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SCHOOL OF GRADUATE STUDIES

Factors Affecting Successful Implementation of ESW Project in Ethiopian Revenue and Customs Authority (ERCA)

A Research Project Submitted to Addis Ababa University, School of
Commerce in Partial Fulfillment of the Requirements for Masters Degree in
Project Management.

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**June, 2017
Addis Ababa, Ethiopia**

Statement of Declaration

I, Yodit Tamene, have carried out a research project on the Factors affecting successful implementation of the Electronic Single Window Project in Ethiopian Revenue and Customs Authority independently in partial fulfillment of the requirement of the Masters of Art (MA.) degree in Project Management with the guidance and support of the research advisor, Solomon Markos (PhD).

I, also declare that this research project is my original work and that all sources of materials used for the research project have been duly acknowledged.

Declared by:

Name _____

Signature _____

Date _____

Confirmed by advisor

Name _____

Signature _____

Date _____

Addis Ababa University
School of Commerce
Department of Project Management
(Graduate Program)

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Examiner: _____ **Signature:** _____ **Date:** _____

Abstract

The objective of this study is to assess the factors affecting effective implementation of ESW project in Ethiopian Revenue and Customs Authority (ERCA), and further the study addressed the Project organizational structure factors, Human resource factors, Project governance factors, leadership factors and External factors that affect successful implementation of projects in the ESW project. The study used descriptive research design. Census Survey was a method used to gather data from the target group where the entire project implementing employees and the project overseeing unit who actually are entirely employees of the organization (ERCA). Primary type of data was collected with the help of standard questionnaires. Descriptive statistics such as frequencies, percentages, mean and standard deviation were used to analyze the data. The Project Organizational structure, Project Leadership and Governance and Project Human Resources are noted as the factors affecting effective implementation of the ESW project. These factors were not addressed appropriately so that they could significantly contribute to the success of the project implementation. It has been found that The ESW project were weak in its implementation, it is not well implemented to increase the chance of project implementation success so that the project get delivered and the maximum possible benefits would be reaped from. Finally the project and all other concerned stakeholders need to strengthen their support to plan sound and implementation facilitating project structure, Project leadership and Governance practices, and to acquiring the right number and quality (Skills, Knowledge) human resources while at the same time need to work on developing capacity of the project leaders and team members through systematic training programs, who the success of the project could largely depend on. The study is expected to contribute to the advancement of knowledge and open doors to realize the factors that affect successful implementation of the ongoing and potential projects and thereby projects and implementing organizations will be able to plan the necessary techniques to ensure effective implementation of projects it also serves as a base on which others can develop theirs. In that other relevant factors that are not considered in this research, same way the impacts that each of the factors addressed under this study could lay on the successful implementation of projects are suggested for further studies.

Key words: Project implementation, Project structure, Project Human resource, Project Governance, Project External factors.

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Acronyms and Abbreviations

APM	Association for Project Management
CBRA	Cross Border Regulatory Agency
CSFs	Critical Success Factors
CSSQ	Cost, Scope, Schedule, Quality
ERCA	Ethiopian Revenue and Customs Authority
ESW	Ethiopian Single window system
EU	European Union
ICF	International Climate Fund
ICT	Information Communication Technology
ID	International Development
IDPs	International Development Projects
IDPM	International Development Project Management
ICT	Information Communication Technology
IEG	Independent Evaluation Group
IT	Information Technology
M	Mean
PM	Project Management
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
SD	Standard Deviation

CHAPTER ONE: INTRODUCTION

This chapter presents background information on the study area and cover statement of the problem, research questions, research objectives, significance of the study, scope, Limitations and organization of the study.

1.1 Background of the study

PMI (2000) defines project as a temporary endeavor undertaken by people who work cooperatively together to create a unique product or service. Project is also defined as any series of activities and tasks that: Have a specific objective to be completed within certain specifications, have defined start and end dates, Have funding limits, Consume human and non-human resources and Are multifunctional (Kerzener, 2009). According to Antill (1974), a project is only successful if it comes on schedule, on budget, it achieves the deliverables originally set for it and is accepted and used by the clients for whom the project was intended.

As it is observed in the definition above projects possess certain characteristics that differentiate them from any other functional undertakings. These distinguishing characteristics includes: the fact that projects have a start and end dates by that projects are referred as a temporary endeavor, projects produce unique results meaning that the product or service at the end of the project should be some way different than the existing. According to PMI (2000) managing projects involves five process groups. This process group collectively addressed as project management life cycle. Kerzener (2009) named these five process groups as: Project initiation, Project planning, Project Execution, Project monitoring & control and project closure.

ICT projects are common in most companies since ICT has become a part of the business and competencies in many companies. Because of the strategic consequences, the emphasis of ICT projects has shifted from the technical side more to the managerial side (Milis&Mercken 2002). According to Legris&Collerette (2006), organizations decide to invest to information technology, because they expect it will improve their performance in cost, productivity, or quality.

Pertaining to the project implementation or execution, it is the stage where all the planned activities are put into action. The purpose of Project Execution and Control is to develop the product or service that the project was commissioned to deliver (Kerzener, 2009). Without effective management, projects are unlikely to meet their time, cost, quality, and objectives. According to Belout (1998) many researchers and practitioners consider performance effectiveness and success as synonyms; therefore this study also considered effectiveness and success of project implementation interchangeably. The Ethiopian Revenues and Customs Authority (ERCA) is a government body responsible for collecting revenue from customs duties and domestic taxes. ERCA traces its origin to July 7, 2008 as a result of the merger of the Ministry of Revenues, the Ethiopian Customs Authority and the Federal Inland Revenues into one giant organization.

Electronic Single Window (ESW) is an important and complex trade facilitation project that involves many stakeholders. It aims to facilitate international trade by simplifying information flows between traders and cross-border regulatory agencies (CBRAs). As a national critical trade facilitation project, Electronic Single Window project requires a thorough and careful execution of the project. The system will be used to expedite international trade by helping stakeholders access documents needed for customs clearance in one location. The International Climate Fund (ICF), the financial arm of the World Bank has signed an agreement with ERCA to provide 4.3 million, 59% of the total project fund USD 7.3 million (Elleni, 2013).

1.2 Statement of the Problem

The recent business environment is growing to be more challenging & complex, and so, organizations have to increase their operations for efficient product & service delivery. Information communication technology (ICT) has been one of the major drivers of this complexity and acceleration. However, research continually shows that organizations have difficulty in the implementation of ICT projects. As it is shown by Meltzer Commission (2000, cited in Chauvet et al., 2010) the project failure rate at the World Bank was over 50% in Africa until 2000. In an independent rating, the Independent Evaluation Group (IEG) claimed that 39% of World Bank projects were unsuccessful in 2010 World Bank projects all too frequently fail to achieve their goals due to a number of problems that could be termed “managerial” and “organizational” (Kwak, 2002).

According to the suggestion from Ika (2012) the problems in ID project management fall under three main categories, presented as: Structural/contextual problems, Institutional/sustainability problems, and Managerial/organizational problems.

Youker (1999) also presented the selected problems gleaned over the years from ex-post evaluation reports: as Lack of a shared perception and agreement on the objectives, Lack of commitment, Lack of detailed, realistic and current project plans (schedule, budget, procurement), Unclear lines of authority and responsibility (organization not structured for PM), Lack of adequate resources, Poor feedback and control mechanisms, Poor or no analysis of major risk factors, Delays caused by bureaucratic administrative systems.

There are many internal and external, visible and invisible factors that influence the environment and create a high amount of risk in accomplishing the project objectives. Political, Legal, Social, Cultural, Technical, Economical factors are some among the many external factors (Young, 2002, Sylvia, et al 2015, Mabelebele, 2006).

It has been known from the chairperson of the steering committee Mr. Moges, who accorded the ESW project as failed for the reason that the project was intended to be implemented within 21 months from the agreed date of December, 2013 which never became a reality yet rather happened to be just another project with wider number of (40) sectorial stakeholders and with funding limit of \$32. Another project key informant of the project also stated that the project scope and schedule creep is an experience in the implementation the ESW project.

In addition, from the informants addressed above, Even though the steering committee was constructed inclusive of all the 10 stakeholders identified, it has been known that their engagement has been lost. Due to this the duty to oversee was laid only on the shoulders of the committee members in the organization. However those members with the responsibility to oversee the project were under the pressure of administrative and managerial commitment, which hindered their active involvement and support.

Generally speaking based on the existing literatures' and the preliminary information gathered from the project, the challenges and affecting factors of project implementation are too many and diversified (Young, 2002; Sylvia et al., 2015; Mabelebele, 2006; Youker, 1999; Kwak, 2002). To successfully implement a project is usually difficult and complex (Pinto & Slevin, 1987). Even though a lot has been studied addressing the factors that has contributed to project failure and project success factors in its general sense and even specifically on ICT projects worldwide. However, much of the project related researches in Ethiopia were mainly focused on the causes for delay in schedule and cost overruns in construction projects specifically (Abubeker, 2015, Dadi et al., 2014). The ERCA itself regardless of the ineffectiveness in the implementation and the nationwide benefits expected from the implementation of the project has never undertaken a study on the factors affecting effective implementation of projects.

For this fact the study tried to assess the factors affecting successful implementation of projects in The ERCA. As such it devoted to assess the Organizational structure, Human Resource, Governance & Leadership and other external factors.

1.3. Research Questions

The study sought to answer the following research questions

- I. What are organizational structure related factors that affect successful implementation of the ESW project?
- II. What are project Human Resource Management factors that affect successful implementation of the ESW project?
- III. What Governance & Leadership variables are affecting successful implementation of the ESW project?
- IV. What are the external forces that have affected the effectiveness of project implementation of the ESW project?

1.4. Objectives of the Study

14.1. General Objective

The main objective of this study is to assess the factors affecting effective implementation of the ESW project.

1.4.2 Specific Objectives

The specific objectives of the study will include:-

1. To identify factors related to organizational structure that is affecting the effective implementation of the ESW project.
2. To pinpoint the Human Resource related factors affecting effective implementation of the ESW project.
3. To assess the project Governance & Leadership factors affecting the success of project implementation in the ESW project.
4. To identify the external forces that affected successful implementation of the ESW project.

1.5. Significance of the Study

The Study will have two implications for the future of Project implementation in the ICT developing organizations. Theoretically the study is expected to contribute to the advancement of knowledge about the factors affecting the successful implementation of projects. In addition it will be of an invaluable importance and open doors to realize the factors that affect successful implementation of the ongoing and potential projects and thereby projects and implementing organizations will be able to plan the necessary techniques to ensure effective implementation of projects. The study will also be used as a base on which others can develop theirs.

