



Addis Ababa University College of Business and Economics
school of commerce

PROJECT MANAGEMENT DEPARTMENT

Project Paper on

An Assessment of Success factors affecting project Implementation:

Case of Integrated Financial management Information System of Ethiopia

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**A Project work submitted to School of Graduate studies at Addis Ababa University
College of Business and Economics in Partial Fulfilment of the Requirements for the
Degree of Master of Arts in Project Management**

Advisor: Mr.Fesseha Afework (Ass. prof)

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Statement of Declaration

I, Tedla Abebe, have conducted independently a research work on the topic entitled “An Assessment of Success factors affecting project Implementation: Case of Integrated Financial management Information System of Ethiopia “ in partial fulfilment of the requirement for the Degree of Masters of art in Project Management with the guidance and support of the research advisor Fesseha Afework. (Asst. Prof).

This study is my own work that has not been submitted for any degree or Master program in this or any other institutions.

Tedla Abebe

Signature _____

Date _____

Addis Ababa, Ethiopia

Statement of Certification

This is to certify that Tedla Abebe has conducted this research work on the topic entitled “An Assessment of Success factors affecting project Implementation: Case of Integrated Financial Management Information System of Ethiopia” under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfilment for the award of Degree of Masters of Art in Project and Management.

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MA Project Work
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List of Acronyms

CSF: Critical Success factors

DBE: Development Bank of Ethiopia

EMCP: Initiative of Expenditure management program

IFMIS: Integrated Financial Management Information System

IMF: International Monetary Fund

M&E: Monitoring and Evaluation

MoF: Ministry of Finance

PMI: Project Management Institute

PMO: Project Management Office

PFM: Public Finance management

WB: World Bank

Abstract

This paper dealt with an assessment of success factors such as; Goals and mission, team competence, project structure, stakeholder involvement and M&E system that affect the implementation of IFMIS project. Both qualitative and quantitative approach were sought that descriptive statistics was used for quantitative analysis and QDA were employed to triangulate the findings, thus 32 respondents were randomly selected and surveyed using likert 5-scale structured questionnaire to find the whether these mentioned factors can affect the success of IFMIS implementation. Therefore it is found that 75% of respondents claimed that clear goals & missions, 92% of respondents said team competence, 65% of respondents said that project structure, 95% of respondents agreed that stakeholder involvement and 71% said M&E system are success factors for effective implementation of IFMIS project. Moreover the findings from QDA showed that all the above factors are important for the success of the project except there is less focus given to many of the factors understudy by PMO. It is concluded that goals and missions, team competence, project structure, stakeholder involvement and M&E system are important success factor in effective implementation of IFMIS project. Therefore, it is recommended that Participation of all stakeholders in planning stage and orient all newly recruited staffs to the goals and missions of organizations as well as project goals and objectives. Training of new staffs, clear communication, strong induction, motivate teams, establish strong performance evaluation system and conduct staff satisfaction survey. Project organizational structure should be strong matrix to give the project manager more power. Establish strong communication system with stakeholders and using M&E reports in decision making to take corrective actions in the project implementation process.

Key words: Project implementation, success factors, success measures

CHAPTER ONE

Introduction

1.1. Background of the Study

Project may be a temporary endeavour undertaken to make a singular product, service or result. According to PMI (2000) project is defined as a temporary therein it's an outlined beginning and end in time, and thus defined scope and resources. Projects are designed so as to give solution to problems in terms of product or services that may be new or improvement.

Organizations identify gaps or problems in their day to day activities or goal level problems that need change, therefore, they design appropriate projects to fulfil the gaps. Initiation of projects differs by types of organizations .In business organizations, projects are initiated due to market reasons, to control market share or profit motives. In public organizations, projects are initiated to fulfil community demand, or together tool for strategic reform of the organization or the countries' development plan. Ethiopia started to implement Integrated Financial information Management system (IFMIS) , among one of ICT projects, as a tool to enhance its financial reform advised by International Monetary Fund (IMF) and World Bank. It is an automated system that is used for public financial management. IFMIS interlinks planning, budgeting, expenditure management and control, accounting, audit and reporting (Kenya Ministry of Finance, 2017).

IFMIS project were under the functional manager at the beginning, with team members organized from 6 regions and federal offices, functional staffs, to work in the project office without relieved from their original positions, to implement the project. There was no recognized project structure at the time; IFMIS M&E report (2019). The project was assumed to be simple by the management. However, after implementation started, things became complex. There was no strategic plan of the project at the beginning, top management of MoF started to realize that there was time over run and budget burden. After 2015, the project was restructured to have its own Project management office, with one project manager, 3 deputies who lead three streams of the project, and twelve teams under each of the streams. Project teams made to relieve their original posts to be project employees only. Salary was improved.

1.2. Background of IFMIS Project

The Integrated Financial Management Integrated System, IFMIS, is being implemented by the federal government of Ethiopia through ministry of Finance, to improve PFM, public finance management and property administration; for greater accountability, transparency across federal government ministries, agencies, regions etc.

The initiative of Expenditure management program (EMCP) of public financial standard for shared service and allows the government managing public finance from a single and integrated system. The IFMIS solution is the latest version of ORACLE E-Business suite (EBS) comprising of the following nine Modules:-

Public sector Budgeting, (PSB), Cash management (CM), Account receivable (AR), accounts payable (AP), General ledger (GL), Purchasing, Inventory, Fixed Asset and Payroll. The objective of IFMIS is to put in effect all PFM reforms, to form standard process across the public bodies from budgeting process till reporting, enables to exchange financial information in timely and accurate manner etc....

IFMIS rolled out 176 public bodies and branch offices, and on-going operation to make the project sustainable by insuring cyber security with INSA, continuous training to experts in the rolled out institutions and, recently conducted feasibility study whether it is possible to roll out IFMIS at regional and zonal level.

The IFMIS is meant to enhance systems for financial data recording, tracking and information management. This is in response to increase demands for greater transparency and accountability within the management of the public's finances. The IFMIS system ensures higher degree of knowledge quality improves workforce performance for improved business results and links Planning, Policy objectives and Budget allocations. IFMIS is owned by Oracle Company and licensed to organizations in need.

Ethiopia has been implementing IFMIS since 2011 in Ministry of Finance (MoF), to reinforce the financial reform the country engaged, with the goal of bringing Transparency, Efficiency & Effectiveness and Accountability of the public finance. In Africa implementation of IFMIS has been a challenge for countries which are practicing it, Punt land started inception in 2015 but implementation has been challenging thus far (Mohamud, 2018), the author discussed many factors affecting

execution of IFMIS thereafter. According to Hendricks (2012), the implementation of such a project has proved to be a very demanding undertaking and has not been met with resounding success in republic of South Africa. Ethiopia is now implementing IFMIS on government institutions on phase by phase basis at federal level and as of this paper is written 156 institutions has been rolled out. Ministry Of Finance is client and lead organization.

