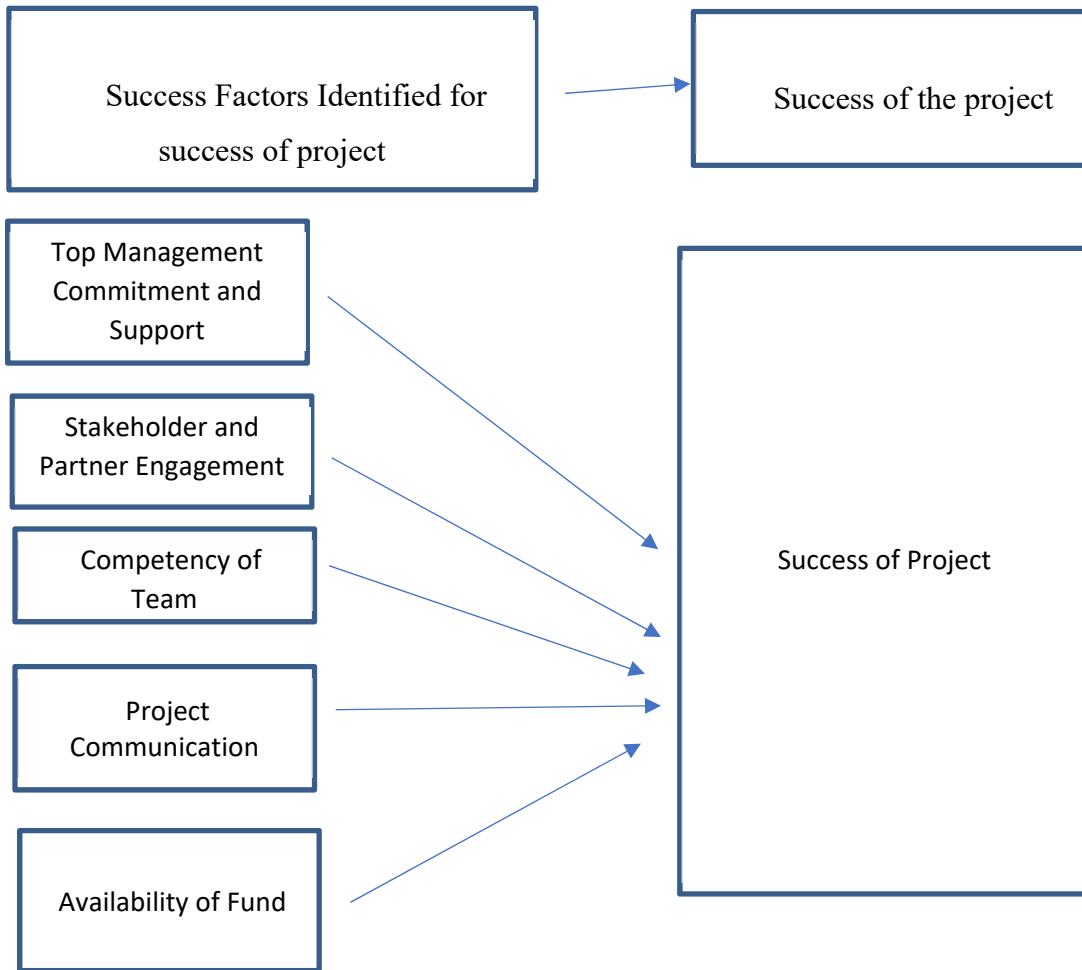
2.1.4.2. Reasons for the Success Factors Investigated by this Particular Study

This study focuses on the implementation phase of IDPs in the case of Endev Ethiopia and will utilize only the five CSFs identified through literature reviews and considers the specific nature of development projects compared to the typical commercial projects in selecting the success factors to be assessed. These success factors identified are: Top Management Commitment and Support, Stakeholder and Partner Engagement, Competency of Teams, Project Communications and

Availability of Fund. The initiation and planning phase of many international development projects are done through bilateral governmental negotiations. The local project team mostly has implementation responsibilities and are not involved in initiation and planning phases. Similar to other IDPs, Endev is one of the many projects under Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) which are implemented through intergovernmental negotiations and agreement between the Ethiopian and the government of Germany. The Ethiopian government is represented by the Ministry of Water Irrigation and Electricity whereas the Germany government is represented by GIZ as its technical implementer. Considering the above stated reasons, this study is focused only on the implementation or execution stage of the Endev Ethiopia project life-cycle.

2.2. Conceptual Framework

The conceptual framework of the study examined causal relationships between success factors identified and the success of the project. It tries to explain how the success factors of top management support and commitment, stakeholder and partner engagement, competency of staff, project communication and availability of fund affects the success of the project. The table below shows this relationship:



Conceptual Framework – relation and causation Adapted from Mohammed (2013)

Chapter Three

Research Methodology

3.1. Research Approach

Creswell, (2014) describes three types of research approaches based on the characteristics of data collected and phenomenon observed. Qualitative research approach is an approach for discovering and explaining the meaning individuals or groups attribute to an environmental and human problem. Quantitative research approach is an approach for testing objective theories by examining relationships among variables. These variables can then be measured so that data can be analyzed using statistical procedure. Mixed research approach is an approach to inquiry involving collecting both qualitative and quantitative data and integrating them using distinct designs. The core assumption of this approach is that the combination of qualitative and quantitative approach gives a more complete understanding of a research problem than either approach alone. In this research, the main collected data were both quantitative, through closed ended questions with the help of a five-point likers scale, and qualitative, through open ended questions in the questionnaire, in order to give the researcher a complete view. As a result, mixed research approach was deemed to be appropriate for this research. The quantitative data were analyzed using statistical tools like percentages, mean and standard deviations and the qualitative data were analyzed through a narrative approach. The researcher used SPSS in order to analyze the quantitative data.

3.2. Research Design

Creswell (2005) explains that research design will help the researcher in answering the research question as objectively, accurately and economically as possible. Even though research designs would vary according to the research questions planned to be answered, Sanders (2009) asserts that most widely used research design is the descriptive design. A descriptive research design describes events or phenomenon as they occur in real life. Accordingly, in this research, the researcher used this approach so that results in determinants of the project success factors are described, and explanation on the relative contribution each variable identified has on the success of the project is made.

3.3. Data Type and Source

The researcher used primary data sources for the research.

Kothari (2004) defines primary data as data collected for the first time for the particular study whereas secondary data are data already collected by other researchers for some other studies.

The Primary data was collected through questionnaire from employees of Endev Ethiopia in Addis Ababa, Bahr Dar, Hawassa and Mekelle.