1.6. Scope of the Study

The research has focused on assessing the factors affecting effective implementation of the ESW project in ERCA. Currently, ERCA has two projects under implementation. The study however is undertaken in assessment of the factors affecting effective implementation of the Electronic Single Window project (ESW) only. The study concern is limited to the assessment of factors affecting successful implementation of projects related to Organizational Structure, Governance and Leadership, Human Resources and the external factors.

1.7. Limitations of the Study

Because the project is failed the contract with the vendors and the technical work group: the people whose responses would have been of greater importance is terminated, it was not possible to access them as respondents for the study, therefore the study has neglected their input. In addition the study has limitation in that the responses from the target population regarding the items on the instrument were the perception of respondents

1.8. Organization of the paper

The paper is organized in four chapters including this introductory part. Chapter one contains the introduction part which deals with back ground of the study, the research problem, Research questions, objectives of the study, Significance of the study, Limitations and scope of the study and this sub section; Organization of the paper. Chapter two deals with the literature review. It gives an overview of the body of knowledge applicable to the research problem. In chapter three, the research methods, materials and Procedures of the study are presented in detail. Chapter four presents Study Results and discussions and finally the conclusions and recommendations are presented in Chapter Five.

CHAPTER TWO: LITERATURE REVIEW

2.1. The meaning and characteristics of Projects

Project is defined as a temporary endeavor undertaken by people who work cooperatively together to create a unique product, service or result. The temporary nature of projects indicates that a project has a definite beginning and end (PMI, 2000). A project can be considered to be any series of activities and tasks that: Have a specific objective to be completed within certain specifications, have defined start and end dates, Have funding limits, Consume human and non-human resources and Are multifunctional (Kerzner, 2009)

A project can be characterized by a few elements such as objectivity as it is definable with result or output, complexity with normally interrelated activities and large number of different tasks, unique where it is usually a “one-off” assignment, uncertainty as it has element of risk, temporary with its well defined beginning and end and lastly operate in a life cycle as emphasis and resource needs change during the life of the project.

2.2. The concept of project management

Project management has been in practice for thousands of years. A dotted line can be drawn from the software developers of today back through time to the builders of the Egyptian pyramids or the architects of the Roman aqueducts. For their respective eras, project managers have played similar roles, applying technology to the relevant problems of the times (Berkun,2008).As a modern management practice, project management evolved out of World War II and U.S. Department of Defense projects. These projects required organizations to break the existing functional boundaries and find new ways to accomplish complex work (Gentile, 2012),

Project Management is the application of tools, techniques, processes, methods and experience in achieving the desired purpose of a project (APM, 2012). While Kerzner (2009) adopts the definition of the classical approach to management to describe project management as planning, organizing, directing and monitoring of an organization’s resources for a temporary purpose that will eventually achieve specific goals and objectives. In general, these definitions all describe project management as 'a means to an end. As such, it involves planning, organizing, monitoring, and controlling the project and requires its own tools and techniques (Belassi and Tukel, 1996).

The central theme running through the various project management Body of knowledge is the project management is an integrative process that has at his core, the balancing of ‘the iron triangle’ of time, cost and output. All three facets must be present for a management process to be considered project management (Patrick, 2007).

2.2.1. Information Technology project Management

Information technology (IT) is both a huge industry in itself, and the source of dramatic changes in business practices in all other sectors, IT projects are receiving great attention in the computer industry because they touch almost everyone’s lives (Gentile, 2012). ICT projects are common in most companies since ICT has become a part of the business and competencies in many companies. Because of the strategic consequences, the emphasis of ICT projects has shifted from the technical side more to the managerial side (Milis & Mercken, 2002). According to Legris & Colletette (2006), organizations decide to invest to information technology, because they expect it will improve their performance in cost, productivity, or quality.

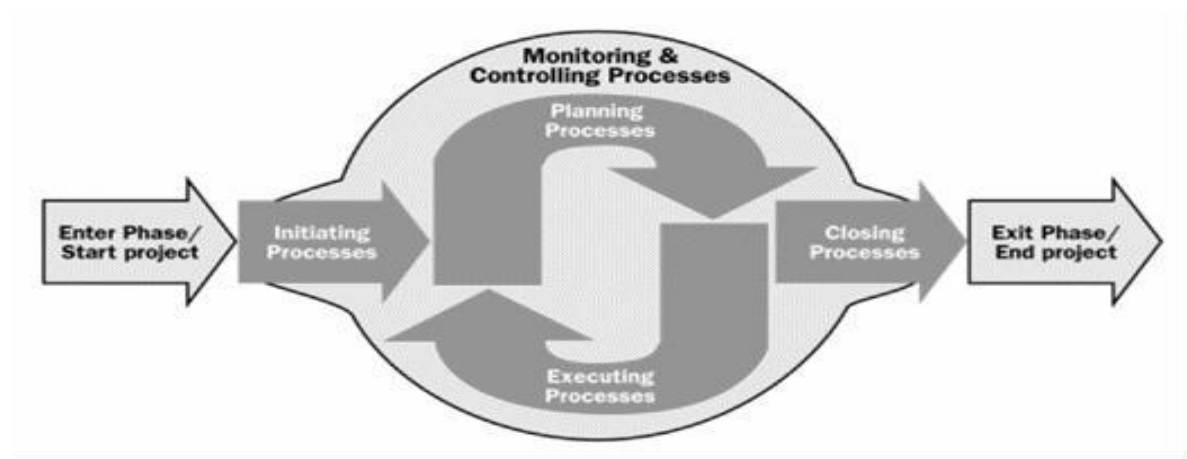
Project management techniques and tools can apply to any project in any industry, regardless of whether it involves software, hardware, construction, engineering, or services. It is not the tools that are different, but rather the projects what make IT projects different are their unique risks, the rapid development requirements to meet rush-to-market demands, the short life of technology, and multiple dependencies with other projects. The tools are the same, but they must be applied differently depending upon the project type and complexity (Gentile, 2012).

2.3. The Project Life Cycle

Every program, project, or product has certain phases of development known as life-cycle phases. A project life cycle is the series of phases that a project passes through from its initiation to its closure (Kerzener, 2009, PMI, 2013). The life cycle also specifies the level of organizational effort necessary to adequately perform the tasks associated with each project stage. Organizational effort can be measured using surrogates such as amount of man-hours, expenditures, assets deployed, or other measures of organizational resource utilization (Pinto & Slevin, 1987)

There are five process groups identified that form the building block for any project life cycle. These process groups are: Initiation process group, Planning process group, Execution process group, Monitoring and Control process group and Closing process group PMI (2013).

Figure 1. Project Management process group



Source: (PMI, 2013)

In addition to the five process group, the PMI identified ten knowledge areas that a project manager must be familiar with for a successful implementation of a project work. These knowledge areas of project management are: Integration Management, Scope Management, Time Management, Cost Management, Quality Management, Human Resource Management, Communications Management, Risk Management, Procurement Management, Project Stakeholder Management (PMI, 2013).

2.5. Project Success

Project success is as well a topic that is frequently discussed and yet rarely agreed upon (Baccarini, 1999). The views on project success have evolved over the years from simple definitions that were limited to the implementation phase of the project life cycle to definitions that reflect an appreciation of success over the entire project and product life cycle (Judgev& Muller, 2005).

2.5.1. Project Success Criteria

Is a set of principles or standards used to determine project success (Ika et al, 2012).The very famous and well-known “Golden Triangle” or “Iron Triangle” have been traditionally used as criteria to measure project success. This “Golden Triangle” refers to the basic criteria of cost, time and quality. Project success will be accorded if it is completed within the budgeted cost, implemented on time and to quality parameters requested. However, these criteria have received many critics for being inadequate in determining project success (Atkinson, 1999). According to Kerzner (2009) the definition of project success today has been modified to include completion: Within the allocated time period, Within the budgeted cost, At the proper performance or specification level, With acceptance by the customer/user, With minimum or mutually agreed upon scope changes, Without disturbing the main work flow of the organization and Without changing the corporate culture.

2.5.2. Project success factors (CSFs)

Critical success factors are conditions, events and circumstances contributing to project success. They are defined as: ‘factors *which, if addressed, significantly improve project implementation chances*’ (Pinto & Slevin, 1987)

Many researchers have tried to a certain extent to identify success factor for project management including (Kerzner, 1987; Pinto & Slevin, 1987; Pinto & Slevin, 1989; Clarke, 1999; Cooke-Davis, 2002).

Based on different literatures, Pinto & Slevin (1987) attempted to present the compiled Success Factors of project implementation that could be applicable to any type of projects these includes:

1. Clearly defined goals: Including the general project philosophy and general mission of the project, as well as commitment to those goals on the part of project team members.
2. Competent project manager: the importance of initial selection and development of skilled project leader.
3. Top management support: top or divisional management support for the project that has been conveyed to all concerned parties.
4. Competent project team members: the importance of selecting or if necessary, training project team members

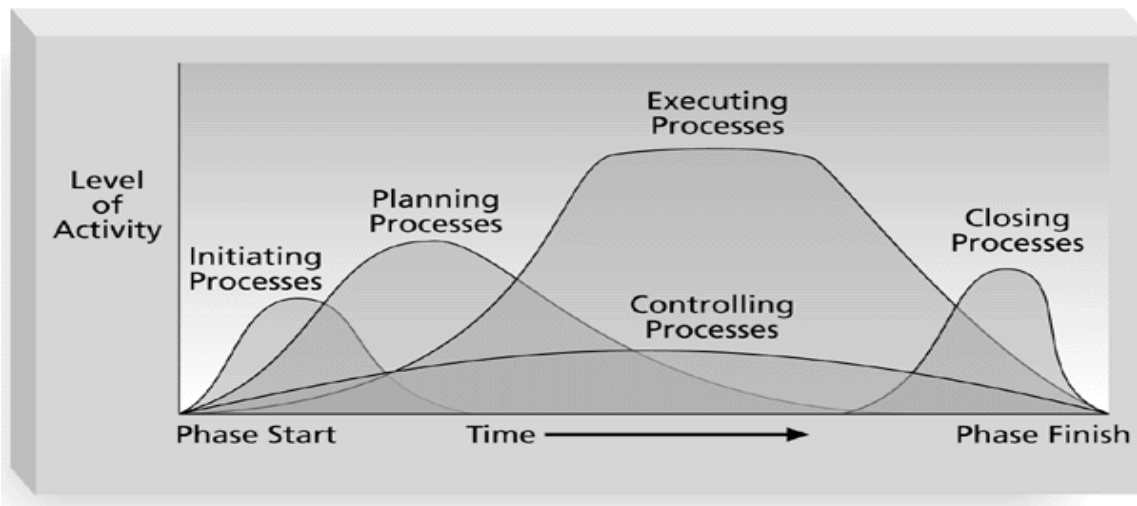
5. Sufficient resource allocation: Resource in the form of money, personnel, logistics, etc.
6. Adequate communication channels: Sufficient information is available on project objectives, status change, organizational coordination, client's needs, etc.
7. Control mechanism: are in place to deal with initial plans and schedules.
8. Feedback capabilities: All parties concerned with project are able to review project status, make suggestions, and correction through formal feedback channels or review meetings.