This paper aims to assess success factors affecting implementation of IFMIS project in Ethiopia, and by identifying key factors that affected and affecting the project so far.

1.3. Statement of the problem

Projects are considered failed if they fail to meet cost, time and quality targets or successful projects are such projects if they meet targeted projects constraints, cost, quality and time. Number of project performances continues to fall behind their targets. Significant portion of financed funds in these projects have gone down with no tangible outcomes or results and only 47% of the teams achieve 70- 89% of their goals. Moreover, about 20% of the teams said that they only achieve 50- 69% of their goals as a researcher reported (Geneca, 2011). Similarly, Only 64% of projects meet their goals (Project Management Institute, 2015). 70% of companies report having at least one failed project in 2009 according to (KPMG, 2010), and (PMI, 2014).

ICT projects are projects with high risk of failure, over 65% of projects fall behind their objectives with cost and time overrun. Over ninety-nine per cent of IT projects had budget and time overrun. In the largest IT Company, IBM only 40% of projects was successful in terms of time, schedule and budget. In Ethiopia, as information obtained from Development Bank of Ethiopia (2012) only 29% of the projects financed by DBE are categorized as successful while the remaining 71% are in the failure category.

Most public projects in Ethiopia had budget, time and schedule issues, with likely common reasons such as; lack of financing, lack of project management capacity , lack of project champion, lack of top management support, lack of competent project team members, clearly defined goals and weak Monitoring and evaluation system ; why they failed meet their objectives so far, for instance, Sugar, chemical, and hydroelectric dam projects fall behind meeting their objects thanks to above mentioned factors and even more as reported by Plan & Development Commission (2020).

IFMIS projects lagged behind schedule and budget, since its completion schedule of first phase was before 3 years and it absorbed more than Birr 1 billion excluding the USD World Bank has financed so far. At the beginning of IFMIS project implementation HR and procurement unit made under the project office led by the project manager, he can hire project teams when needed, made decisions to procure equipment's vital to the project implementation.

However, HR and procurement unit were restructured again to be under functional management which took the project managers power.

Hiring and procurement begun to be difficult since the organizational HR and procurement unit were responsible for any recruitment and procurement process including IFMIS project. As a result , implementation of the project were delayed as hiring technical staff took long process , and delay in purchase of equipment's were also contributed to the delay of project implementation. Moreover, progress reporting were under the organizational directorate which have common reporting format for all functional units and IFMIS project , that made reporting routine and fell under functional unit who are far from projects real time situation. The escalated problems to top management were not responded and corrected fast enough to improve implementation progress. These brought cost and time overrun of the IFMIS project implementation.

Therefore, ICT projects are most risky projects to fail including weak performance of public projects and failure in Ethiopia recently, the studies' discipline itself, IFMIS, has time and cost overrun problems observed so far ,thus to spot and assess the factors affecting implementation of project in case of IFMIS practice in Ethiopia.

There is one research conducted by Henock in 2017 , about factors affecting effective implementation of integrated financial management information systems (IFMIS) projects in Ethiopia, he found that The study revealed that the institutional, political, staffing and staff capacity, technical factors and resistance to change challenging the IFMIS implementation success , however , the purpose of this paper differs by its factors such as; clearly defined goals, competent team, project structure , stakeholders involvement and M&E system , moreover, the study covers the implementation periods of IFMIS project from 2013-2016, where in 2015 up to now the project was restructured which henock's study barely considered ,and as far as researchers knowledge is concerned there were no studies conducted in this area with similar title, thus this shows the research gap in the field.

1.4. Research Questions

This paper will pursue to answer the following research questions:

- a) Does clearly defined goal affect success of IFMIS project?
- b) Does project structure of IFMIS affect success of IFMIS project?
- c) Does competent project management team affect success of IFMIS project?
- d) Does stakeholder engagement affect success of IFMIS project?
- e) Does monitoring and evaluation system affect success of IFMIS project?

1.5. Objectives

Factors that affect project implementation in IFMIS project are selected according to Pinto (1988) suggested as common critical factors combined from different literatures. Therefore, this study will use those common factors to assess their effects. Therefore, specific objectives are stated based on the suggested common factors affecting project implementation in the dimension of project constraints, time, and cost.

1.5.1. General Objectives

The General Objective of the paper is to assess the factors affecting project implementation of IFMIS.

1.5.2. Specific Objectives

- I. To identify project clearly defined goals affecting the implementation of project.
- II. To assess Project structure affecting the effective implementation of projects
- III. To identify competent project management team affecting the projects implementation
- IV. To assesses stakeholder engagement affecting project implementation success.
- V. To assesses monitoring and evaluation system affecting project implementation success.

1.5.3. Operational Definitions of terms

Clearly Defined Goals: Goals contain understandable language, creates common understanding about it whoever reads, Goals are cascaded from the mission of the organization and contributes to its mission

Team Competence: is defined as Adequate and continuous Orientation is given to the project team about the goals of the project and achievements expected from them & job description is distributed, continuous training, and adequate number of team members are in the project

teams and they socialize and Strong performance evaluation, conflict management and motivation system and it is practiced

The organisational structure of the project: is the three types of structure such as , functional, matrix and project, of which matrix structure is sub-classified as weak matrix (close to functional) and strong matrix (close to project).

Stakeholder Involvement: is defined as identification, participation of stakeholders in planning & decision making and using their feedback for measure taken to correct.

Existence of M&E system: is defined as a system which has unit, personnel, resources, with M&E plan and reporting, where its inputs are used for decision making.

1.6. Significance of the study

This study has significance because there has been more than three years of delay in implementing IFMIS project, in terms of schedule and there has been also significant cost overrun, thus it is important to identify factors that affected implementation of IFMIS project so far. Moreover ,yet another phase of the project is to be implemented in regional states, therefore identifying and assessing factors affecting project implementation success can be helpful to proactively advice implementers for successful implementation of the next phase. Furthermore, in the future it will be important as a reference to researchers who seek to study in similar areas.

1.7. Scope of the study

The study place is limited to factors affecting success of project implementation of IFMIS in Ministry of Finance, Addis Ababa Ethiopia where the project is located and implemented. The target study area is Project Management office (PMO) and the target population is IFMIS employees including project manager and deputies.

The incidence of corona virus limited the possibilities of more accurate results, time shortage and as more of the respondents selected were not available to fill the questionnaires that reduced the sample size, due to ‘stay home’ emergency, however the minimum necessary requirements of the research have not been compromised since the response rate was 70% (32 respondents) and that is more than the minimum sample size requirement (30) to assume normality.