The questionnaire was designed in a way that it addresses the research questions stated above. It is adapted from a questionnaire developed and validated by Raiz Ahmed and Noor Azmi Mohamed (2015), Selam Tamene (2017) and Girma Dadi (2019).

3.4. Target Population

Target population is a group of people where a sample can be drawn. The target population of this study was the employees of Endev Ethiopia in Addis Ababa, Bahr Dar, Hawassa and Mekelle. The total number of staff included in this study are 50 staff of Endev Ethiopia. The composition of these staff is project managers, technical experts, communication experts, monitoring and evaluation experts and finance and administration staff excluding drivers. As the number of the target population is manageable, the researcher used the census method of sampling where all the target population has participated in the study. This helped the researcher to get a complete view from the various group of staff in the project.

3.5. Data Collection

Primary data were collected through questioners developed by the researcher. These questionnaires were distributed to the target population through email as well as in person by providing the printed version of the questionnaire. The questionnaire developed included both close and open-ended questions. A five-point Likert scale measurement question is used in designing the questionnaires because of easiness to understand for the respondents and the familiarity of such questionnaires. It also helped the respondents to assess the level to which the identified success factors contributed to the success of the project from high to low or best to worst. The open-ended questions on the

questionnaire helped the respondents to strengthen their view on the current practices of the success factors identified in relation to the project success and to point out any other relevant points not included in the closed ended questions.

3.6. Data Analysis

The researcher collected both quantitative and qualitative data in terms of closed ended and open-ended questions to the respondents; these data were analyzed both qualitatively and quantitatively. The qualitative data collected through the open-ended questions were analyzed based on content and narrative analysis.

Descriptive statistics was used to do the quantitative analysis. The main statistical tools used in the study are the frequency, mean and standard deviation measures of the collected data.

Validity and Reliability

Validity refers to the extent to which the content of the research tool accurately measures the variable it intends to measure. (Eagle and Schutt, 2014). Accordingly, this study used measures already validated by other researchers in the topic in terms of content and construct validity.

Reliability refers to the degree to which a research tool consistently measures the variable it intends to measure. (Eagle and Schutt, 2014). A reliability test was performed using Cronbach ‘s alpha statistics.

Table 3: Reliability score for success factors and success of project.

Reliability on each success factor	Cronbach’s Alpha	No of Items
Top Management Commitment and Support	0.932	12

Stakeholders and Partners Engagement	0.917	10
Competency of Project Team	0.920	11
Project Communication	0.902	10
Availability of Fund	0.811	5
Project Success	0.730	5

According to Lance, C. E., Butts, M. M., & Michels, L. C. (2006), a reliability score of 0.7 is the minimum universally used criteria for data reliability. The above table indicates the reliability of the scales used was very high depicting a very strong internal consistency among the measurement items and shows that the selected instrument accurately measures the variables selected

3.7. Ethical Considerations

The research is conducted by ensuring professional ethical standards. Participants are explained on the purpose and benefit of the study and the researcher asked for their consent before participation in the study. Participants are informed of the confidentiality of their answers and the study will only be used for its stipulated purpose.

Chapter Four

Results and Discussion

This chapter presents the result of the study and discusses on the finds. It explains the response rate of the study, the general information of the respondents and discussion on the results of the data collected through questionnaire.

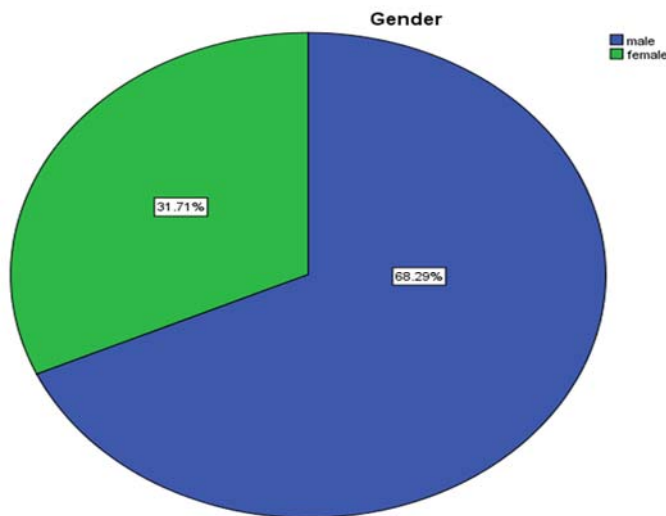
4.1. Response Rate

As explained in chapter three above, the target population of the study was 50 staff of Endev and all were included in the survey. Out of the 50 questionnaires distributed 41 of them returned which equates to an 82% response rate. Generally, a response rate of 80% or more is considered to be an excellent response rate. Accordingly, the 82% response rare for this study can be rated as an excellent response rate.

4.2. Demographic Profile of Respondents

4.2.1. Gender

The chart below shows the gender distribution of the respondents

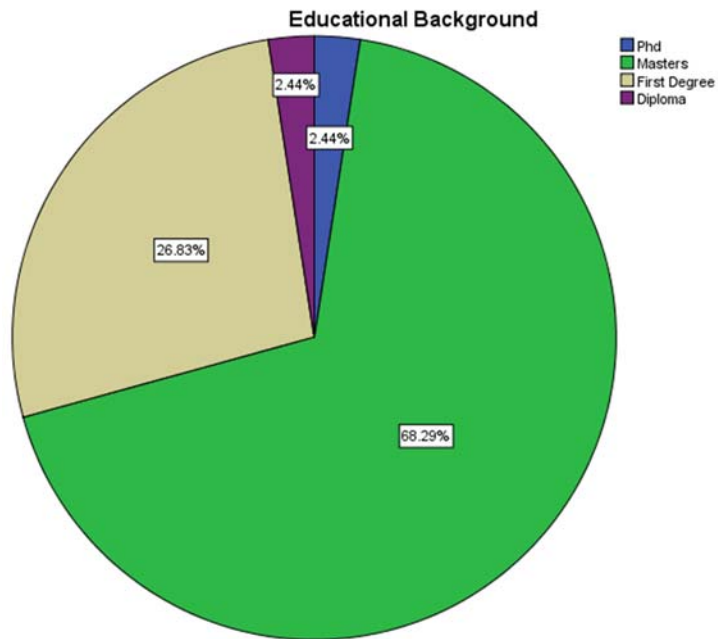


Source: Own survey result, 2020

As can be seen from the pie chart above, 32% of the respondents are female and 68% of the respondents are male. This more or less reflects the overall staff composition of the project, which stand at 30% female and 70% male.