The lack of project and program management skills has long been known to be a major factor in IT project failures. It has become apparent that placing individuals with strong training in the breadth of project management skills significantly improves the likelihood of bringing an IT project in successfully on time, and on budget. This growing awareness is leading to increased demand for skilled IT project and program managers (Gentile, 2012). Hammoud (2008) for his part identified three critical components for an ICT project success as people, processes, and technology. From these three, people is the most important but that doesn't mean that the other components could be neglected. There are many facets of effective project management. Two key elements that stand out as most critical are communication and leadership (Gentile, 2012).

2.6. Project Implementation

Implementation as Nutt (1996) puts is a series of steps taken by responsible organizational agents to plan change process to elicit compliance needed to install changes. The purpose of Project Execution and Control is to develop the product or service that the project was commissioned to deliver. Typically, this is the longest phase of the project management lifecycle, where most resources are applied. According to Guy (2009) The activities that are needed to be accomplished includes: Delegating work, Procuring materials and services, Controlling the scope of the project, Monitoring risk events, Monitoring and controlling the project budget, Monitoring and controlling the project schedule, Forecasting final project cost and delivery date, Finding ways to make up time or reduce final cost.

Figure 2. Level of process group activities over time,



Source: PMI, 2013

2.6.1. Successful Project Implementation

In addition to defining the concept of organizational projects, it is important, before attempting any discussion of the steps leading to a successful project, to describe just exactly what a "successful project" is. Project implementation success has been defined many ways to include a large variety of criteria. However, in its simplest terms, project success can be thought of as incorporating four basic facets. A project is generally considered to be successfully implemented if it:

- Comes in on-schedule (time criterion).
- Comes in on-budget (monetary criterion).
- Achieves basically all the goals originally set for it (effectiveness criterion).
- Is accepted and used by the clients for whom the project is intended (client satisfaction criterion).

2.7. Factors Affecting effective Project Implementation

According to Pinto & Slevin (1987), to successfully implement a project is usually difficult and complex. The project manager has to devote more time on human, financial, and technical variables as the key to the realization of project implementation. From available literature, various determinants that are capable of affecting project implementation are noticed. This in-exhaustive list includes: Escalation of project cost due to inflation, Below standard

performances, Frequent changes in government, Increase in the scope of the project, Ineffective project finance arrangement, Change in original design, Insufficient working capital, etc.

According to Williams & Williams (2007) The ICT-related investments do not deliver the expected value or meet business objectives. Motwani et al. (2002) said that IT led projects often fail to capture the business and human side of processes. The common problems in ICT projects such as different methods of planning and managing projects, lack of a joint governance mechanism and reporting system, different interpretations and communications channels, unclear responsibilities, different perceptions of quality and change management (Weck, 2005).

Factors affecting successful implementation of ICT projects attributed as; lack of proper requirements analysis, lack of user involvement, lack of resources, lack of planning, lack of IT management, technology illiteracy, lack of executive support and unrealistic expectations are among the major causes of ICT project failure (Peansupap, 2004).

These factors could be due to; inefficient management, inadequate planning and project complexity, change in technological know-how, business environment/geography or project risk, structure, finance/pricing, empowerment in organizations and restructuring, skilled and competent manpower and customers' specification (Pinto & Slevin, 1987)

From the literature above one can note that a large portion of ICT projects ends up in not meeting the set goals or even fail completely

In general the following is a list of selected problems gleaned over the years from ex-post evaluation reports of World Bank projects (Youker, 1999)

- Lack of a shared perception and agreement on the objectives of the project by staff and stakeholders.
- Lack of commitment to the project by the team, management and stakeholders.
- Lack of detailed, realistic and current project plans (schedule, budget, procurement)
- Unclear lines of authority and responsibility (organization not structured for PM)
- Lack of adequate resources
- Poor feedback and control mechanisms for early detection of problems

- Poor or no analysis of major risk factors
- Delays caused by bureaucratic administrative systems (approvals, procurement, personnel, land acquisition, and release of funds)

2.7.1. Organizational structure

Organizational structure is an enterprise environmental factor, which can affect the availability of resources and influence how projects are conducted (PMI, 2013) It is also described as structure as the technique in which the organization is differentiated and integrated (Lawrence & Lorsch, 1967).

A project organization is a structure that facilitates the coordination and implementation of project activities. Its main reason is to create an environment that fosters interactions among the team members with a minimum amount of disruptions, overlaps and conflict. Structure for an organization is the starting point for organizing which include roles and positions, hierarchical levels and span of accountability and mechanism for problem solving and integration (Walton, 1986) Centralization creates a non-participatory environment that reduces communication, commitment and involvement with tasks among participants (Sylvia, et al 2015). One of the important decisions of project management is the form of organizational structure that will be used for the project.

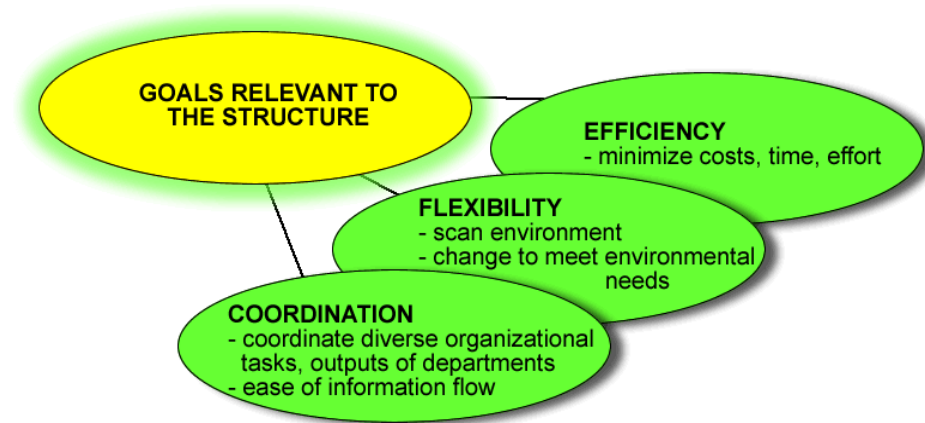
Each project has its unique characteristics and the design of an organizational structure should consider the organizational environment, the project characteristics in which it will operate, and the level of authority the project manager is given. A project structure can take on various forms with each form having its own advantages and disadvantages.

A properly designed project organization chart is essential to project success. An organization chart shows where each person is placed in the project structure. An organization chart is drawn in pyramid form where individuals located closer to the top of the pyramid have more authority and responsibility than members located toward the bottom.

The project organization chart establishes the form of relationships among project manager, the project team members, the organization, the project, beneficiaries and other project stakeholders. This organization must facilitate an effective interaction and integration among all the major project participants and achieve open and effective communication among them. The structure

cannot be designed too rigid or too loose, since the project organization's purpose is to facilitate the interaction of people to achieve the project ultimate goals within the specified constraints of scope, schedule, budget and quality (PM4DEV, 2007). Sylvia et al., (2015) concluded that performance of an organization largely depend on the structure on the organization. The literature also implies that Centralization in structuring creates a non-participatory environment that reduces communication, commitment and involvement with tasks among participants. The objective in designing a project structure is to provide a formal environment that the project manager can use to influence team members to do their best in completing their assignment and duties (PM4DEV, 2007).

Figure 3. Goals relevant to structure



Source: PM4DEV, 2007

2.7.1.1. Factors in designing project structure

There are two design factors that significantly influence the process of developing a project management structure. These are:

Specialization: Implies the degree of specialty in technical areas or development focus.

While specialization allows each project component to maximize their productivity to attain their departmental goals, the dissimilarities may lead to conflict among the members or leads of each component.

Coordination The project work is organized around a work breakdown structure (WBS) that divides the overall project goals into specific activities or tasks for each project area or component. The Project Management Structures must be designed in a way that ensures the various components are integrated so that their efforts contribute to the overall project goal.

Integration is the degree of collaboration and mutual understanding required among the various project components to achieve project goals (PMI, 2013).

2.7.2. Project Leadership

Leadership is defined as a style of behavior designed to integrate both the organizational requirements and the personal preference of the leader concerned (Kerzner, 2009). It is also defined as the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to accomplish shared objectives (Yukl, 2002).

Six characteristics of project leader are identified which are presented as; Creative problem solving skill, credibility of the leader and tolerance for ambiguity, effective communication and flexible management style (Pinto & Trailer, 1998). They also discussed 3 broad skills desirable for the effective project managers: Technical skill (sound technical skill in their particular field), Administrative skills (planning, budgeting, etc.) and Leadership skill like vision and setting example. According to them these skills are important for a project manager to perform well in organizational and project success. Furthermore, Crawford (2007) argued that project manager competencies are blend of knowledge such as qualification and skills to perform an assigned task and other important personality characteristics such as motives, traits and self-concepts that can lead to superior results toward the project and organizational success.

2.7.2.1. Principles of Effective Project Leadership

According to Thomas (2011).The five leadership principles for project success are as follows:

1. **Build vision.** Sharing a common vision and goals and having the same understanding about tracking the progress toward this vision is one of the key factors in the success of a project and team.
2. **Nurture collaboration.** To make a performing team yields synergy effects; the impossible becomes possible. This is why active team collaboration is crucial.
3. **Promote performance.** Planning is good and important. At the end of the day you and your team has to perform. As a leader it is your responsibility to create an environment that promotes performance, on both the individual and team levels.

4. **Cultivate learning:** An effective leader builds in sufficient time for the team to learn, create and innovate.
5. **Ensure results:** Delivering results is both a prerequisite and an outcome of effective project leadership. Project delivery is a team effort. The effective project leader builds and guides the team to deliver results by incorporating the first four leadership principles.

All five leadership principles combined encompass the core of effective project leadership

Figure 4. Project leadership pyramid



Source: Thomas, 2011

Young (2002) Addressed events in inadequate or ineffective leadership and government factors as Managerial or organizational factors.

2.7.2.2. Leadership and Project Success

The right and appropriate project management skills are crucial. The combination of project management and leadership principles yields project leadership. Corollary, not every project manager is a project leader.