The other limitation was the unavailability of some necessary documents as they are confidential and inexistent.

1.8. Organization of the Study

Chapter one contain background of the study and the project, statement of the problem, basic research questions, objectives of the study, significance of the study, and delimitation/scope of the study, Chapter two deals with the literature review that contains theoretical review, empirical review and the conceptual framework of the study. Chapter three is the research Methodology part which has; Research approach and design, Target Population, Sampling Design, Source and Methods of Data Collection and Method of Data Analysis. Chapter four contains Results and discussion/Data presentation, analysis &interpretation: and Chapter five will have Summary, Conclusion, and recommendation.

CHAPTER TWO

LITRATURE REVIEW

2.1. Theoretical Review

Project Success

Many scholars defined project in different manner, Meskendahl (2010) defined project as the central building block used in implementing strategies. As defined in Project Management Institute's guide to the project management body of knowledge Guide (2013), project is temporary endeavour undertaken to create a unique product or service. Projects are being viewed as part of a business for the purpose of providing value to both the ultimate customer and the parent corporation. Project managers are expected to understand business operations more so today than in the past. Some companies are even developing internal training programs on business processes for their project managers. According to Kernzer (2014), Project managers become more business oriented; the definition of success on a project now includes a business component

Success factors are inputs to management system which can lead directly or indirectly to project success in an organization. Projects are unique; this is the reason why project success criteria differ from one project to another as researchers indicated (Muller and Turner, 2007). Davis (2014), indicated that within the last decades the concept of project success is approached in relationship with stakeholders' perception and being accepted that success means different things to different people as reported by researchers (Shenhar et al., 2001).

What determines project success, referred to as success factors, is also approached and considered to be of great interest. For more than four decades, the traditional view of project management was that, if you completed the project and adhered to the competing constraints or the triple constraints of time, cost, and performance, the project was successful. Perhaps in the eyes of the project manager the project appeared to be a success. But Kernzer (2014) indicated that even in the eyes of the customer or even the parent company's senior management, the project might be regarded as a failure. As a project manager, you are ultimately responsible for delivering a successful project.

Common Critical Success Factors

Patanakul & Milosevic (2005) concluded that, from a Project Management perspective, critical success factors (CSFs) are characteristics, conditions, or variables that can have a significant impact on the success of the project when properly sustained, maintained, or managed.

According to Fortune & White (2006), different studies have identified different CSFs and a lack of consensus of opinion among researchers on the criteria for judging project success and the factors that influence that success. In addition, several studies addressing CSFs have observed the impact of context on which factors are considered most critical as well as whether certain CSFs are indeed related to success. The CSFs approach has been established and popularized over the last 20 years as researchers indicated (Chan, et al., 2004).

Project Implementation

Effective project implementation is observed at in various ways to include a huge variety of criteria. However, in its modest terms, effectiveness of project implementation can be thought of as incorporating four basic facts. A project is considered to be successful or effectively implemented if it is completed on schedule, cost and specified quality and is accepted and used by the clients for whom the project was envisioned .i.e. client satisfaction criteria.

Since project should be completed within a defined time frame, a limited budget, and a specified set of performance characteristics or quality. Further, the project is usually planned to be utilized by some clients, internal or external to the organization and its project team. It seems reasonable therefore; that any assessment of project implementation effectiveness should at least include these four measures among others, this means that, the project success can be seen in the angle of these mentioned four measures.

Top management Support

Schultz and Slevin (1987) reported that management support for implementation projects and even for any implementation had been considered of great importance to projects success. According to Beck (2006) project management is not only dependent on top management for authority, direction, and support, but also ultimately the channel for implementing top management's plans, or goals, for the organization. For the purposes of classification, the

factor. Top Management Support refers to both the nature and amount of support the project manager can expect from management both for himself as leader and for the project.

Management's support of the project may involve allocation of sufficient resources (financial, manpower, time, etc.) and fast decision making if matters escalate as well as the project manager's confidence in their support in the event of crises.

Stakeholders Involvement in Project Management

The notion of stakeholders was originally introduced to the mainstream general management discussion by Freeman (1984). Two years later, Cleland (1986) brought stakeholder thinking into the project management paradigm. Ever since, the role of stakeholder management as a central project management process has strengthened. Moreover, today PMI (2008) defined the concept of project management through stakeholders as the process of adapting the specifications, plans, and approaches to the different concerns and expectations of the various stakeholders.

Despite the acknowledged importance of stakeholder management, project research still lacks both theoretical knowledge and empirical evidence of varied project stakeholder related phenomena as researchers concluded (Achterkamp et.al, 2008). Until today, existing scarce research has primarily focused on the conceptual development of stakeholder management tools and frameworks in order to better manage stakeholders as indicated by Winch and Bonke (2002). The importance of stakeholder concept is growing in management literature.

Project Structure

The contemporary types of organizational structure of project management are: functional organizational structure, project-based organizational structure and matrix organizational structure. However, there are also detailed classification like functional, weak matrix which is nearly functional, strong (nearly project) and fully project structure.

Functional Organizational structure

Functional structure is managed in the current organization hierarchical structure, once the project begins operation, the various components of the project are occupied by the functional units, and each unit is responsible for its charged component. Functional departments play key role in resources; decision making, that is, senior managers in the organization will be

responsible for project coordination. Moreover, the project manager has low decision making and resource allocation power.

Advantages	Disadvantages
<p>Flexible use of personnel flexibility, as long as the choice of a suitable functional departments as the project supervisor, the department will be able to provide professional and technical personnel required by the project, and technology experts can also be used by different projects and after completion of the work can go back to his original work;</p> <p>When the project team members leave the project, the functions can be used as the basis for maintaining the continuity of the project; third, functional department can provide a normal career path for professionals.</p>	<p>Projects sense of ownership and focus is lost, each unit has its own core functions of general business, sometimes in order to meet their basic needs, responsibility for the project will be ignored,</p> <p>Organization has certain difficulties in the inter-departmental cooperation and exchanges;</p> <p>Motivation is not strong enough for project participants, they think the project is an additional burden,;</p> <p>In this structure, sometimes no one should assume full responsibility for the project, often the project manager is only responsible for part of the project,</p>

Project-based organizational structure

Project organizational is existence of independent project team, project manager is separated from the organization's other functional units, have their own technical staff and management, the organization allocates certain resources to project team, and give project manager of the largest power to implement the project .

The advantages are there is focus on this project team, team's decision is done within the project, the response time is short, team members perform with strong ambition and power, high cohesion, participants shared the common goal of the project, and individual has clear responsibilities.