4.2.2. Educational Background

The chart below depicts the educational background of the respondents

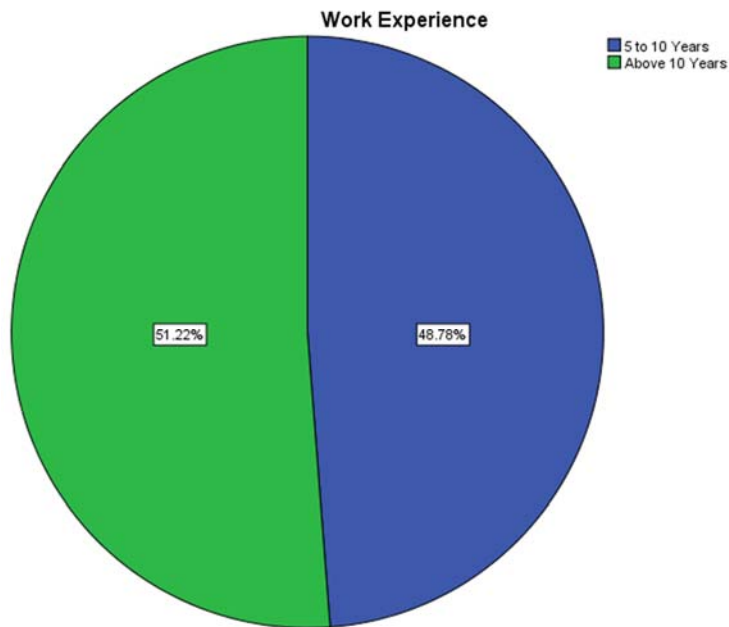


Source: Own survey result, 2020

As shown on the above chart, 68% of the respondents are MA holders followed by 27% of first-degree holders. While PhD and Diploma holders stand at 2.44% each.

4.2.3. Work Experience

The chart below shows the work experience of respondents



Source: Own survey 2020

The experience in terms of number of years shows that 51% of the respondents have more than 10 years of experience and 49% of the respondents have between 5 to 10 years of experience. This shows that the staff composition of the respondents has reach experience in project implementation in terms of the number of years in practice.

4.2.4. Roles of respondents

The table below summarizes the roles of respondents

Table 4: Roles of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Project Manager	3	7.3	7.3	7.3
Component Manager	2	4.9	4.9	12.2
Regional Manager	3	7.3	7.3	19.5
Technical Advisor	21	51.2	51.2	70.7
Monitoring and Evaluation	2	4.9	4.9	75.6
Finance and Administration	6	14.6	14.6	90.2
Communication and Knowledge Management	2	4.9	4.9	95.1
Management Assistant	2	4.9	4.9	100.0
Total	41	100.0	100.0	

Source: own survey, 2020

As can be observed from the table above, around 20% of the respondents hold a managerial position in the project, 51% are technical advisors, 15% working in the finance and administration area and monitoring and evaluation and knowledge management and communication each having a 5% share of respondents. The researcher believes that the mix of the responsibilities of the respondents gives the research a very good insight on the opinions seen from different perspective. The fact that 20 % of respondents are from a managerial position gives the researcher a very good insight on the overall success factors of the project.

4.3. Response Analyses of Success Factors

This session deals with the analyses of the responses provided by the respondents. Respondents are requested to provide their level of agreement based on a 1 to 5 scale where 1 represents strongly disagree and 5 representing strongly agree. The questions provided are categorized on the five success factors identified by the researcher which are believed to affect the success of the project.

The results are interpreted based on the following scale: 4.51-5.00 excellent or very good, 3.51-4.50 good, 2.51-3.50 average or moderate, 1.51-2.50 fair and 1.00-1.50 poor (Anne, 2006).

Responses obtained from the open-ended questions are also integrated in this section on a narrative approach so that a complete view of respondents' answer is reflected on the variables tested.

4.3.1. Responses on Top Management Commitment

Table:5 below shows the responses obtained in the top management commitment for the successes of Endevo project

Top Management Commitment and Support	Strongly Disagree (1)		Disagree (2)		Neutral (3)		Agree (4)		Strongly Agree 5		Mean
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	
Top management provides sufficient resources to complete the project successfully.	1	2.4	1	2.4	6	14.6	23	56.1	10	24.4	3.97
Top Management provides sufficient resources to the project team in event of crises	2	4.9	2	4.9	7	17.1	20	48.8	10	24.4	3.82
Top Management ensures availability of sufficient resources to provide a supportive stakeholder environment	1	2.4	3	7.3	10	24.4	13	31.7	14	34.1	3.87
Top Management ensures implementation of appropriate project structures to accomplish project objectives	-	-	4	9.8	5	12.2	23	56.1	9	22	3.90
Top Management reinforces stakeholder support in the organization	1	2.4	3	7.3	4	9.8	20	48.8	13	31.7	4.00
Top Management regularly communicates with the project team members to ensure successful project completion	1	2.4	2	4.9	6	14.6	19	46.3	13	31.7	4.00
Top Management tailor's communication to promote the significance of project implementation.	1	2.4	2	4.9	6	14.6	20	48.8	12	29.3	3.97
Top Management established effective communication strategy to enhance project and organizational efficiency.	-	-	1	2.4	10	24.4	18	43.9	12	29.3	4

Top Management possesses relevant experience and expertise in project management	1	2.4	2	4.9	3	7.3	22	53.7	13	31.7	4.07
Top Management encourages the project team to enhance project efficiency and organizational performance	2	4.9	3	7.3	2	4.9	25	61	9	22	3.87
Top Management uses its power to implement critical system changes in an organization	1	2.4	2	4.9	4	9.8	24	58.5	10	24.4	3.97
Top Management exercises its authority to support the team members during implementation of project activities	2	4.9	2	4.9	4	9.8	22	53.7	11	26.8	3.92
Mean	1.08	2.62	2.25	5.49	5.58	13.6	20.7	50.6	11.3	27.6	3.94

The first category of questions is on the top management commitment to making funds available for project implementation. As shown in the above table, the majority of respondents agree that the top management commits a sufficient amount of resources for the implementation of the project. Out of the three questions on this topic, the least result is obtained for the availability of fund for supportive stakeholder environment where at least 65.8% of the respondents agreed on it and the highest result is obtained on the availability of resources by the top management where 80.5% of respondents have at least agreed to it. These results imply that the management is committed to availing sufficient resources for the implementation of the project. The mean results of 3.97, 3.82 and 3.87 on committing adequate resources for the project implementation, in the event of crises and supportive stakeholder environment are also rated as good according to Anne, 2006.

The top management commitment in terms of ensuring the existence of appropriate structure within the project is also viewed as good where at least 78% of the respondents have agreed to it.