The quest for better leadership practices in managing projects is one that remains a compelling motivation in one company after another around the globe (Pinto et al., 1998). The need to secure project success takes to set the right direction. Project management alone will not do the trick. It takes leadership. Without project leadership there is no direction in project management. Leadership is the decisive factor for improving the chances for projects to succeed. Consequently, effective project management needs to have a solid foundation based in project leadership. Without leadership, chances are that a project will be “just another project (Muller, 2009).

2.7.3. Project governance

Project governance can be defined as an organization’s overall process for sharing decision rights about projects and monitoring the performance of project interventions. All development organizations have some form of project governance. Those with effective governance have actively designed a set of project governance mechanisms (committees, budgeting processes, approvals, etc.) that encourage behavior consistent with the organization's mission, strategy, values, norms, and culture.

The objective of project governance is to establish clear levels of authority and decision making including the planning, influencing and conducting of the policy and affairs of the project. It involves the people, policies and processes that provide the framework within which project managers make decisions and take actions to optimize outcomes related to their areas of responsibility. This is achieved by defining and identifying the roles, responsibilities and accountability of all people involved in a project, including their interaction and level of coordination with internal and external dependencies (PM4DEV, 2007).

According to the PMI (2013) Project governance framework provides the project manager and team with structure, processes, decision-making models and tools for managing the project, while supporting and controlling the project for successful delivery.

Table 1: Elements of project governance, source: PMI,2013

ELEMENTS OF PROJECT GOVERNANCE	
Project success and deliverable acceptance criteria	Relationship among the project team, organizational groups, and external stakeholders
Process to identify, escalate, and resolve issues that arise during the project	Project organization chart that identifies project roles
Process for review and approval for changes to budget, scope, quality, and schedule beyond the Project manager	Project decision-making processes
Process to align internal stakeholders with project process requirement	Process for stage gate or phase reviews

2.7.3.1. Project management Governance and project Success

According to APM (2011), appropriately organized Project governance would help avoid common causes of project failure, noted below.

Lack of a clear link with key strategic priorities, Lack of clear senior management and, in government projects, ministerial ownership and leadership, Lack of effective engagement with stakeholders, Lack of skills and proven approach to project and risk management, Lack of understanding of, or contact with, supply industry at senior levels, Evaluation of projects driven by initial price, rather than long-term value for money, Too little attention to breaking down development and implementation into manageable steps.

2.7.4. Project Human resource

Projects usually involve attention to a variety of human, budgetary and technical factors. Project management activity needs to devote a significant amount of skill, knowledge and attention to human resource. Managing people effectively influences many results of a project. The major failure factors are usually sociological: unqualified staff, inadequate training, inexperienced management, etc. (Belout, 1998), Human Resource Management includes the processes that organize, manage, and lead the project team. The project team is comprised of the people with assigned roles and responsibilities for completing the project. Project team members may have varied skill sets, be assigned full or part-time, and may be added or removed from the team as the project progresses (PMI, 2013).

2.7.4.1. Plan Human Resource Management

Project human resource planning is the process of identifying and documenting project roles, responsibilities, skills, reporting relationships, and creating a staffing management plan. it involves:

Acquire Project Team—is the process of confirming human resource availability and obtaining the team necessary to complete project activities (PMI, 2013). The PMI (2000) asserted its importance of the best human resource availability in ensuring the project requirements.

Develop Project Team—is the process of improving competencies, team member interaction, and overall team environment to enhance project performance (PMI, 2013). According to PMI (2000) Project team development is a process of developing individual and group competencies

to enhance project performance, it will result improved project performance. They also identified training as one of the tools and techniques used to developing individual and team competencies.

Manage Project Team—is the process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance. Without a performing team it is difficult to secure project success. Plans targeting the improvement of team competencies and interaction of team members to enhance project performance throughout the project life cycle improve skills of team members in order to increase their ability to complete project activities also it Improve feelings of trust and cohesiveness among team members and raise productivity through greater teamwork (PMI, 1996)

According to PMI (1996) recognition & rewards encourages desirable behavior & performance and helps the project win increased competencies that lead to enhanced individual & team performance while at the same time increased commitment leads to reduced turnover in team members.

2.7.5. External factors affecting project implementation

There are many internal and external, visible and invisible factors that influence the environment and create a high amount of risk in accomplishing the project objectives. Political, Legal, Social, Cultural, Technical, Economical factors are some among the many they also addressed their impacts on the implementation of projects are generally addressed as: uncertainty, restricted technology transfer, foreign investment discouragement, stakeholder dissatisfaction, unsustainability and underperformance of projects, social resistance, technology flow and project failure (Young, 2002, Sylvia et al., 2015, Mabelebele, 2006).

Political Factors: Refer to issues including inconsistency in policies, laws and regulations, and political instability. From development project's perspective, these factors contribute to an environment of uncertainty on the success of projects.

Legal factors: Cho (1999, Cited in Young, 2002) attributes the legal challenge to the change in any legislation issues.

Technical factors: Refer to use of technology and standards incompatible to the project, IDPs located in the developing countries, which lack adequate resources, technical and managerial

skills, and have low human capital productivity. Therefore, appropriate project methods and standards must be carefully selected.

Economic Factors: Includes the changes in domestic economic conditions of the recipient country or inaccurate project development plan due to unpredictable economic conditions (Young, 2002).

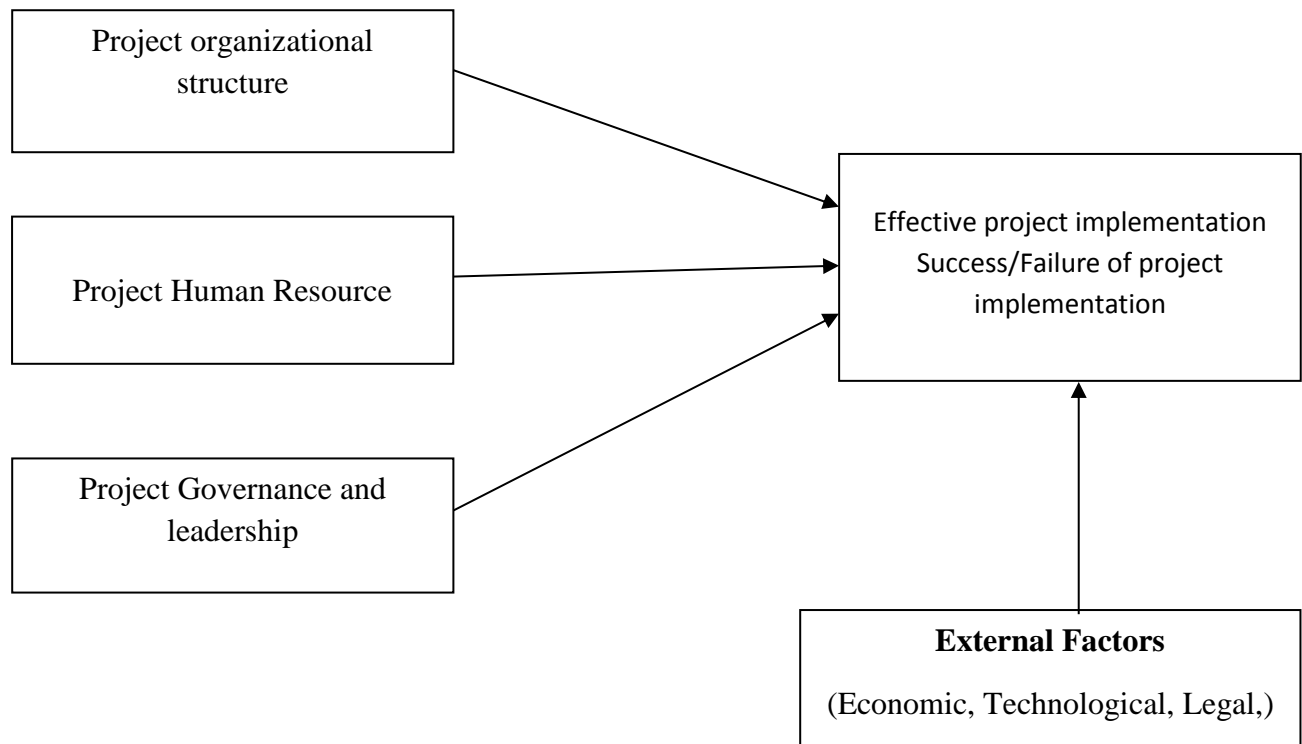
Environmental Factors: Refer to issues in conflict with established environmental regulations of the recipient country. This comprises pollution related issues such as noise, air pollution, water pollution, and visual disturbances and unsustainable use of natural.

Social Factors: Refers to social environment of the recipient country and encompasses: Hostility due to religion, customs, and ethnicity of the project participants, Social uprising or riots due to ethnicity or polarization of social strata, Security of the stakeholders, Overestimation of capacity of the beneficiaries, and Resistance of the beneficiaries to new social values and standards.

2.8. Study Frame Work

The proposed frameworks for this research is illustrated in Figure 6.To assess the factors affecting successful implementation of ESW project in ERCA. It enables observed behavior in implementing the project to be evaluated and therefore provides better explanations of the motivations for the effective implementation of the project. The Project organizational structure (Winfred, 2011), Project Leadership (Joseph, 2012,Irja, 2007) Project Governance (Patric, 2005), the Human resource factor (Mutula, 2013) studied as a successful implementation affecting factors while for the External and success factors are developed by the researcher based on the literature.

Figure 5. Study Framework (Researcher,2017)



Therefore this paper focuses on the studying The Project Organizational structure, Project Leadership and Governance, Project Human Resources and External factors as factors affecting successful implementation of project in the case of ESW project.

CHAPTER THREE: RESEARCH METHODOLOGY

Research methodology is an approach and a set of supporting methods and guidelines to be used as a framework for doing research (Russell, 2000). The research design, research approaches, study population, data collection and analysis strategies employed to answer the research questions are therefore described under this section of the study.

3.1. Research design

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2004). In fact, the research design is the conceptual structure within which research is conducted.

In this study, the researcher used the descriptive research design. According to Anol (2012), the descriptive survey involves acquiring information about one or more groups of people asking them questions and tabulating their answers. According to Cooper and Schindler (2003), in addition descriptive research is purposed to the description of the state of affairs as it exists. The researcher therefore, preferred this method in order to get the best advantage of the approach by providing the descriptive feature of the factors in seeking the factors affecting effective implementation of projects the case of ESW project. The study employed mixed research approach. In a mixed methods design format, the research brings together approaches that included in both the quantitative and qualitative formats (Creswell, 2003). Qualitative method used to describe the state affairs, while quantitative method is used to give numeric presentation and analysis of the study.