The disadvantage are duplication of efforts when a company has several projects, each project has its own separate team, the project team itself is an independent unit, prone to a

condition known as “Project inflammatory” disease, that is, there is a clear dividing line between the project team and the parent organization, weakening the effective integration between project team and the parent organization; Third, the project team members lack of a business continuity and security, once the project ended, return to their original functions may be more difficult.

Matrix organizational structure

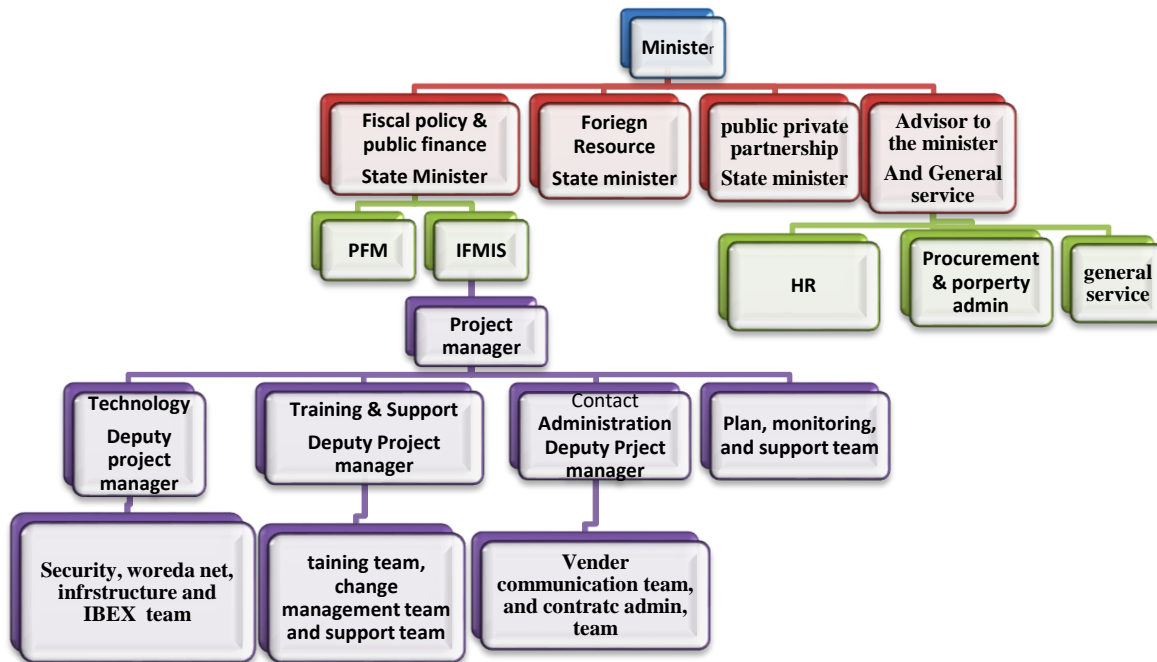
Matrix organizational structure of the project are hybrid of both project and functional structure, however, there are differing types of matrix systems, respectively, weak matrix where functional managers have greater powers than project managers; and project matrix project managers have greater powers than functional managers.

Project Monitoring & Evaluation

Monitoring and Evaluation will enable us measure both the process and the success of the project, it not only measures but contributes to the success of the project by tracking the activities in the project whether they are as per the plan or not and, urges the corrective course of action. This type of activity can be termed as monitoring, and the other main component is evaluation, it can come in the middle of the implementation of the project termed as ‘mid-term evaluation’ to track main results such as mile stones that can enable to make big change about the project process. Moreover there are also, final and impact evaluation that is conducted after project is completed to document and learning, and accountability.

Establishing Monitoring & Evaluation system in the project process is critical factor for the success of the project. It enables project manager to communicate with stakeholders like financiers of the project, society and client that can impact the project success.

Organizational Project Structure of IFMIS Project



Source: Ministry of Finance

2.2. Empirical Review

Though projects are unique the most common success factors that are challenged implementation of project success may differ, therefore, the factors that can affect implementation of successful projects that has been researched empirically by different authors are discussed below.

Project team efficacy, cross-functional project teams, autonomous project team structure, and virtual office usage were the strongest predictors of project cost effectiveness. Continuity of project leadership, cross-functional project teams, and project manager incentives were the strongest predictors of project construction schedule. In contrast, clear project goals and an office design to facilitate effective communication were the main predictors of plant operability. Implications of these findings for researchers and project practitioners are discussed. One major practical implication of four findings is that project managers need to clearly focus and prioritize their goals for each project so they can adopt the appropriate bundles of project team practices that will facilitate their goal achievement.

Muthaura et.al (2017) reported in their descriptive analysis of the influence of factor on project implementation reported that funding, training in the project, project organizational structure and stakeholder involvement affected implementation of project at the community based organizations. The study also revealed that the in community based organizations, It

was established and projects were not capably implemented at the community based organizations due to lack of adequate and skilled staff in project management. It was recommended that development partners should increase their level of funding to the community based organizations since they play an important and relevant role in providing services at the local level. To enable employees deliver quality services, the study recommended that the organizations employ qualified staff and in addition, it trains them to enable them deliver services optimally.

Mwaura (2016) conducted research on factors challenging the implementation of IFMIS in Kenya and showed that one of the major challenges of IFMIS implementation was staff willingness to change. He further recommended national government to train adequately the users of the IFMIS system in pre and post implementation. The ICT systems implementers should improve the county ICT infrastructure to be stable and reliable where they will improve connectivity to IFMIS system easily. The management should be in support of the use of IFMIS system through the sensitization on the benefit of IFMIS system where it will improve staff willingness to migrate to IFMIS system.

Justina et.al (2015), found that there is a high rate of project failure in Anambra State, Nigeria and further found factors affecting project success in study area, using. Primary data from 10 experienced experts, with structured questionnaires based on the Likert-5-Point Scale and secondary data from a literature review, thus, the study showed that the most important factor for project success is ability to handle unexpected crises above client commitment.

Mohamud (2018) conducted success factors influencing IFMIS implementation in Puntland, in Punt land However, the setting up phase has not progressed well as expected apart from recruiting some technical staff in some key institutions. What is not clear is why this project has not yet been implemented successfully in Puntland after three years of its inception? The study was guided by three objectives; to; -determine the influence of management commitment on implementation of IFMIS, determine the influence of technical capacity of staff on implementation of IFMIS and to measure the influence of project financing on the implementation of IFMIS. The target population was 65 high levels, middle level management personnel and technical staff of Ministry of finance and Structured questionnaires was employed to collect data and she analysed it using descriptive statistics and found that management commitment and Project financing have a significant impact on successful implementation of IFMIS Project while the technical capacity of the staff was

found to be insignificant to affect Implementation of IFMIS. The study recommends that Puntland State of Somalia should adopt appropriate leadership, adequate budget allocation, devolving IFMIS to the district administrations and other ministries and development of staff capacity enhancement.