Questions relating to top management commitment in providing regular communication regarding project implementation and tailoring these communications towards successful project implementation have resulted in at least 78% of the respondents agreeing to it. The least result in the communication category is obtained on top management establishing an effective communication strategy where 73.2% of respondents have at least agreed to it. The mean results of 4, 4 and 3.97 on top management regularly updating on project developments, tailoring communication towards successful implementation and establishing effective communication

strategy respectively are rated as good and imply that top management is committed in these aspects.

The next couple of questions were designed to assess the competence and organizational commitment of the top management towards the successful implementation of the project. The relevant expertise and experience of top management are rated to be good where at least 85% of the respondents have agreed that the top management possesses such qualities. The managements' organizational commitment is also rated to be good where 83% of respondents at least agreeing that the management encourages project team members towards the efficiency of implementation and uses its power to implement system changes in course of project implementation. 80% of the respondents have at least agreed that the top management uses its authority to support team members towards increasing project efficiency.

In general, 2.6% of respondents have strongly disagreed that the top management is committed to project implementation, 5.49% have disagreed and 13.6% have said that they are indifferent to it. On the other hand, 50.6% of respondents have agreed that the top management is committed to the successful implementation of the project while 27.6% are strongly agreeing to it.

In the review of the open-ended question "In what way that top management of the project supports the project team for the successful implementation of the project?", the most widely repeated word is management expertise and experience. Out of 41 respondents, 21 of them have stated that the top management is helping the success of the project because it has the relevant technical knowledge and experience. 15 respondents have included the management's organizational and project management skill as a positive factor in enhancing the success of the project. 4 respondents mentioned the management's ability in attracting funds to the project as a plus to the success of project implementation whereas 1 respondent stated that he/she does not agree that the top management is actually helping the success of the project. Overall, 40 respondents have mentioned that the top management is contributing positively to the success of the project in one way or another. These results are consistent with the quantitative data results where most of the respondents, as shown by the mean result of 3.94, agree that the top management is committed to helping the success of the project.

4.3.2. Responses on Stakeholders and Partners Engagement

Table:6 below shows the responses obtained in the stakeholders and partners engagement for the successes of Endevo project

Stakeholders and Partners Engagement	Strongly Disagree (1)		Disagree (2)		Neutral (3)		Agree (4)		Strongly Agree 5		Mean
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	
The project has identified key stakeholders in the project implementation.	1	2.4	1	2.4	18	43.9	18	43.9	3	7.3	3.51
The project has made need assessment of major stakeholders and partners involved	-		8	19.5	14	34.1	17	41.5	2	4.9	3.31
The project planning and implementation takes into account the results of stakeholders and partner need assessment.	-	-	8	19.5	12	29.3	20	48.8	1	2.4	3.34
Stakeholders and partners are involved in the implementation of the project.	1	2.4	6	14.6	12	29.3	21	51.2	1	2.4	3.36
Project priorities are set based on the needs of the partners and target groups.	-	-	7	17.1	21	51.2	12	29.3	1	2.4	3.17
Project priorities and services are defined in collaboration with stakeholders and partner.	1	2.4	4	9.8	22	53.7	12	29.3	2	4.9	3.24
The Project is seen by stakeholder and partners as a major contributor in meeting their needs and expectations.	-	-	4	9.8	20	48.8	14	34.1	3	7.3	3.39
The project regards its stakeholders and partners as co-implementors.	1	2.4	4	9.8	16	39	17	41.5	3	7.3	3.41
Stakeholders were appropriately monitored and engaged.	2	4.9	6	14.6	18	43.9	13	31.7	2	4.9	3.17
The project adequately manages stakeholder's and partner's expectations.	2	4.9	8	19.5	16	39	15	36.6	-	-	3.07
Mean	0.8	1.94	5.6	13.6	16.9	41.2	15.9	38.7	1.8	4.38	3.29

As shown in the above table, out of the ten questions respondents are asked to assess the project engagement of stakeholders and partners, only one question, i.e., the project has identified key stakeholders and partners, have scored a mean of 3.51 which can be rated as good. For the rest of the questions, the average score is below 3.5 which is rated as average.

53.6% of the respondents are either neutral or disagree that the project has made a need assessment of its major stakeholders and partners. 68.3% of respondents also are either neutral or disagree that the project sets its priorities by considering the needs of stakeholders and partners. Similarly, 65.9% of respondents are either neutral or disagree that the project sets priorities in collaboration with stakeholders and partners. On the involvement of stakeholders and partners in the implementation of the project, 2.4% strongly disagree, 14.6% disagree, 29.3% are neutral, 51.3% agree and 2.4% strongly agree. This shows that responses are evenly matched where 46.3% are either neutral or disagree and 53.6% agree or strongly agree on partners involvement in the implementation.

Whether the project is seen by the partners and stakeholders as a major contributor in meeting their needs, 58.6% of respondents are either neutral or disagree and 41.4% agree that it contributes to their needs. On questions related to stakeholder management, 63.4% of respondents are either neutral or disagree that stakeholders were appropriately monitored and engaged, and the project adequately manages stakeholder's and partner's expectations. Average scores of 3.17 and 3.07 on monitoring and engaging partners and managing stakeholders' expectations are rated as average.

In general, the table above shows that 2% of the respondents strongly disagreed on the engagement of stakeholders and partners, 13.6% have disagreed, 41% said they are indifferent that the stakeholders and partners are engaged in the project implementation, 38.7% have agreed to it and 4.3% have strongly agreed to it. These responses are largely concentrated on level three showing most respondents are not sure whether the partners are adequately engaged in the implementation of the project. This is confirmed by the grand mean result of 3.29 for stakeholders and partners engagement.

The analysis of the open-ended question on who the project stakeholders are and whether they are adequately involved in the project implementation resulted that all respondents have identified the Ministry of Water Irrigation and Energy and Regional Energy Offices as important stakeholders. In addition, 31 respondents have mentioned the different donors as important stakeholders, European Union being the most frequently stated donor by 21 respondents. Other stakeholders like the private

sector and the beneficiaries are also stated by 10 respondents. On the adequacy of the engagement of these stakeholders and partners on the implementation of the project, 31 respondents have expressed that they don't believe that there is an adequate level of engagement of these partners and stakeholders in the implementation of the project. 10 of the respondents believed that partners are engaged in the project implementation even though they acknowledge that there is room for improvement in this respect.

These results are consistent with what is found on the quantitative analysis of the respondents answer where “average” result is obtained.

In general, both the qualitative and quantitative data analysis showed that the result obtained in the engagement of partners and stakeholder in the implementation of the project is not adequate enough to positively contribute to the success of the project.