3.2. Target population

Target Population is the set of all elements that belong to a certain defined group to be studied to which the investigator wants to generalize his/her results. Neuman (2000) defines a research population as the specific pool of cases, individuals or group(s) of individuals which the researcher wishes to investigate. It has been known from the project coordinator that employees involving on the implementation of the ESW project are 11 in number and there are 6 active overseeing committee team members the total of 17 people. Target population of this study was all of the employees on the project implementation and all of the steering committee members.

Therefore the target population of the study was 17 in number from which the data was collected. According to Kothari (2004) Census inquiry needs to be emphasized that when the universe is a small one, it is no use resorting to a sample survey. Census is a complete enumeration of all items in the 'population'. It can be presumed that in such an inquiry, when all items are covered, no element of chance is left and highest accuracy is obtained. Thus, the Census inquiry will be employed this technique will be appropriate to use because the target population for this study will be limited in number. In addition it will enable the highest accuracy on the finding of the study. Therefore all of the target population will be addressed for information inquiry on the subject under study.

3.3. Method of Data Collection

3.3.1. Source of Data

In order to undertake this study primary data source is used.

3.3.2. Data Collection Tools

The necessary data was gathered from the primary source through field survey using standard questionnaire.

3.3.3. Measurement

The effective measurement instrument should cover all content domains of constructs (Parasuraman, 1991). The measurement instruments for the Projects organizational structures (Winfred, 2011), Project Leadership (Joseph, 2012, and Irja, 2007) Project Governance (Patric, 2005), for the Human resource factor (Mutula, 2013) in the proposed model are adopted with modifications from earlier studies and for External factors and success factor measure are developed by the researcher based on the literature. In addition, to address the factors affecting effective implementation of projects in the case of ESW project five point likert scale were used ranging from Strongly Disagree (1) to Strongly Agree (5) with Neutral in the middle (3) Accordingly, the total items of Project organizational structure reaches 7, Project Leadership 8, Project Governance 5, Human Resource 7, items for External factors 4 and items for Project success 3 the total of 34 items. The questionnaire has three parts and is prepared in English version. The first part of the questionnaire is about the respondents' personal information. Its

second part focuses on the factors affecting effective project implementation while the third part assesses the success of the project implementation with its basic criteria's.

3.4. Method of Data Analysis

Both quantitative and qualitative methods were employed to present, analyze and interpret the data collected from the above sources. Moreover, the data was analyzed using descriptive data analysis technique in order to describe the situation in the study area. Descriptive analysis refers to statistically describing, aggregating, and presenting the constructs of interest. Descriptive statistics are used to describe the data collected and to accurately characterize the variables under observation within a specific sample (Marczyk et al., 2005). Data from questionnaire was coded and entered into the computer using Statistical Package for Social Science version 20. Descriptive statistics involves the use of absolute and relative (percentages) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively). Thus this research used descriptive analyses. Quantitative method involved descriptive analysis such as frequencies and percentages, mean and standard deviation to present quantitative data in form of tables and graphs.

3.5. Ethical consideration

When doing research, treating people unfairly and using the information inquired during the research work or allowing others to use to harm people is unethical (Colin F., 2007). With this view, any information gathered from any individual during the research work will be treated confidentially without disclosing the respondent's identity. The purpose of the study will be clarified for increased participants on voluntary basis. According to Creswell (2003) the researcher has an obligation to respect the rights, needs, values, and desires of the informant(s), therefore the rights, needs, values and interests of respondents will be respected.

CHAPTER FOUR: RESULTS & DISCUSSIONS

This research project paper makes an assessment on the factors that affect effective implementation of projects in Ethiopian Revenue and Customs Authority (ERCA) the case of Electronic Single Window Project (ESW). This part covers the demographic and general information of the projects, descriptive statics to describe the factors related to organizational structure, Project Governance and leadership, Human resource and External factors.

4.1. Reliability and Validity Test

Cronbach's alpha was used to measure the reliability of the individual sub constructs: Organizational structure, Governance, Leadership, Human resource and external factors as well as for the entire instrument. Reliable measures give greater confidence that the individual indicators are all consistent in their measurements, and therefore, the model is repeatable. The reliability test result is reported below in table 2.

Table 2. Reliability test

Measurement items	No of items	Cronbach's alpha (α)
Project organizational structure	7	0.834
Leadership related factors	8	0.788
Governance related factors	5	0.737
Factors related Human Resources Management	7	0.840
External factors	4	0.794
Project success	3	0.733
Reliability scale for all variables	34	0.830

Source: (Own survey, 2017)

Since the constructs are previously applied, content validity is assumed. The framework for Organizational structure was based for the Projects organizational structures (Winfred, 2011), Project Leadership (Joseph, 2012, and Irja, 2007) Project Governance (Patric, 2005), for the Human resource factor (Mutula, 2013) in the questionnaire are adopted with modifications from

earlier studies and for External factors and success factor measures are developed by the researcher based on the literature.

4.2. Respondents Personal Information

4.2.1 Response rate

A total of 17 questionnaires were disseminated in person to the project. 15 have been returned which makes response rate 88.2%, all the returned questionnaires were completed considering the educational status of the respondents it is believed that all the respondents are able to understand and respond to the item questions.

4.2.2 Profiles of respondents

4.2.2.1. Employment position of respondents

Table 3. Position of respondents on the project

		Frequency	Percent	Valid Percent
	Project Director	1	5.9	6.7
	Project coordinator	1	5.9	6.7
Valid	Project team member	8	47.1	53.3
	Project Overseer	5	29.4	33.3
	Total	15	88.2	100.0
Missing	System	2	11.8	
Total		17	100.0	

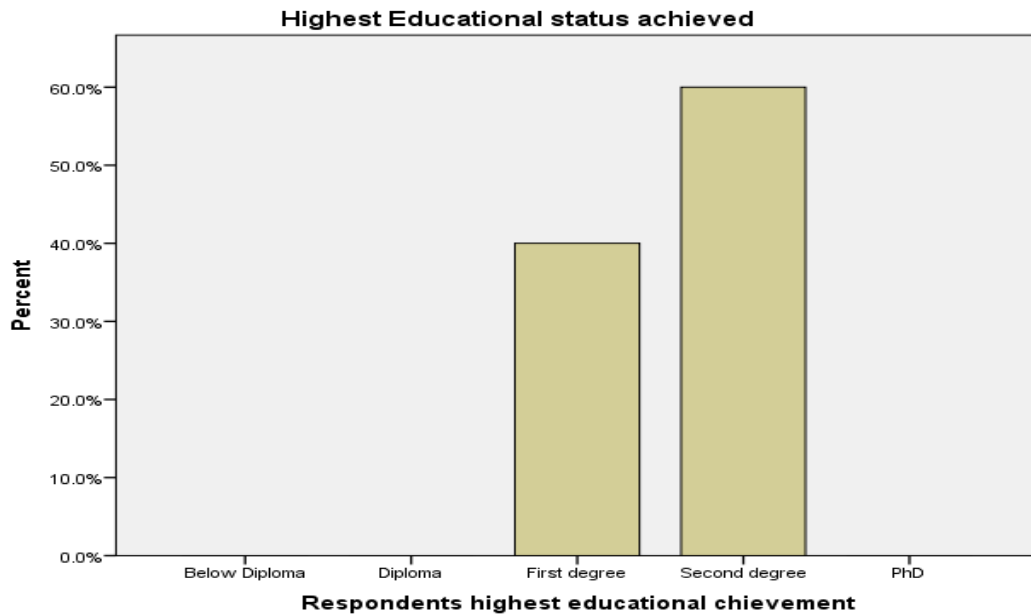
Source: (Own survey, 2017)

Table 3: showing the Employment position of the respondents, both the project Director and Project Coordinator each accounts one of the respondents, 8 project team members while the rest five are the project overseers of the ESW project in the organization. This distribution of respondents by job function implies that about 8 respondents are related to the project implementation details and also the 5 respondents are the project overseers with a wider domain (job responsibility) and project requirement knowledge with the focus on the objective of the

project. They are considered as having a great level of influence on the successful implementation projects, since they are the governing bodies of the project. This therefore signifies high reliability of the obtained responses.

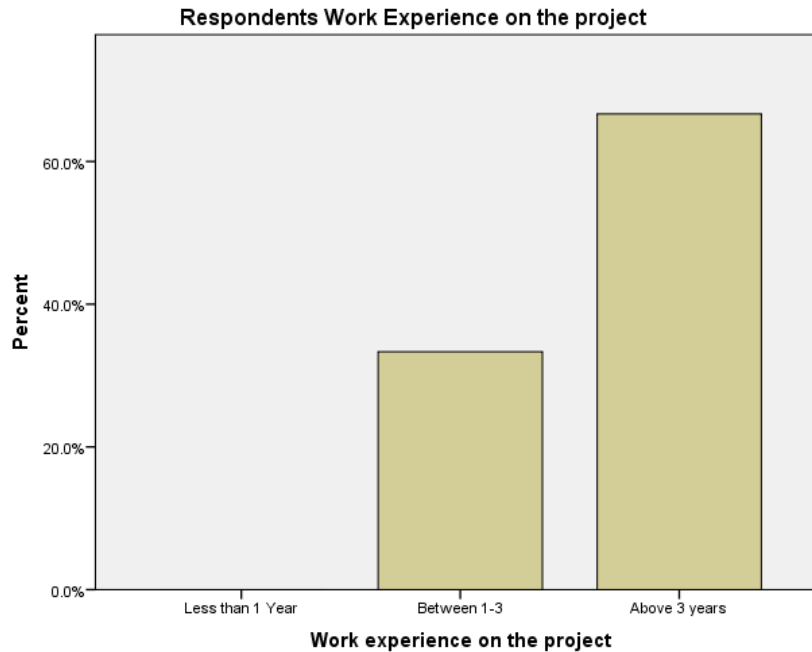
4.2.2.2. Educational levels of the employees

Figure 6. Educational levels of respondents



As indicated in figure 7, educational levels of the respondents on this study lies only between first degree with a portion of 6employees (40%) achieving first degree with the majority of the population (60%) achieving second degree on their educational status. This shows that the respondents can have a clear understanding of the item questions they were asked so that they would be able to answer appropriately.

Figure 7. Work experience of respondents



As indicated in the Figure8, about 40% of the respondents have between 1 to 3 years of experience, while 60% have above 3years of work experience in the project. For the fact that the project contract is signed on December 2013 for a project life of 21 months, the respondent's years of experience on the projects can be considered as relevant. They are perceived by the researcher as of having the contextual understanding of the project requirements and the environment in general to respond to the questions asked. Therefore it can be said that the data is more reliable.

4.3. Factors affecting effective implementation of ESW project

Critical success factors are conditions, events and circumstances contributing to project success. They are defined as: 'factors which, if addressed, significantly improve project implementation chances' (Pinto and Slevin, 1987). Discussion of the finding has made its base on this concept critical success factor.