Kagendo (2013) conducted research using descriptive analysis on Kibera Children Foundation project in Kenya, and implementation was affected by several factors but keys are financial resources, organization structure and stakeholder's involvement affected project implementation at the Foundation. The study recommends that the foundation engages the stakeholders more to harmonize its goals and objectives with the aspirations of the stakeholders and reduce dissonance levels thereby increasing satisfaction. Hires qualified staff and in addition, it trains them to enable them deliver services optimally and involves stakeholders in all its strategic management right from strategic formulation to strategic evaluation. This will reduce the levels of resistance hence promote strategy implementation processes.

Kakabades et.al (2005) in the extensive review on the stakeholder approach expressed that corporate social responsibility (CSR) and stakeholders' interests are partly related to each other. In line with this, he also noted that a firm has relationships with constituent stakeholder and processes and outcomes related with these relationships depend on the interest. In addition, researchers (Kakabades *et. al.*, 2005) argued that the interests of all legitimate stakeholders have value and the focus of stakeholder theory is on managerial decision making therefore, they concluded that managers should pay attention to stakeholders.

A study carried out by Wood et.al (2018), in stake holder identification and salience, it was found that one interesting characteristic of the stakeholder concept is the dynamics of stakeholders. Over time, the mix of stakeholders may change.

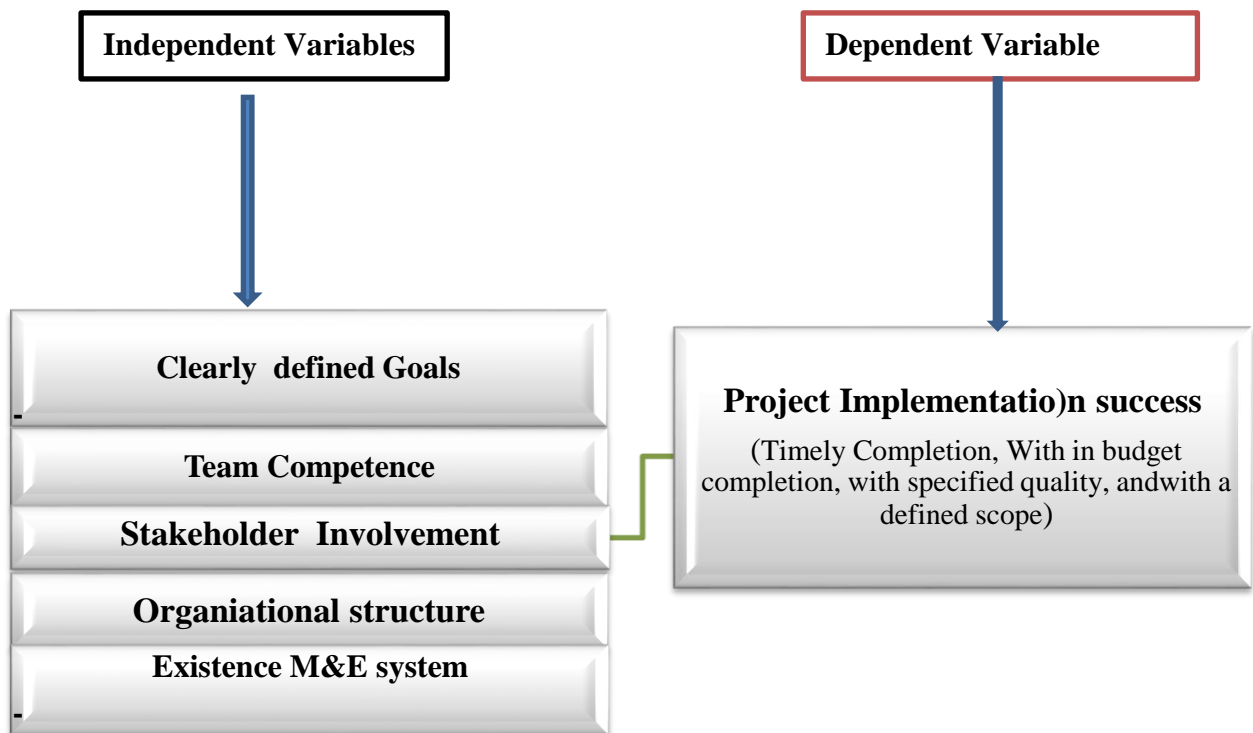
The performance of public sector projects is reasonably low. Top management support is one of the critical success factors that adversely affect performance of projects in organizations. A large number of studies have been conducted on top management support as a single dimensional construct in the field of engineering management and project management. However, a very few studies have explored top management support as a multi-dimensional construct. The objective of this study is to investigate the relationship between multiple dimensions of top management support and project performance. This quantitative study employed random sampling techniques on cross sectional data collected through an online

survey from public sector projects. The respondents were the project managers and project directors working on public sector projects in Pakistan. Explanatory and confirmatory factor analyses were employed to test the validity of the construct. For testing of research hypotheses, correlation and regression analyses were conducted. Findings indicate that all dimensions of top management support have significant positive influence on project performance in the public sector of Pakistan. The study provides implications for academicians and practitioners in policy formulation, to gain apt support from top management and improve project performance. The study provides directions for future research.

New stakeholders may join and wish to be included in any considerations, while others may drop out, through no longer being involved in the process. The concept of the dynamics of stakeholders was acknowledged by Freeman (2002) and according to him, in reality stakeholders' change over time, and their stakes change depending on the strategic issue under consideration.

Aapaoja.et.al. (2013) concluded that that the as required project stakeholders should be identified and involved during the project definition phase to bring together construction and design knowledge and skills. Different stakeholders should be managed differently even though early stakeholder involvement is crucial based on their roles, liabilities, and salience in relation to the whole project

2.3. Conceptual Frame work



Source: Author, (2020)

CHAPTER THREE

METHODOLOGY

3.1. Research approach and design

Kothari (2004) defined research design as the planning of conditions to collect data and analysis in a way to combine relevance to the research purpose with economy in procedure. Therefore, the study will deploy both qualitative and quantitative research (mixed approach) to assess the factors affecting the success of the IFMIS project. Thus descriptive analysis was employed because; this study was required to determine the factors affecting implementation of IFMIS project.

3.2. Target Population

The target population is the population from which the sample is selected to be surveyed, thus the target population for the study were employees of IFMIS with the total number of 124 persons from low level experts up to project manager and deputies.