4.3.3. Responses on Staff Competence

Table:7 below shows the responses obtained in the competency of project staff for the successes of Endev project

Competent Project Team	Strongly Disagree (1)		Disagree (2)		Neutral (3)		Agree (4)		Strongly Agree 5		Mean
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	
The project has the right number of staff under each team.	-	-	3	7.3	11	26.8	12	53.7	5	12.2	3.70
The project has the right quality of staff required to implement its objectives.	1	2.4	1	2.4	5	12.2	25	61	9	22	3.97
The project team members are able to allocate sufficient time to the project.	-	-	1	2.4	6	14.6	24	58.5	10	24.4	4.04
Staff are adequately motivated to implement project activities.	1	2.4	5	12.2	7	17.1	20	48.8	8	19.5	3.70
Project Staff understands the goals and objectives of the project	-	-	-	-	4	9.8	18	43.9	19	46.3	4.36
The project team works towards a common goal.	-	-	1	2.4	6	14.6	15	36.6	19	46.3	4.26

Project team has trouble shooting (solving unexpected problems) capacity.	2	4.9	3	7.3	6	14.6	22	53.7	8	19.5	3.75
There is sufficient platform for staff to express their view on project implementation.	1	2.4	3	7.3	5	12.2	23	56.1	9	22	3.87
Project team have a sense of ownership of the project objectives and strives towards its achievement	1	2.4	1	2.4	7	17.1	20	48.8	12	29.3	4.00
Project team adequately understand the rules and procedures of the organization	1	2.4	2	4.9	8	19.5	17	41.5	13	31.7	3.95
There is adequate account of workload and staff are not overburdened	2	4.9	4	9.8	10	24.4	16	39	9	22	3.63
Mean	0.8	2.0	2.2	5.3	6.8	16.6	19.3	49.2	11	26.8	3.93

According to the above table, 66% of respondents have agreed that the project has an adequate number of staff and 83% of respondents have at least agreed that the project has the right quality of staff and are allocating their time to project implementation. This is also evidenced by the educational background and experience of staff discussed earlier in the chapter.

The next set of questions which deal with staff motivation understanding goals and objectives and working to attain those goals and objectives have also resulted in an average rating of 3.7, 4.36 and 4.26 respectively which are rated to be good and leaning towards a rating of “very good”. Accordingly, 68.3% of respondents have at least agreed that staff are adequately motivated towards achieving project goals, 90.2% of respondents have at least agreed that staff understands the project goals and objectives and 83% respondents have at least agreed that these staff are working towards achieving common goals and objectives.

The above table also shows that 56% have agreed and 22% have strongly agreed that there is a sufficient platform for staff to express their view on project implementation. This is consistent with the result obtained on staff motivation where the existence of a platform for the staff to express their concern increases the motivation of staff.

The result also shows that there is a strong sense of ownership of the project objectives by the project team and are striving towards its achievement. This is evidenced by the 78% of

respondents at least agreeing on the question relating to staff owning project objectives and working towards achieving that.

The mean result of 3.95 for the question “Project team adequately understand the rules and procedures of the organization” shows that staff are adequately aware of working practices and procedures of the organization.

Work life balance is a very important element in the productivity and motivation of staff in modern organizations. According to the result of the study, 4.9% have strongly disagreed, 9.8% have disagreed, 24.4% are neutral, 39% have agreed and 22% have strongly agreed that the adequately accounts staff workload and staff are not overburdened. From this result, we can see that 61% of the respondents have at least agreed to the question. This implies that the project is addressing staff workloads appropriately.

Generally, 2% of the respondents have strongly disagreed on the overall staff competency of the project team, 5.3% have disagreed, 16.6% said that they are neutral to the overall team competency, 49.2% of respondents have agreed that the existing team competency have positively affected implementation and 26.8% believed that it strongly affected project implementation.

Qualitative analysis of the results on the open-ended question regarding the adequacy of the number and quality of staff for project implementation shows that 29 respondents said that they believe the project has the right number of staff while 12 of them expressed their concern that the number of staff for project implementation is not adequate enough. Regarding the quality of project implementing staff, 35 respondents believe that the mix and quality of staff in terms of having the required technical expertise and experience is good enough to implement projects. 12 respondents, even though they agree that staff has enough quality, expressed various concerns on staff productivity due to allocating appropriate time for the project implementation.

These results are consistent with the quantitative analysis of staff competency where the mean result is rated as “good”. The staff demographic profile earlier also showed that the project has educated, and experienced staff.

In general, combining the three results of staff demographic profile, the quantitative and the qualitative analysis, the competency of staff is one of the factors having a positive contribution to the success of the project in its implementation phase.

4.3.4. Responses on Project Communication

Table:8 below shows the responses obtained in Project Communication of Endev

Project Communication	Strongly Disagree (1)		Disagree (2)		Neutral (3)		Agree (4)		Strongly Agree 5		Mean
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	
The project has written procedures in place on how the internal communication should work.	1	2.4	7	17.1	24	58.5	9	22	-	-	3.00
There is a clear roles and responsibilities of staff in the project.	-	-	6	14.6	19	46.3	16	39	-	-	3.24
These Roles and responsibilities are clearly understood by project team.	-	-	5	12.2	19	46.3	16	39	1	2.4	3.31
Communication culture of the project enhances project implementation.	-	-	6	14.6	18	43.9	15	36.6	2	4.9	3.31
Staff get timely access to the necessary information to do their job.	1	2.4	4	9.8	13	31.7	21	51.2	2	4.9	3.46
People with the right information to do the job are easily accessible.	-	-	5	12.2	13	31.7	19	46.3	4	9.8	3.53
Information is accurate and reliable	2	4.9	7	17.1	15	36.6	11	26.8	6	14.6	3.29
The project uses the appropriate channel and content to reach to external parties.	2	4.9	3	7.3	19	46.3	16	39	1	2.4	3.26
Knowledge in the project is properly documented, stored and can easily be retrieved.	1	2.4	6	14.6	15	36.6	16	39	3	7.3	3.34
Project team adequately understand the rules and procedures of the organization	1	2.4	-	-	23	56.1	14	34.1	3	7.3	3.43
Mean	0.8	1.94	4.9	11.9	17.8	43.4	15.3	37.3	2.2	5.36	3.31

According to the results of the study shown in the above table, 2.4% have strongly disagreed that the project has written procedures in place on how internal communication should work. 17.1% have disagreed with it, 58.5% are neutral and 22% have agreed to it. This implies that the majority, 78% are either indifferent or have at least disagreed on it.

Regarding the existence, clarity and understanding of roles and responsibility, 61 % of respondents are either indifferent or have disagreed that there is clear roles and responsibilities of staff and only 39% have agreed to it. A similar result is obtained on an understanding of these roles and responsibilities by the staff.