The perception and experience of the project team together with that of the steering committee members in the organization regarding the factors affecting effective implementation of projects in ERCA, ESW project in a view of Project organizational structure, Project Leadership, Project Governance, Project Human Resource and External factors as well as the perception of respondents over the overall project success is presented in this study.

Respondents were asked to indicate to their level of agreement for the factors affecting successful implementation of the ESW project with Five point Likert scale to rank their perception and experiences. Scale rank 5 was considered 'Strongly Agree', 4 'Agree', 3 'Neutral', 2 'Disagree' and 1 'Strongly Disagree'.

The data collected was analyzed using Frequencies, Percentages, mean scores and standard deviations. The higher average score means indicate higher levels of agreement of respondents for each sub construct. A mean score greater than 4 is considered to imply to a Strongly Agree; a mean score greater than 3.5 but less than 4 is considered to imply Agree; those with mean scores greater than 3.0 but less than 3.5 imply Neutral; a mean score greater than 2 but less than 3.0 imply Disagree; while a mean score of less than 2 is considered as a Strongly Disagree..

Standard deviations greater than 1 implies that there was a significant variance in the way the items was considered. This is interpreted to mean that there was lack of agreement / consensus on the responses while standard deviation of less than 1 imply there was consensus and responses did not differ substantially between one respondent and another.

4.3.1. Project Organizational structure

Structure for an organization is the starting point for organizing which include roles and positions, hierarchical levels and span of accountability and mechanism for problem solving and integration (Walton, 1986). The respondents were asked about the project organizational structure in seven variables. These variables indicate the effectiveness of the structure in terms of creating clear and adequate work process and structure, Clear lines of Authority and Accountability, Adequacy of work groups and units for project implementation, the fashion of decision making, The existence of competing priorities to cause loss of focus in implementing the project and Ease of communication flow and access to information.

Table 4. Project Organizational structures related factors

Variables	Mean	Std. Deviation
Work process are clear and adequately structured	1.67	0.724
There is clear lines of Authority and accountability	2.2	0.862
work groups and units are adequate for implementing the project	2.6	0.828
The project do not have to coordinate with many departments	1.87	0.743
Decision making is decentralized	2.07	0.799
There is no competing priorities and loss of focus due to other project being handled	2.13	0.99
Communication flow and access to information is easy	2	0.655
Grand Score	2.08	0.8

Source: (Own survey, 2017)

As it is presented in table 4 the mean scores of the respondents for Project structure items ranges from 1.67 to 2.6, which is between “Strongly Disagree” and “Disagree” with average score of means and standard deviations of 2.08 and 0.8 respectively. The level of standard deviation on this subcontract shows the agreement of respondents on the factor variables in general. The two variables considering Work process is clear and adequately structured (M=1.67) and the project have do not have to coordinate with many departments (M=1.87) were responded between Neutral and Strongly Disagree.

Appendix 2, shows 46.7% said they “Disagree” that there is clear lines of Authority and accountability in the project, only 6.7.% of respondents reacted “Agree” that the decision making in the project is Decentralized, 40% responded Disagree that work groups and units are adequate for implementing the project. 13.3% which counts about 2 are on the fence to the item “There is no competing priorities and loss of focus due to other project being handled” with 46.7% of respondents reacted Disagree. 60% of the respondents reflected Disagree to communication flow and access to information being easy with average people responding 2 and higher consensus among respondents (SD=0.655) to the same item of organizational structure. As it is mentioned in the literature, advantages of organizational structure in an effort toward effectively

implementing project is invaluable which dictates projects to look on the effectiveness of their structure.

The finding of the study indicated the average respondents agree that the structure of the project in a manner that creates clear work process, lines of authority and accountability, facilitate participative decision making and it has also been observed from the finding that the structure of ESW project was not facilitating easy flow of communication and access to information in the project. Therefore the researcher would say the project structure is a factor that is affecting the project structure, since it is not effectively being applied.

4.3.2. Project Leadership

The respondents were asked about the project leadership in the project under study in 8 variables. These variables indicate the effectiveness of project leadership in an effort towards successful implementation of the project in terms of efficiency in planning and organizing the project activities, early detecting and solving, timely monitoring and controlling, success progress record, conflict management & team building capacity, employees recognition and reward, delegation of authority, participation in decision making.

Table 5. Project Leadership related variables

Variables	Mean	Std. Deviation
Project leadership is efficient in planning and organizing activities	1.93	0.704
Problems are being early detected and solved	2.4	0.986
Activities are being monitored and controlled timely	1.93	0.799
Leaders has track record of success	2.33	0.816
There is strong conflict management and team building capacity	2.27	0.961
Team members are being recognized and rewarded as per their performance	3	1.069
There is delegation of authority to enhance team capacity	2.2	0.862
Team members are often asked to participate in decision making	2.4	0.73679
Grand Score	2.31	0.87

Source: (Own survey, 2017)

From the table 5 above, the mean values of all project leadership variables were between 1.93 and 3, which lies between “Strongly Disagree” to “Neutral” As presented in the Appendix 2, 8 respondents (53.3 %) said they “Disagree” that both items the project leadership is effective in planning and organizing project activities and problems are being early detected and solved with lesser SD of 0.704 and 0.986 respectively, which implies better level of agreement between respondents regarding the items, 33.3% of respondents reflected their Strong Disagreement that the project activities are timely monitored and controlled. It has been known from the respondents Disagreement that the project success record is not being tracked for the reason that majority(60%) of the respondents reflected “Disagree” with SD of 0.816, It is amazing the equal portion (46.7%) of respondents responded “Disagree” for three items within the sub construct: existence of strong conflict management and team building capacity, Employees being recognized and rewarded and prevalence of delegation of authority to enhance team capacity. However the dispersion of responses between respondents vary in which the item employees being recognized and rewarded shows higher dispersion (SD=1.069) of responses throughout the scales (46.7%/7respondents) Disagree, 13.3% (2) Neutral, 33.3(5) Agree, and 6.7% (1) Strongly Agree) while the variable addressing the delegation of authority has SD of 0.862. And finally, 53.3% which accounts 8 respondents reflected “Disagree” that Team members are often asked to participate in decision making.

Generally, Project leadership has an average mean score of 2.31 and SD of 0.87 in which average mean score lies in Disagree and SD lies less than 1 where more or less there is consensus between respondents in their responses.

The ESW project, however as it is observed from the study presentation is weak in practicing effective project leadership. Table 5 shows that except to the variable, ‘Team members are being recognized and rewarded as per performance’ (M=2.4), with the rest of variables respondents replied with Disagreement to the statements showing the effective practice of project leadership in the project.

4.3.3. Project Governance

The variables considered in project governance were Governance Review as an appropriate check point, Project sponsor full commitment to the project success, the provision of the correct

level of support, Utilization of effective project management methodology and tools, Employees are not being well informed about success criteria

Table 6. Project Governance related variables

Variables	Mean	Std. Deviation
Governance Review was appropriate check point throughout execution	2.33	0.976
Project sponsor was fully committed to the project success	2.2	0.775
The correct level of support were being provided	2.13	1.06
Effective project management methodology and tools were being used	2.73	0.884
Employees are well informed about success criteria	2.1333	0.83381
Grand Score	2.3	0.9

Source: (Own survey, 2017)

As it is shown in table 6 above, mean values for all governance variables lies between 2.13 and 2.73 ranging from “Disagree” to “Neutral” and similarly the SD of all variables ranges from less dispersion and higher dispersion of responses throughout the ranks (0.775 to 1.060). Responses are varied in the item variable “The correct level of support is being provided” ranging from Strongly Disagree to Agree. 40% (6 respondents) reflected Disagree to the item “Governance Review was appropriate check point throughout execution” with a mean of 2.33 and SD of less than one. It has also been known from the same table above that 13.3% (2 respondents) Strongly Disagreed, 60% (9 respondents) Disagreed, 20% (3 respondents) are on the fence while the rest 6.7% (1 respondent) has Agreed for the Project sponsor being fully committed to the project success: with a mean of 2.2 and SD of 0.775, 53.3% responded in Disagreement for the project management methodology and tools being used effectively with 26.7% Agreement of respondents for the same item, 20% (3 respondents) Strongly Disagreed, 53.3% (8 respondents) Disagreed that employees are being well informed about success criteria by the project governance. Generally, the project Governance sub construct ranked average means score of 2.3 and average SD of 0.9.

The finding of the study reveals that the project governance did not provide the correct level of support while at the same time it did not ensure that effective project management methodology

to be used, project governance of the ESW project was not visible throughout project implementation. As it is observed from the average means score of 3.7 with SD of less than 1 it can be considered as it is not well addressed so that it has contributed to the failure of the project.

4.3.4. Project Human Resources

Respondents were asked about the human resource in the project using the items that its application would influence the effectiveness of the project either way which In turn can contribute to the successful implementation of the project. These variables are seven in number and indicates the effectiveness of the project human resource: Availability of the right number and quality of employees to the project, Conduction of necessary training for a team to foster team effectiveness, Placement of the right person in the right place of the project, Provision of incentives and compensation to encourage and motivate project team, Project team commitment and moral to goal achievement, Project team inclusiveness and representativeness of all key stakeholders and employee’s turnover.

Table 7. Project Human resources related variables

Variables	Mean	Std. Deviation
Right number and quality of employees are available to the project	2.53	0.834
Necessary training were conducted for a team to foster team effectiveness	2	0.655
Right person are assigned in the right place of the project	2	1.069
Incentives and compensation were offered to encourage and motivate project team	2.07	0.799
Project team shows moral and commitment to goal achievement	2.4	1.18322
Project team is inclusive and representative of all key stakeholders	2	0.53452
The project were not facing frequent employees turnover.	2	0.75593
Grand Score	2.15	0.83

Source: (Own survey, 2017)

Table7 shows that there was a high consensus (SD=0.83) that the Project has faced problems regarding the human resource during the implementation of the project which is shown from the average mean score for all variables of the human resource factor (M = 2.15), the mean scores for all variables ranging from 2 to 2.53 where actually four of the variables: Necessary training

were conducted for a team to foster team effectiveness, Right person were assigned in the right place of the project, Project team were inclusive and representative of all key stakeholders and the project were not facing frequent employee's turnover each scored mean of 2 and standard deviation of 0.655, 1.069, 0.53452 and 0.75593 respectively. This score of the SD for the items shows relatively close dispersion of responses except for the case of placement of right person in the right place of the organization as shown in Appendix 2 the frequency of the respondents for this specific item distributed as 40% Strongly Disagree, 33.3% Disagree, 13.3% Neutral and the rest 13.3% Agree. 46.7% of the respondents Disagree that the right number and quality of Human resource is available to the project, 9 respondents which accounts about 60% of the total respondents responded in Disagreement with the item, 'Incentives and compensation were offered to encourage and motivate project team' and from the SD of 1.2 it is observed that the respondents are not in Agreement in their perception regarding the item 'Project team shows moral and commitment to goal achievement' this is visible in Appendix 2 where 26.7% said they Strongly Disagree together with the same portion of respondents responding 26.7% Agree while 33.3% also Disagreed to the same variable this level of respondents agreement shows that the project team does not shows moral and commitment to the project goal achievement.