3.3. Sampling Design

3.3.1. Sample size determination

From the target population of 124 personnel, for quantitative data analysis; workers of Project management Office (PMO) of IFMIS were selected randomly to fill the structured questionnaire, using stratified random sampling from strata of Managers, Middle Level managers and low level workers, to include all levels of the personnel. Since the population is known, thus using the following sample size determination formula suggested by Phrasisombath (2009):

$$n = \frac{NZ^2\alpha/2P(1-p)}{e^2(N-1) + Z^2\alpha/2P(1-p)}$$

Where n is sample size, and α is level of significance, p is the proportion and putting $\alpha=0.05$ and e to be 0.05 error of margin, and putting $p=0.05$, then calculating sample size,

$$n = \frac{124(1.96)^2 * 0.05(1-0.05)}{123(0.05)^2 + (1.96)^2 * 0.05(1-0.05)} = \frac{22.62}{(0.3075 + 0.1824)} \text{ gives } 46.17$$

Approximately 46 workers were selected from the 3 strata.

Furthermore, weight was given for those three strata, Managers, middle level managers and workers to represent all members of target population in the sample selection.

For qualitative document analysis documents recorded in the Project Management Office were selected purposively to analyse the information obtained from those selected documents as per the objective of the research.

Validity

Validity is defined by the degree how well the measurement actually measures and those feature the researcher needs to measure and the information that is relevant to the question being asked. Validity was ensured by making sure the sampling techniques were random and free from bias by giving each subject an equal chance to be selected. The questionnaires were comprehensive to cover all the variables being measured. Comparison was done between the conceptual (own variables) and theoretical framework (stated by other scholars) for validation.

Reliability

Reliability is defined by the degree of how well measurement is repeatable and consistent whether the questions measure the objective of the research or something else. Thus, data was collected each time in repeated observation of the same phenomena and the questions in the questionnaire were related to each other. The reliability of the questionnaire was determined by pre-test.

Seven employees at IFMIS Project Management Office were requested to fill the questionnaires designed to be used as a pre-test to test the questionnaire. Primarily, the researcher gave the respondents the query as it is and omitted some questions that were not , to ensure Cronbach's alpha of 0.748 , where alpha greater than 0.7 is said to be reliable, and this is the way the reliability of the study was ensured.

Pre-Test

A pilot study can also be the pre-testing or 'trying out' of a particular research instrument as a researcher defined (Baker 1994) and It is advised that pre-test to be the testing of the questionnaire on a small sample of respondents to insure the reliability of the research instrument in terms of bias and ambiguity.

Thus, before launching the study, the questionnaires were pretested to 7 randomly selected members of staff of the IFMIS PMO to ensure applicability in terms of structure, content, flow, and duration and their responses of the questions were tested and the Cronbach's alpha was 0.748 which is said to be reliable after omitting some questions.

After the pre-testing of the questionnaire, modifications were made in the questionnaire to reduce the possibility of ambiguity and redundancy of some of the questions before delivering them to the respondents. Thus some questions have been omitted and corrected. In this study, reliability was ascertained by pre testing the questionnaire with a selected sample of employees to prevent bias.

Ethical Considerations

Respondents were asked kindly to fill the questionnaire and all respondents were voluntarily participated to complete the questionnaire. By doing so, the respondent's responses were kept confidential and anonymous. Moreover, since the research was conducted for academic purpose, the questions did not have any relation with the respondents.

3.4. Source and Methods of Data Collection

Primary data were collected from IFMIS project employees to gather information the factors they perceive that affect the success of the project, and secondary data of documents in the project office that are relevant and available was collected , thus the source of data is IFMIS Project management Office (PMO).

3.4.1. Research Instrument

Structured questionnaire is designed using questions of likert 5-scale, was used to collect the perception of employees, about the success factors affecting project implementation success and the questionnaire were sent by email to be filled to selected respondents (experts of IFMIS project) . Moreover, check list for secondary data, to select and collect , categorize and analyse obtained data as per the research objectives using document review (analysis) to triangulate findings from employee's perception IFMIS project office was sought.

3.5. Method of Data Analysis

Quantitative Analysis: After quantitative data is collected using structured questionnaire from IFMIS project workers, it were tested for reliability of the responses using Cronbach's Alpha coefficient (0.69), as it is used to measure the reliability of the questionnaire. The coefficient indicates how things in a set are positively correlated to one another. It measures

the correlations among test items, and as Revelle et al., (2006) suggests with a measure of 1 being higher in terms of internal consistency and reliability of $\alpha > 0.7$ is acceptable point.

The collected data were analysed using descriptive data analysis methods used to organize, display, and describe data by using tables, graphs and summary measures.

Mean was estimated to measure the central tendency, variance (standard Deviation) for measuring dispersion of observation (responses around the mean). SPSS Volume .24 was used to enter data, analyse data and report the findings for analysis. After analysis, data were presented in terms of frequency tables, figures and graph format.

Qualitative Document Analysis (QDA)

According to (Corbin & Strauss, 2008), document analysis is a systematic procedure for reviewing or evaluating documents (both printed and material). Like other analytical methods in qualitative research, document analysis requires that data be examined and interpreted in order to elicit meaning, gain understanding, and develop empirical knowledge. Document analysis is often used in combination with other qualitative research methods as a means of triangulation as one researcher indicated (Bowen, 2009).

In this paper, document analysis method was sought as a means of triangulation of the finding of quantitative descriptive analysis,

Documents analysis procedure to be followed is the following:-

Determining a framework for analysis;

The framework for analysis adopted for the research was triangulation of the findings from the survey of opinions of IFMIS workers about the factors affecting implementation success of the projects. Therefore, the building blocks of QDA were the questions asked in the structured questionnaire to check or triangulate whether they aligned with the documents reviewed. Therefore, table below shows the document analysis framework for this research:

Building blocks	Description
Clearly Defined goals	Goals contain understandable language , creates common understanding about it whoever reads , Goals are cascaded from the mission of the organization and contributes to its mission and SWOT analysis has been thoroughly conducted and stated in a strategy document to show Clearly Defined goals are success factors affecting IFMIS IMPLEMENTATION
Competent team	Adequate and continuous Orientation has been given to the project team about the goals of the project and achievements expected from them & job description has been distributed, Teams are trained continuously, well enough to capacitate to achieve desired project goal socialize, and adequate number of team members are in the project and they socialize and Strong performance evaluation, conflict management and motivation system and it is practiced TO show Competent team are success factors affecting IFMIS IMPLEMENTATION
Type of Project organizational structure	The organisational structure of the project tends to incline to the functional managers or project manager or the mix of both to assess Project organizational structure is a success factor affecting IFMIS implementation
Stakeholder involvement	identification, participation of stakeholders in planning & decision making and using their feedback to assess Stakeholder involvement is a success factor affecting IFMIS implementation
M&E system	Existence of M&E structure, personnel, resources and M&E implementation through reports & other information gathering system and using M&E results in decision making to assess M&E system M&E system is a success factor affecting IFMIS implementation

Selecting documents for analysis;

Generally, documents related with the research objectives were listed out, available and accessible documents were sorted out and document selection was done according to their relevance to the research objectives and the qualitative documents analysis (QDA).