On the communication culture of the project as a tool to enhance project success, only 41.5% of respondents have agreed that the communication culture of the project enhances project implementation while 58.5% are either indifferent or have disagreed to it.

Regarding the accessibility of information, the mean results of 3.46 and 3.53 for timely access to information and access to people with the right information show that there is a good rating of the project by the respondents in this aspect.

Accuracy and reliability of information is key in any communication process. The results in the above table show that only 41.4% of respondents believe that information is accurate and reliable while 58.6% are either indifferent or disagreed with this.

External communication is a key for development projects like endev as the inflow of funds is largely affected by the communication of the project's success to the external partners and donors. To this end, only 41.4% of respondents believe that the project uses the appropriate channel to communicate with external parties while 58.6 either disagree or are indifferent on this aspect.

Knowledge management involves the process of obtaining, storing and retrieving knowledge generated in the project. To this end, 46.3% of respondents agreed that Knowledge in the project is properly documented, stored and can easily be retrieved while 53.7% believe that this is not the case.

In general, the table above shows that 2% of the respondents strongly disagreed on the effectiveness of the existing project communication towards the success of the project, 12% have disagreed, 43.4% said they are indifferent the existing project communication enhances project success, 37.3% have agreed to it and 5.36% have strongly agreed to it. These responses are largely concentrated on level three showing most respondents are not sure whether the current project communication tools,

practices and culture can adequately enhance project success. This is confirmed by the grand mean result of 3.31 for project communication.

Qualitative analysis of the open-ended question in terms of the communication culture contributing to the success of the project shows that most respondents do not think that the culture is conducive enough to enhance project success. 15 respondents’ answers are categorized in terms of swift decision making and project structure where they believe that a highly centralized decision-making process is not helping for swift decision making. 16 respondents’ answers are categorized on the strategic orientation of the day to day communications and meetings where they believe that this is not the case in the project and additionally 20 respondents believe that the project doesn’t have enough internal and external communication platform and strategies. 5 respondents think that the existing culture of communication in the project is actually positively contributing to the success of the project.

These results are consistent with the quantitative data analysis where overall project communication is rated as “average”. In general, both of the results in project communication indicate that there is a lot to be done by the project in enhancing both internal and external communication in implementation of the project.

4.3.5. Responses on Availability of Fund

Table:9 below shows the responses obtained in Availability of Fund

Availability of Fund	Strongly Disagree (1)		Disagree (2)		Neutral (3)		Agree (4)		Strongly Agree 5		Mean
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	
The project has secured enough funding to implement project activities.	1	2.4	-	-	5	12.2	21	51.2	14	34.1	4.14
The allocation of the secured fund to project activities and project administration is appropriate	2	4.9	11	26.7	12	29.2	10	24.4	6	14.6	3.17
The project has appropriate rules and procedures to use the available fund to the stipulated purpose.	1	2.4	1	2.4	5	12.2	17	41.5	17	41.5	4.17

The project has adequate organizational structure and capacity to use the available fund to the stipulated purpose	2	4.9	1	2.4	2	4.9	25	61	11	26.8	4.02
The project has adequate reporting mechanism to track the progress of available fund.	2	4.9	2	4.9	1	2.4	20	48.8	16	39	4.12
Mean	1.6	3.9	3	7.3	5	12.2	18.6	45.3	12.8	31.2	3.92

As per the result shown in the above table, 85.3% of respondents have at least agreed that the project has secured enough funding to implement project activities. The result on the appropriateness of the allocation of the secured fund to project activities and project administration shows that 59% of respondents are either neutral or have disagreed with it. The project has appropriate rules and procedures in place to use the available fund to the stipulated purpose as 83% of respondents have agreed to it. The organizational structure and capacity to use the available fund to the project implementation is also rated good where 87.8% of respondents have at least agreed with it and only 12.2% have disagreed or are neutral to it. The reporting mechanism to track the progress of the available fund is also rated positively where 87.8% of respondents have at least agree to it.

In general, 3.9% of respondents have strongly disagreed on the availability of funds for project implementation, 7.3% have disagreed, 12.2% are neutral to it, 45.3% have agreed to the availability of funds for the project implementation and 31.2% have strongly agreed to it. The grand mean of 3.92 is rated as “good” according to Anne, 2006

4.3.6. Responses on Success of Project

Table:10 below shows the responses obtained on the success of the project

Success of Project	Strongly Disagree (1)		Disagree (2)		Neutral (3)		Agree (4)		Strongly Agree 5		Mean
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	
Projects are completed on time or earlier.	1	2.4	12	29.3	22	53.7	6	14.6	-	-	2.80
Projects are completed within budget	1	2.4	5	12.2	30	73.2	5	12.2	-	-	2.95
The project had maintained its scope during implementation of the project	-	-	6	14.6	30	73.2	5	12.2	-	-	2.97
The project meets its partners and stakeholders' expectations.	-	-	12	29.3	18	43.9	11	26.8	-	-	2.97
The project has overall achieved its objectives	-	-	5	12.2	24	58.8	12	29.3	-	-	3.17
Mean	0.4	0.96	8	19.5	24.8	60.5	7.8	19	-	-	2.97

According to the result obtained above, 31 people or 85.4% of respondents are either neutral or have disagreed that projects are completed on time and only 14.6% have agreed to it. A similar result is obtained in terms of completing projects within the budget where 87.8% of respondents have said that they are either unsure or disagreed on projects being completed in time. Only 12.2% have agreed to it. A similar result is also obtained in terms of projects maintaining their scope or meeting stakeholder expectations where the majority the respondents are either neutral or disagreed to it. The grand mean of 2.97 strengthens the above results.

Analysis of the open-ended question on “what went well and what went wrong in the implementation of this project?” most respondents have mentioned more than one issue on the positive as well as the improvement areas for the project. These answers are categorized and summarized below and have shown largely similar results to the above analysis. 31 respondents

stated the expertise and organizational skill of management as well as the availability of competent staff as a positive contributor to the success of the project. While 35 respondents expressed their concern that the project is not adequately working in engaging its partners and stakeholders in the project implementation. 10 respondents expressed their concern that the project is not allocating adequate fund for the implementation of the project and the majority of the fund obtained is consumed for administrative purposes rather than for direct project implementation. In addition, 25 respondents believe that the communication practice and culture of the project is not positively contributing to the success of the project. Furthermore, 32 respondents have also expressed their concern about the delay of projects.

Chapter Five

Summary of Major Findings, Conclusion and Recommendation

This final chapter of the study gives a summary of major findings, makes a conclusion of the findings and gives recommendations based on the results obtained.