Generally as it is visible in the table 7 above, The average score of means 2.15 which lies in the range to be accorded as the average percent of the respondents are responded "Disagree" to the effectiveness of all variables in the project human resource factor while at the same time the SD of 0.833 is recorded for the same factor showing more or less consensus among the respondents in their perception to respond to the same factor.

The ESW project as it is observed from the data presentation, is not giving much emphasis on the acquisition, development and retention of the project team members. The project team has to be representative of all key stakeholders if the consensus on the project delivery is required. However in the case of ESW project, the project Human Resource were not representative of all key stakeholders the available resources on the other hand are not type of resources that are encouraged and motivated to the successful accomplishment of the project requirement.

In general from the results and discussion presented above the project implementation were not effective. This is observed from the above average of respondents being found responded with disagreement to the variables if addressed could significantly improve project implementation

chances. It has been found that the project organizational structure, project leadership and governance and project human resources through related variables were not addressed appropriately therefore it has contributed to the project failure.

4.3.5. External Factors

In an effort to assessing the factors affecting effective implementation ESW project on the external factors, the study considered economic & market, technological and Legal factors using four item questions: Availability of quality and sufficient man power, Price inflation affecting cost of resource acquisition, Availability of project specific technology and Implementation is influenced by policies and regulations as shown in table 8. And respondents are requested to these items accordingly.

Table 8. Project External factors

Variables	Mean	Std. Deviation
Quality and the right number of man power and materials are available to the project in the market	4.0667	0.96115
Price inflation were not affecting the cost of resource acquisition to the project	3.8	1.32017
Project specific technology were available	3.47	0.91548
The project did not face problems regarding policies and regulations	3.2	1.08233
Grand Score	3.63	1.07

Source: (Own survey, 2017)

From Table8 above, the existence of external factors addressed in this section was not significantly affecting successful implementation of the ESW project. This is shown by the mean scores to all variables being between 4.06 and 3.2 which caused the Average of means of all variables to be 3.63, where it can be corresponded as the average respondents are in Agreement that the external factors were not affecting effective implementation of projects, However the SD of all variables being greater than one (1.07) shows that there is a wide difference between responses of the target population. 40% said they ‘Agree’ to the item ‘the right Quality and number of man power and materials are available in the market while only 1 respondent Disagreed to the same variable, Responses gathered are in a wide range of difference (SD=1.32017) to the item ‘Price inflation not affecting cost of resource acquisition’ with the average target population responding with a mean score of 3.8, in a range of Agreement, 40%

said they are neutral that the project was challenged in availability of project specific technology while 13.3% of respondents reflected “Disagree” to the same variable, a mean score to this item is 3.47 with the SD of 0.91548; less than one showing the relatively closer responses of the target population. Respondents were asked to react their level of agreement to the variable ‘Implementation not being influenced by policies and regulations’ and the average of respondents replied within the range of 4 and 3 where it can be regarded as a “Agree” also with wider range of SD (1.08233) same as the variable ‘Price inflation were not affecting the cost of resource acquisition to the project (SD=1.32017).

Generally from the table 8 above and Appendix 2 it can be said the external factors are perceived within a wide range of responses across the target population, however can be regarded as the factor not substantially affecting the successful implementation of the ESW project on the basis of the mean score of 3.6 for all variables considered in external factor.

The finding of this study however shows that the implementation of the ESW project were not more or less affected by external factors in terms of different items used in this paper: Economical, legal and Technological factors are perceived by the respondents as having not influenced the effective implementation of the ESW project.

4.4. Project Success According To Project Success Criteria

After all these discussion on the factors affecting effective implementation of projects it is importance to see whether the project is effective in its implementation under the shadow of the widely accepted project success criteria’s, Cost, Quality and Time, “Golden Triangle”. Project success will be accorded if it is completed within the budgeted cost, implemented on time and to the quality parameters set during the project planning. Therefore this subsection is undertaken to ascertain the preliminary assessment undertaken prior to the study that has served as a cause to undertake this study by revealing the fact that it was not possible for the project to go through the process of developing the project deliverable, but continued with the allotted budget and Human resources without delivering the required output which instead made the project just another project.

Table 9. The iron triangle: project success criteria's

Variables	Mean	Std. Deviation
The project were successful in achieving deliverables/ Scope requirement	2	0.84515
The project were successful in achieving within the preset budget/ Cost	1.9333	0.6
The project were successful in delivering within the predetermined time/ Schedule	1.8667	0.64
Grand Score	1.93	0.7

Source: (Own survey, 2017)

As it is shown in table9 above, the project success sub construct ranked average mean scores of 1.93 and SD of 0.7 ranging less than one this level of SD shows that the less narrow dispersion of responses across the scores which is reflected in Appendix 2 as two of the three variables, 'The project success in achieving within the preset budget/ Cost', The project success in delivering within the predetermined time/ Schedule scored within the range of 3 and 1, with the mean score of 1.93 and 1.87 and again with Standard deviation of 0.6 and 0.64 respectively. The other variable 'The project success in achieving deliverables/ Scope requirement' on the other hand scored as 26.7% Strongly Disagreed, 53.3% which account 8 respondents Disagreed, 13.3% Neutral and only 1 respondent responded with Agreement the project implementation were successful in achieving the scope requirement. Even though the respondents score to their level of agreement ranged between 4 (Agree to 5 Strongly Disagree) the mean score (2) for the item shows that the average respondents are in Disagreement with the item together with the SD of 0.84 showing closer dispersion of responses for the same item.

The finding of the study also revealed with the average means of scores $M=1.93$ which in turn shows the Strong agreement of the average respondents to the failure of the ESW project with regards to the basic project success criteria's :Cost Time and Deliverable with SD being 0.7 shows the respondents consensus that the project did not implemented successfully.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1. CONCLUSION

Different authors and researchers identified factors if applied could substantially change the projects chance to succeed for effective implementation projects. However In the case of the ESW project, emphasis were not given for the factors studied in this research project:

Project Organizational structure, as such it is found in the study that the project organizational structure of the ESW project was not structured in a manner that facilitates successful implementation of the project. It has found to be perceived by the respondents that: The project has failed to create clear lines of authority and accountability, to Work process were not clear and adequately structured, No adequate work groups and units, Decision making were centralized, Departmental interface were not simple, There were loss of focus due to the competing priorities and other project being handled, Communication flow and access to information were not easy where all are attributed to the ineffectiveness of the project organizational structure

Project Leadership and Governance practices have been very weak in terms of the different variables used in this study as such project leadership were perceived inefficient in its practice as such: Planning and organizing of activities were not efficient, Monitoring and controlling of activities were inadequate and timely, Problems were not detected and solved prior to its occurrence, Conflict management and team building capacity were not strong, Employees were not being delegated of authority to build capacity, Decision making were not participative.

Project Governance is also found to be among the factors affected successful implementation of the ESW project in that: Effective project management tools and methodology were not employed, Project governance review did not serve as appropriate checkpoint, Project sponsor was fully committed to the project success and Governance failed to keep the project team informed about the project criteria's for success. Therefore from the study results it can be said project governance were not supportive of the project towards its successful implementation.

Project Human Resources also were not been considered as a success factor that addressing it well could be of contribution for the effective implementation of the project, Right number and quality of employees were not available to the project, Necessary training were not conducted for a team to foster team effectiveness, Right person were not assigned in the right place of the project, Project team fail to show moral and commitment to goal achievement, Project team were not inclusive and representative of all key stakeholders, The project were facing frequent employees turnover.

In general these Project internal factors were not used as a vehicle to successfully implementing the ESW project. Project Human Resources also were also not been applied in a way that it could be of contribution for the effective implementation of the ESW project.

External factor in terms of the factors used in this study (Availability of quality and sufficient man power and resources in the market, the influence of price inflation on the acquisition of resources, availability of project specific technology and challenges of policies, laws and regulations) on the other hand, were not perceived as the factors that have contributed to the failure of the project.

Generally project organizational structure is found to be perceived by the respondents as the highly successful implementation affecting factors followed by project human resources compared all the factors addressed in this research project. In fact it is known from the literature that organizational structure for any organization is a basis for effectiveness of activities in which it creates implementation facilitating environment if appropriately organized. External factors on the other hand as observed by average mean score of 3.63 is perceived by the respondents as not having affected the implementation of the project compared to the other factors which is indicated in the respondents average mean score of 3.63.

5.2. RECOMMENDATIONS

Based on the results of the study, the following recommendations are suggested for consideration:

- The Organizational structure of the ESW project has to be sound and implementation facilitating in its development in that: the project is recommended to create clear and adequately structured work process, create adequate work groups and units, create simple departmental interface, Implementers and overseers has to be people with simple burden of work so that they get focused on the implementation of a single project at a time Communication flow and access to information is also recommended to be easy.
- The need to have a well-organized and committed project leadership and In addition the need to extensive commitment to enhance the project leadership competencies so that project activities will get planned, organized, controlled and monitored timely. Problems has to be early detected and solved, There has to be strong Conflict management and team building capacity in that delegation of authority has to serve as a mechanism to building employees capacity. Finally, Decision making process has to be in a manner that allows the participation of project team members for implementation of projects within the preset success criteria.
- There has to be supportive Governance that comprises all key stakeholders in doing so: Project team has to be well informed about the project success criteria's, Effective project management tools and methodology has to be employed, Project governance review should serve as an appropriate checkpoint.
- There is a need to work on availing the required number of human resources with the required level of knowledge, skills and competencies along with an effort to developing the project team for performance improvement and try to create encouraging project environment to reduce the number of employee's layoff. Project team should has a saying on the project related decisions, Trainings, Right placement of employees and incentives & rewards should be considered so that they get motivated towards goal achievement

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APPENDIXES

Appendix 1: QUESTIONNAIRE

ADDIS ABABA UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Dear Respondents:

My name is YoditTamene conducting a research project entitled “The factors affecting effective implementation of projects in Ethiopian Revenue and Customs Authority (ERCA). case of ESW project for partial fulfillment of M.A. in Project Management at AAU School of Commerce.