Assessing the documents for the objectives of the research and findings

Each document selected were skimmed, deeply read, thoroughly examined, and interpreted through content and thematic analysis. Content analysis is the process of organising information into categories Thematic analysis is a form of pattern recognition within the data, with emerging themes becoming the categories for analysis with a careful, more focused re-reading and review of the data analysed to determine the extent to which it aligned the findings from quantitative analysis. The meaning and context of text was considered to

ensure a fair and impartial assessment. The alignment with each building block was categorised as follows:

- **High alignment.** Findings are strongly aligned to the documents clearly, Score: 2.
- **Partial alignment.** Findings are partially aligned to the documents less clearly, Score: 1.
- **No alignment.** There is no evidence findings from quantitative analysis has been supported by documents. Score 0

Therefore documents selected were reviewed according to the framework and score were given by the researcher's judgment.

CHAPTER FOUR

RESULTS and DISCUSSION

4.1. Response Rate

This section tells about the proportion of questionnaires among the distributed questionnaires to the IFMIS project office core staff. This study intended to collect information through structured questionnaire (likert 5-scale); and out of the 46 questionnaires administered , only 32 were completed and returned, which comprises 69.5 % response rate due to corona virus incidence, most of project staffs were on the leave. According to Mugenda (2003), a 50% response rate is adequate, and a response rate greater than 70% is very good. Hence the response rate permits the researcher to proceed to analysis.

4.2. Respondents General Information

Regarding gender distribution of Project staffs who were surveyed, 17 (53.1) were male and 15 (46.9%) were females. Regarding respondents age, about 56 percent were in the age of between 30 up to 40 years, while 34 percent of respondents were greater than 40 years of age and about 9 percent were in the age of between 20 up to 30 years.

Table: 4.1. Respondents General Information

Basic Information		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	MALE	17	53.1	53.1	53.1
	FEMALE	15	46.9	46.9	100
Age	20-30	3	9.4	9.4	9.4
	30-40	18	56.3	56.3	65.6
	>40	11	34.4	34.4	100.0
Education	Degree	16	50.0	50.0	50.0
	Masters	16	50.0	50.0	100.0
Experience	1-3	3	9.4	9.4	9.4
	4-7	4	12.5	12.5	21.9
	5-8	13	40.6	40.6	62.5
	>9	12	37.5	37.5	100.0
Position	Manager	3	9.4	9.4	9.4
	team leader	6	18.8	18.8	28.1
	senior	16	50	50	78.1
	junior	7	21.9	21.9	100

Source: Survey data analysis, using SPSS 25

All respondents in the Project management office that were surveyed hold at least bachelor degree and 50 percent of them hold master’s degree. Moreover, regarding the respondents’ experience 37.5 percent of respondents had more than nine years of experience, 40.6 percent of respondents had experience from five years up to 8 years, while 12.5 percent had 4 up to 7 years of experience and the rest had the experience of below 3 years.

About sixteen (50%) of Project management office (PMO) staffs surveyed were senior staff, 6 (21.9) percent were team leaders, 7(21.9%) junior staff and 3 deputy managers.

Generally, staff surveyed were about almost half of male and female participated in the survey, with most staff age of 30 up to forty years of age (56%), considered to be youth, with 77 percent of respondents had more than 5 years of experience, and all respondents had at least bachelor degree and 50 percent had master’s degree and all levels of positions have been included in the survey.

4.3. Goals and Mission of the Project

According to survey results, from 32 respondents of PMO staffs, the following results were obtained through analysing it in SPSS 25.Regarding Goals and Missions of IFMIS project, 40.6 % respondents agreed and 9.4%, strongly agreed that project goals were made clear to the project team while more than 34% disagree and strongly disagree with the statement, and the rest kept themselves as neutral.

Table: 4.2. Clarity of Project goals to the project team

Project goals were made clear to the project team		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	2	6.3	6.3	6.3
	DISAGREE	9	28.1	28.1	34.4
	NEUTRAL	5	15.6	15.6	50.0
	AGREE	13	40.6	40.6	90.6
	STRONGLY AGREE	3	9.4	9.4	100.0
	Total	32	100.0	100.0	

Source: Survey data analysis, using SPSS 25

About fifty percent of respondents agreed and 18.8 % strongly agreed that goals are developed to contribute to the organizational mission while 21.9 % of the respondents disagree with the statement. Regarding the question about participation of stakeholders and their clear understanding of project goals, 50 percent respondents agreed and 9.4% strongly agreed to the claim while 21.9% disagreed and 9.4% strongly disagreed that participation and clear understanding of project goals were good. According to beck (2006) project

management is not only dependent on top management for authority, direction, and support, but also ultimately the channel for implementing top management's plans, or goals, for the organization, and in this regard understanding of goals clearly by the project staff are the most important factor to project implementation success.

Table: 4.3. Goals are developed in a manner to contribute to the organization mission

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	1	3.1	3.1	3.1
	DISAGREE	7	21.9	21.9	25.0
	NEUTRAL	2	6.3	6.3	31.3
	AGREE	16	50.0	50.0	81.3
	STRONGLY AGREE	6	18.8	18.8	100.0
	Total	32	100.0	100.0	

Source: Survey data analysis, using SPSS 25

There were 46.9% of respondents who agreed and more than 6% who strongly agreed to the claim that internal and external environmental conditions has been scanned and considered in the development of goals, where as 18.8% disagreed and 15.6 % strongly disagreed that the claim was not true, and the rest of respondents said they were neutral.

Table: 4.4. All stakeholders participated and understand the goals of the project clearly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	3	9.4	9.4	9.4
	DISAGREE	7	21.9	21.9	31.3
	NEUTRAL	3	9.4	9.4	40.6
	AGREE	16	50.0	50.0	90.6
	STRONGLY AGREE	3	9.4	9.4	100.0
	Total	32	100.0	100.0	

Source: Survey data analysis, using SPSS 25

Table: 4.5. The development of the goals and objectives considered the Internal and external organizational environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	5	15.6	15.6	15.6
	DISAGREE	6	18.8	18.8	34.4
	NEUTRAL	4	12.5	12.5	46.9
	AGREE	15	46.9	46.9	93.8
	STRONGLY AGREE	2	6.3	6.3	100.0
	Total	32	100.0	100.0	

Source: Survey data analysis, SPSS 25

Regarding the statement that project has strategic plan document with a defined schedule, 46.9% agreed and 21.9% strongly agreed that there is scheduled strategic plan document while more than 15% of respondents agreed and strongly agreed to the statement and 9.4% of respondents were neutral.