5.1. Summary of Major Findings

The objective of the study was to assess success factors that affect the implantation phase of the project Endev Ethiopia and see how these success factors are currently being implemented in the project. The results obtained on the quantitative analysis of the data collected are summarized below including the rankings based on the composite mean result of the five variables tested in this study.

Table 11 descriptive statistical results and rankings according to mean results

	N	Mean	Std. Deviation	Ranking
Top Management Commitment	41	3.9512	0.9376	1
Stakeholders and Partners Engagement	41	3.2999	0.8282	5
Competent Project Team	41	3.9357	0.8807	2
Project Communication	41	3.3220	0.8167	4
Availability of Fund	41	3.9268	0.9690	3
Success of Project	41	2.9756	0.4476	
Valid N (list wise)	41			

According to the above table, the average composite mean result for top management commitment to the success of the project is 3.9512 and ranked top in terms of contributing to the success of the project. This result is within the range of a “good” scale according to Anne, 2006. The results are

consistent with some of the studies conducted on project success factors. Ofori, 2013 identified top management support as one of the top three critical success factors of a project. Yeo (2002), Kahng and Moe (2008) have all emphasized the importance of top management support for the success of projects.

The result for stakeholders and partner engagement in the project implementation, with a composite mean of 3.2999 has the least score among the variables affecting the success of the project, shows that there needs a lot to be done in this respect. This result shows that most respondents are unsure about the engagement of stakeholders and partners. For development projects like Endev where almost all activities are performed in partnership with stakeholders and partners, especially the government partner Ministry, an average result of 3.299 which implies a “moderate” result is not good enough for the success of the project. According to Ainel and Vildana, (2010), when external stakeholders, like governmental offices, are involved in the implementation phase, the project team becomes more motivated and such projects are perceived more successful than the ones who do not get public interest or support by the project team. Ofori (2013) and Khang and Moe (2008) have also identified stakeholders and partners engagement as key success factors for projects.

The result for the competency of project staff is rated as “good” with an average composite mean of 3.9357. It is ranked second in terms of the current practice in the project positively affecting the success of the project. This result is consistent with the demography of the staff educational background and experience shown earlier in this chapter where most staff have master’s degrees and are very much experienced. Even though the above result is rated as “good”, according to Ainel and Vildana, (2010) the competency of the project staff is identified as a key success factor and was rated as being ‘highly desirable’. Pinto and Slevin, (1987, 1988) have also identified competency of project team as a key success factor in project implementation.

The composite mean result for project communication, 3.222, shows that most respondents are not sure that there is a proper communication mechanism in place in the implementation of the project. Its ranking according to the mean result is the least next to stakeholder and partners engagement. This result is categorized as “Moderate” according to Anne,2006. Pinto and Slevin (1987, 1989), Belassi and Tukel (1996), Andersen et al (2006) and Hyvari (2006) identified communication as one of the critical success factors. Adequacy of project communication is a very important success factor in the implementation of development projects and the project needs to do a lot to improve

the internal as well as external communication platforms and cultures so that the result is improved, and project implementation is enhanced.

Availability of funds within the project is rated as “good” with an average composite mean of 3.9268. But one interesting result observed is that the allocation of the secured fund to project implementation and administration is an issue that needs to be addressed as the majority of the respondents are either unsure or disagree that there is proper allocation of funds within the project.

With a composite mean result of 2.9756, the overall success of the project is rated as “moderate” according to Anne,2006. The results in terms of completing projects in time and within budget show that most of the respondents have reservations or disagreed that such is the case within the project. Ratings on the overall achievement of project objectives have also shown that the majority of the respondents are either unsure or have disagreed with only 29.3% agreeing and no one strongly agreeing to it.

The results in the qualitative data analysis are also consistent with what is obtained in the quantitative analyses with most respondents stating the commitment of management with relevant skill and experience and the number and quality of the project team as positively contributing to the success of the project while most respondents expressed their opinion on the inadequacy of the level of engagement of partners and stakeholders and the practice of the internal as well as external communication towards the success of the project.

5.2. Conclusion

The objective of the study was to assess success factors that affected the implementation phase of the project Endev Ethiopia. To do this the researcher has identified five success factors based on intensive literature review, considering the peculiar characteristics of development projects and personal observation of the researcher on the project under study. The researcher then assessed how the existing practice of these factors has affected the successes of the project in the project implementation phase by using different research techniques outlined earlier in the paper.

Accordingly, the following conclusion can be made based on the results obtained above.

The top management commitment towards project implementation is found to be “good” where the management is adequately competent in terms of having the technical expertise, relevant experience and organizational and project management skill to stir the team towards project implementation, avails resources to the team for project implementation and communicates well on project status and guides the team to a common goal. The top management is also found to good in asserting its authority in implementing system changes.

The results of the study in engaging stakeholders and partners in the implementation of the project are found to be an area where the project needs lots of improvement. The project is not adequately assessing the needs of stakeholders and partners and is not prioritizing its activities based on this assessment. Stakeholders and partners are not well engaged in the operation of the project and are not considered to be co implementers, their expectations are not well managed and monitored. In the end, the project is not viewed as adequately contributing to their goals and objectives. This variable is found to be the main factor that is currently hindering the success of the project and can explain why the project is underperforming.

The competency of the project team, in general, is found to be “good”. The project has an adequate number of staff with the right quality in terms of educational background and work experience. The team are adequately motivated, understands the goals and objectives of the project and works towards achieving these goals with some concern on the staff committing appropriate time in the project implementation

Communication within the project as well as outside the project is found to be not adequate enough to enhance project success. The project doesn't have clear procedures in place and the roles and responsibilities of staff within the project is not clearly defined. The communication culture of the project doesn't enhance project success and using the right content and channel for external communication is not adequately exercised.

The project has an adequate funds to implement project activities and there are sufficient structures in place to monitor the usage of funds for project implementation. The allocation of funds between administration and project activities is not found to be adequate.

In general, the three success factors of top management engagement, competency of project team and availability of fund are rated to be “good” while engagement of stakeholders and partners and project communication is rated to be “moderate” according to the mean results of the success factors and the rating used in the study, Anne 2006. The opinion collected from the open-ended questions are also consistent with this result where the current practice of the top management commitment, the competency of staff and availability of fund are those that have gone well in project implementation and project communication and stakeholder and partner engagement being the areas where the project needs improvement

5.3. Recommendation

Based on the findings above, the researcher recommends the following to be considered by the project Endev and other similar projects:

Even though the engagement of the top management is found to be “good”, there is still an area of improvement to increase the overall rating to be “very good”. In this aspect, the top management needs to consider improving the communication culture of the project towards successful implementation and stir the energy of staff towards a common goal.