I would sincerely like to extend my deep appreciation to your organization and the staff for the willingness and cooperation to allow me undertakes this research. I request your kind cooperation in answering the questions as truthfully as possible and I hereby assure you that the information you provide will be used only for the purpose of this study and will be kept strictly confidential.

Note: You are not expected to mention your name.

Thank you for giving your valuable time and information

If you have any questions, please contact: YODIT TAMENE

EMAIL:-submissiontozhig@gmail.com

Instruction 1: Please use the right (✓) symbol to check your appropriate responses.

SECTION ONE

I. Personal Information:

1.1. Gender

_____ Male _____ Female

1.2. What is your present Position in the project?

_____ Project Director

_____ Project Coordinator

_____ Consultant

_____ Project team member

_____ Overseer

_____ Other

1.3. What is your highest educational qualification achieved?

_____ Below diploma

_____ Diploma

_____ First Degree

_____ Second degree

_____ PHD

1.4. For how long have you worked on this Project?

_____ Less than 1 years

_____ Between 1– 3 years

_____ Above 3 years

SECTION TWO.

Instruction 2: Unless otherwise specifically requested please use the following scale to answer each item:

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

2.1). Organizational structure related factors	1	2	3	4	5
Work processes are not clear and inadequately structured					
There is no clear lines of Authority and Accountability					
Work groups and units are inadequate for project implementation					
The project have to coordinate with many departments					
Decision making is centralized					
There are competing Priorities and loss of focus due to other Project being handled					
Flow of Communication and access to information is not easy					
2.2). Leadership related factors	1	2	3	4	5
Project leadership is not efficient in planning and organizing activities of projects					
Problems are not early detected and solved appropriately & timely.					
The project activities are not monitored and controlled timely					
The project leader has no track record of success.					
There is no strong conflict management and team building capacity.					
Project team members are not being recognized & rewarded according to their performance.					
There is limitation in delegating Authority to develop and enhance project team capacity					
Project team members are not often asked to participate in decision making.					

2.3). Governance related factors	1	2	3	4	5
Governance reviewing was not appropriate checkpoints throughout execution					
The project sponsor was not fully committed to the project's success					
The correct level of support is not being given in a timely manner					
Effective project management methodology and tools were not being used					
Employees are not well informed about the project success criteria, goals/objectives, and scope.					
2.4).Factors related to Human Resources	1	2	3	4	5
The right number and quality of employees are not available to the project					
The necessary trainings were not conducted for a team to foster team effectiveness					
The right people were not being assigned in the right place of the project					
Incentives and compensation were not offered to the project team for motivation and encouragement towards goal achievement.					
Project team member has no commitment and moral to achieve objectives.					
Project team is not inclusive and representative of all key stakeholders.					
Employee's turnover is a usual coincidence in the project.					
2.5). External factors	1	2	3	4	5
The project faced problem in availability of quality and sufficient man power & materials in the market.					
Price inflation affected acquisition of resources for the project.					
The organization faced challenges in availability of efficient project-specific technology					
Project implementation is challenged by policies laws and regulations.					

SECTION THREE

3. Project implementation success:

Project implementation is successful when meets its success criteria: effectiveness/success will be accorded in project if it is completed within the budgeted cost, implemented on time and to quality/deliverable parameters that are preset during project planning phase (Atkinson, 1999).

Project implementation success	1	2	3	4	5
The ESW project was not implemented successfully with regards to scope/deliverable					
The ESW project was not implemented successfully with regards to Budget					
The ESW project requirement was not delivered on the time set.					

Appendix 2 Frequency tables for variables

Table1. Project Organizational Structure

Work process are clear and adequately structured

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	41.2	46.7	46.7
	Disagree	6	35.3	40.0	86.7
	Neutral	2	11.8	13.3	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

There is clear lines of Authority and accountability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	17.6	20.0	20.0
	Disagree	7	41.2	46.7	66.7
	Neutral	4	23.5	26.7	93.3
	Agree	1	5.9	6.7	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

work groups and units are adequate for implementing the project

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	5.9	6.7	6.7
	Disagree	6	35.3	40.0	46.7
	Neutral	6	35.3	40.0	86.7
	Agree	2	11.8	13.3	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

The project do not have to coordinate with many departments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	29.4	33.3	33.3
	Disagree	7	41.2	46.7	80.0
	Neutral	3	17.6	20.0	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

decision making is decentralized

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	17.6	20.0	20.0
	Disagree	9	52.9	60.0	80.0
	Neutral	2	11.8	13.3	93.3
	Agree	1	5.9	6.7	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

There is no competing priorities and loss of focus due to other project being handled

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	23.5	26.7	26.7
	Disagree	7	41.2	46.7	73.3
	Neutral	2	11.8	13.3	86.7
	Agree	2	11.8	13.3	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Communication flow and access to information is easy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	17.6	20.0	20.0
	Disagree	9	52.9	60.0	80.0
	Neutral	3	17.6	20.0	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Table2. Project Leadership

Project leadership is efficient in planning and organizing activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	23.5	26.7	26.7
	Disagree	8	47.1	53.3	80.0
	Neutral	3	17.6	20.0	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Problems are being early detected and solved

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	11.8	13.3	13.3
	Disagree	8	47.1	53.3	66.7
	Neutral	2	11.8	13.3	80.0
	Agree	3	17.6	20.0	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Activities are being monitored and controlled timely

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	29.4	33.3	33.3
	Disagree	6	35.3	40.0	73.3
	Neutral	4	23.5	26.7	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Leaders has track record of success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	5.9	6.7	6.7
	Disagree	10	58.8	66.7	73.3
	Neutral	2	11.8	13.3	86.7
	Agree	2	11.8	13.3	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

There is strong conflict management and team building capacity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	17.6	20.0	20.0
	Disagree	7	41.2	46.7	66.7
	Neutral	3	17.6	20.0	86.7
	Agree	2	11.8	13.3	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Team members are being recognized and rewarded as per their performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	7	41.2	46.7	46.7
	Neutral	2	11.8	13.3	60.0
	Agree	5	29.4	33.3	93.3
	Strongly Agree	1	5.9	6.7	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

There is delegation of authority to enhance team capacity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	17.6	20.0	20.0
	Disagree	7	41.2	46.7	66.7
	Neutral	4	23.5	26.7	93.3
	Agree	1	5.9	6.7	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Team members are often asked to participate in decision making

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	5.9	6.7	6.7
	Disagree	8	47.1	53.3	60.0
	Neutral	5	29.4	33.3	93.3
	Agree	1	5.9	6.7	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Table3. Project Governance

Governance Review was appropriate check point throughout execution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	17.6	20.0	20.0
	Disagree	6	35.3	40.0	60.0
	Neutral	4	23.5	26.7	86.7
	Agree	2	11.8	13.3	100.0
	Total	15	88.2	100.0	

Missing	System	2	11.8		
Total		17	100.0		

Project sponsor was fully committed to the project success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	11.8	13.3	13.3
	Disagree	9	52.9	60.0	73.3
	Neutral	3	17.6	20.0	93.3
	Agree	1	5.9	6.7	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

The correct level of support were being provided

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	29.4	33.3	33.3
	Disagree	5	29.4	33.3	66.7
	Neutral	3	17.6	20.0	86.7
	Agree	2	11.8	13.3	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Effective project management methodology and tools were being used

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	47.1	53.3	53.3
	Neutral	3	17.6	20.0	73.3
	Agree	4	23.5	26.7	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Employees are well informed about success criteria

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	17.6	20.0	20.0
	Disagree	8	47.1	53.3	73.3
	Neutral	3	17.6	20.0	93.3
	Agree	1	5.9	6.7	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Table4. Project Human Resources

Right number and quality of employees are available to the project

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	5.9	6.7	6.7
	Disagree	7	41.2	46.7	53.3
	Neutral	5	29.4	33.3	86.7
	Agree	2	11.8	13.3	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Necessary training were conducted for a team to foster team effectiveness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	17.6	20.0	20.0
	Disagree	9	52.9	60.0	80.0
	Neutral	3	17.6	20.0	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Right person are assigned in the right place of the project

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	35.3	40.0	40.0
	Disagree	5	29.4	33.3	73.3
	Neutral	2	11.8	13.3	86.7
	Agree	2	11.8	13.3	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Incentives and compensation were offered to encourage and motivate project team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	17.6	20.0	20.0
	Disagree	9	52.9	60.0	80.0
	Neutral	2	11.8	13.3	93.3
	Agree	1	5.9	6.7	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Project team shows moral and commitment to goal achievement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	23.5	26.7	26.7
	Disagree	5	29.4	33.3	60.0
	Neutral	2	11.8	13.3	73.3
	Agree	4	23.5	26.7	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Project team is inclusive and representative of all key stakeholders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	11.8	13.3	13.3
	Disagree	11	64.7	73.3	86.7
	Neutral	2	11.8	13.3	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

The project were not facing frequent employees turnover.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	23.5	26.7	26.7
	Disagree	7	41.2	46.7	73.3
	Neutral	4	23.5	26.7	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Table5. External Factors

Quality and the right number of human resources are available to the project in the market

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	5.9	6.7	6.7
	Neutral	3	17.6	20.0	26.7
	Agree	5	29.4	33.3	60.0
	Strongly Agree	6	35.3	40.0	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Price inflation were not affecting the cost of resource acquisition to the project

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	5.9	6.7	6.7
	Disagree	2	11.8	13.3	20.0
	Neutral	2	11.8	13.3	33.3
	Agree	4	23.5	26.7	60.0
	Strongly Agree	6	35.3	40.0	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Project specific technology were available

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	11.8	13.3	13.3
	Neutral	6	35.3	40.0	53.3
	Agree	5	29.4	33.3	86.7
	Strongly Agree	2	11.8	13.3	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

The project did not face problems regarding policies and regulations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	35.3	40.0	40.0
	Neutral	1	5.9	6.7	46.7
	Agree	7	41.2	46.7	93.3
	Strongly Agree	1	5.9	6.7	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

Table6. Project implementation success

The project were successful in achieving deliverables/ Scope requirement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	23.5	26.7	26.7
	Disagree	8	47.1	53.3	80.0
	Neutral	2	11.8	13.3	93.3
	Agree	1	5.9	6.7	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

The project were successful in achieving within the preset budget/ Cost

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	17.6	20.0	20.0
	Disagree	10	58.8	66.7	86.7
	Neutral	2	11.8	13.3	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		

The project were successful in delivering within the predetermined time/ Schedule

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	23.5	26.7	26.7
	Disagree	9	52.9	60.0	86.7
	Neutral	2	11.8	13.3	100.0
	Total	15	88.2	100.0	
Missing	System	2	11.8		
Total		17	100.0		