The engagement of stakeholders and partners is considered to be a key success factor for development projects like Endev. The specific characteristics of development projects as having many and complex relations among stakeholders and partners adds to the importance of managing this variable in order to achieve the objective of the project. The results obtained in this research show that there needs a lot to be improved in this project. In this aspect, the project must assess the needs of stakeholders and partners, prioritize activities based on this assessment and find a mechanism to engage partners in the implementation of the project. The expectations of the stakeholders must also be managed well to avoid disappointment from both parties. In all these aspects care must be taken as excessive partner engagement could sometimes lead to delays in project implementation.

Although the competency of staff is rated as “good”, there are still some areas of improvement in stirring teams towards a common goal and improving their problem-solving skills so that the overall rating is improved to “very good”. These could be achieved through organizing workshops to make teams understand the overall objectives and providing skill development training.

The project needs to design an effective communication procedure so that internal and external communication is enhanced. These should help the staff to get accurate and reliable information to accomplish their task. The external communication should also be improved so that the external stakeholders and partners are better informed of the project's progress and achievement.

Finally, the researcher suggests further study on the project by including other success factors and the beneficiaries of the project as well as considering the other stages of the project life cycle so that a complete picture is obtained for the success of the project.

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Annexes
QUESTIONNAIRE

ADDIS ABABA UNIVERSITY COLLEGE OF BUSSINNES AND

ECONOMICS

DEPARTMENT OF MANAGEMENT

EXECUTIVE MASTERS IN BUSSINESS ADMISTRATION PROGRAMME

My name is Ashenafi Assefa a post graduate student at Addis Ababa University in executive master's in business administration. This questionnaire is prepared to gather relevant data on the study **Assessment of Success Factors in Development Projects: A Case Study on Energizing Development Ethiopia**. The information collected will be used for this study which is conducted as a partial fulfillment of the degree executive master's in business administration at A.A.U.

Expressing my heartfelt thanks for participating in this study and sharing your view on the questions provided, I would like to assure you that all information collected will be used only for academic purpose, will be kept confidential and will be collected by keeping the anonymity of the respondent.

Kindly return the completed questioner to the below address.

Ashenafi Assefa

Phone No: +251911250943

Email: ashenafiad@gmail.com

Part One: Background Information

1. Gender

Male Female

2. Educational Background

PhD Master's Degree First Degree Diploma Below
Diploma

3. Working Experience:

1 to 5 years 5 to 10 Years Above 10 Years

4. Would you please describe your role in the implementation of this project?

Project Manager

Component Manager

Regional Manager

Technical Advisor

Monitoring and Evaluation

Finance and Administration

Communication and Knowledge Management

Management Assistant

If other, please specify _____

Part Two: Questions Related to Success Factors

Please select the best scale that best describe your response and put „✓“ mark

Strongly disagree=1 Disagree=2 Neutral=3 Agree=4 strongly Agree=5

Top Management Commitment and Support	1	2	3	4	5
Top management provides sufficient resources to complete the project successfully.					
Top Management provides sufficient resources to the project team in event of crises					
Top Management ensures availability of sufficient resources to provide a supportive stakeholder environment					
Top Management ensures implementation of appropriate project structures to accomplish project objectives					
Top Management reinforces stakeholder support in the organization					
Top Management regularly communicates with the project team members to ensure successful project completion					
Top Management tailor’s communication to promote the significance of project implementation.					
Top Management established effective communication strategy to enhance project and organizational efficiency.					
Top Management possesses relevant experience and expertise in project management					
Top Management encourages the project team to enhance project efficiency and organizational performance					
Top Management uses its power to implement critical system changes in an organization					
Top Management exercises its authority to support the team members during implementation of project activities					

Stakeholders and Partner Engagement	1	2	3	4	5
The project has identified key stakeholders in the project implementation.					
The project has made need assessment of major stakeholders and partners involved					
The project planning and implementation takes into account the results of stakeholders and partner need assessment.					
Stakeholders and partners are involved in the implementation of the project.					
Project priorities are set based on the needs of the partners and target groups.					
Project priorities and services are defined in collaboration with stakeholders and partner.					
The Project is seen by stakeholder and partners as a major contributor in meeting their needs and expectations.					

The project regards its stakeholders and partners as co-implementors.					
Stakeholders were appropriately monitored and engaged.					
The project adequately manages stakeholder's and partner's expectations.					
Competent Project Team	1	2	3	4	5
The project has the right number of staff under each team.					
The project has the right quality of staff required to implement its objectives.					
The project team members are able to allocate sufficient time to the project.					
Staff are adequately motivated to implement project activities.					
Project Staff understands the goals and objectives of the project					

The project team works towards a common goal.					
Project team has trouble shooting (solving unexpected problems) capacity.					
There is sufficient platform for staff to express their view on project implementation.					
Project team have a sense of ownership of the project objectives and strives towards its achievement					
Project team adequately understand the rules and procedures of the organization					
There is adequate account of workload and staff are not overburdened.					
Project Communication	1	2	3	4	5
The project has written procedures in place on how the internal communication should work.					
There is a clear roles and responsibilities of staff in the project.					
These Roles and responsibilities are clearly understood by project team.					
Communication culture of the project enhances project implementation.					
Staff get timely access to the necessary information to do their job.					
People with the right information to do the job are easily accessible.					
Information is accurate and reliable					
The project uses the appropriate channel and content to reach to external parties.					
Knowledge in the project is properly documented, stored and can easily be retrieved.					
Project team adequately understand the rules and procedures of the organization					

Availability of fund	1	2	3	4	5
The project has secured enough funding to implement project activities.					
The allocation of the secured fund to project activities and project administration is appropriate					
The project has appropriate rules and procedures to use the available fund to the stipulated purpose.					
The project has adequate organizational structure and capacity to use the available fund to the stipulated purpose					
The project has adequate reporting mechanism to track the progress of available fund.					

Part Three: Questions on Success of Project

Success of Project	1	2	3	4	5
Projects are completed on time or earlier.					
Projects are completed within budget					
The project had maintained its scope during implementation of the project					
The project meets its partners and stakeholders' expectations.					
The project has overall achieved its objectives					

Part Four: Open ended questions

1. In what way that top management of the project supports the project team for the successful implementation of the project
2. Who are the project stakeholders and are they adequately involved in the project implementation?
3. Do the project has adequate number and quality of staff to implement the project?
4. How do you see the communication culture of the project in terms of contributing to the project success?
5. What went well and what went wrong in the implementation of this project?
6. How did the project tried to solve the challenges it faced in the implementation of the project?