Table: 4.6. Project has strategic plan document with defined schedule

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	2	6.3	6.3	6.3
	DISAGREE	5	15.6	15.6	21.9
	NEUTRAL	3	9.4	9.4	31.3
	AGREE	15	46.9	46.9	78.1
	STRONGLY AGREE	7	21.9	21.9	100.0
	Total	32	100.0	100.0	

Source: Survey data analysis, SPSS 25

Generally, summarize the respondents position as their opinion about the goals and mission more than 50% of respondents in all of the questions agreed and strongly agreed to the statements that there was a strategic plan document, The development of the goals and objectives considered the Internal and external organizational environment, All stakeholders participated and understand the goals of the project clearly and Project goals were made clear to the project team. Moreover clearly defined goals will affect the implementation success such as, within budget completion, with in time completion, quality and scope of a project according to 75 percent of respondents that they agreed to this statement. Therefore, it can be said that clearly defined goals in the project is one of the factors that affect the success of IFMIS implementation. Therefore, clearly defined goals are a success factor that can affect the implementation of the IFMIS project. Understanding goals clearly helps to realize the success of the project by directing project teams towards the objectives of the goal, utilizing resources efficiently and according to some authors', clear understanding of goals will have a motivation role in any organization.

4.4. Project Team competence

Sixty-eight percent of respondents agreed that Project team were oriented in order to understand and are clear with the goals of the project while 15.6% of respondents disagreed and 15.6% were neutral. Regarding, whether teams obtained adequate training before they are assigned to do their tasks about 47% of respondents agreed and strongly agreed that they were trained before they had been assigned to the tasks and more than 37 % disagree and

strongly disagreed that they weren't trained when they got to the job while 15.6% of respondents considered themselves neutral.

Table: 4.7. Project team were oriented to understand and are clear with the goals of the project

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	5	15.6	15.6	15.6
	NEUTRAL	5	15.6	15.6	31.3
	AGREE	22	68.8	68.8	100.0
	Total	32	100.0	100.0	

Source: Survey data analysis, SPSS 25

Moreover, the team allocation were not sufficient in terms of both quality and quantity to complete the project, according to 28.1 % of respondents that they agreed about the statement , while 43.8% of respondents disagreed and 15.6% strongly disagreed and 12.5 % were neutral.

Table: 4.8. Teams got adequate training before they are assigned to do their tasks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	2	6.3	6.3	6.3
	DISAGREE	10	31.3	31.3	37.5
	NEUTRAL	5	15.6	15.6	53.1
	AGREE	13	40.6	40.6	93.8
	STRONGLY AGREE	2	6.3	6.3	100.0
	Total	32	100.0	100.0	

Source: Survey data analysis, SPSS 25

Table: 4.9. There were sufficient quantity and quality of team to complete the project

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	5	15.6	15.6	15.6
	DISAGREE	14	43.8	43.8	59.4
	NEUTRAL	4	12.5	12.5	71.9
	AGREE	9	28.1	28.1	100.0
	Total	32	100.0	100.0	

Source: Survey data analysis, SPSS 25

Forty-seven percent of respondents disagreed to the claim that Job description and team role were made clear and distributed, 6.3% strongly disagree and 21.9% of respondents were neutral, while 3.1 % of respondents strongly agreed and 21.9% agreed to the statement that job description were distributed with a clear team roles on them.

Table: 4.10. Job description and team role were made clear and distributed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	2	6.3	6.3	6.3
	DISAGREE	15	46.9	46.9	53.1
	NEUTRAL	7	21.9	21.9	75.0
	AGREE	7	21.9	21.9	96.9
	STRONGLY AGREE	1	3.1	3.1	100.0
	Total	32	100.0	100.0	

Source: Survey data analysis, SPSS 25

Moreover, 40.6 and 3.1 percent of respondents agreed and strongly agreed respectively to the statement that there are strong performance management systems while 31.3 and 3.1 percent of respondents disagreed and strongly disagreed respectively and 21.9% were neutral..

Table: 4.11. There is conflict management system

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	14	43.8	43.8	43.8
	NEUTRAL	4	12.5	12.5	56.3
	AGREE	13	40.6	40.6	96.9
	STRONGLY AGREE	1	3.1	3.1	100.0
	Total	32	100.0	100.0	

Source: Survey data analysis, SPSS 25

Regarding the existence of conflict management system in the project office 40.6 and 3.1 percent of respondents agree and strongly agree respectively while 43.8 percent of respondents disagreed to the existence of conflict management system statement, while 12.5 % were neutral.

Table: 4.12. Project teams are motivated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	23	71.9	71.9	71.9
	AGREE	9	28.1	28.1	100.0
	Total	32	100.0	100.0	

Source: Survey data analysis, SPSS 25

Moreover, 71.9 percent of respondents disagreed to the claim project teams were motivated, while 28.1 percent agreed

Table: 4.13. There is strong performance evaluation system

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	1	3.1	3.1	3.1
	DISAGREE	10	31.3	31.3	34.4
	NEUTRAL	7	21.9	21.9	56.3
	AGREE	13	40.6	40.6	96.9
	STRONGLY AGREE	1	3.1	3.1	100.0
	Total	32	100.0	100.0	

Source: Survey data analysis, SPSS 25

In general, regarding team development, less than 50% of respondents reacted to agree with the questions except teams were oriented when they were recruited and before they were assigned to the job, and 72% of respondents disagreed to the claims that teams were motivated, since motivation is the sum of many activities done by project management office, additionally team motivation is one of the preconditions to develop competent team. Moreover 86 percent of respondents agreed and 6 percent strongly agreed that having a competent team in the project will affect project implementation success such as, within budget completion, with in time completion, quality and scope of a project. Therefore, team competence or having competent team is a success factor that can affect the implementation of the IFMIS project. However, this finding deviates from Mohamed’s work (2018) on success factors of implementation of IFMIS in Punt land, who concluded that technical capacity of teams have insignificant effect on successful implementation of the project. But Mwaura’s study (2016) on factors challenging the implementation of IFMIS in Kenya and showed that one of the major challenges of IFMIS implementation adequate training of users of IFMIS system in pre and post implementation, that is similar to this papers finding about training of team members that can contribute to team competence which affects successful implementation of IFMIS in Ethiopia.

4.5. Project Organizational Structure

There are theoretically three main types of project organizational structure such as, projectized, matrix and functional organizational structure , however there cannot be pure functional or projectized structure in the project, it might be a matrix structure that is sub classified in to, weak matrix which are close to functional and strong matrix that are close to projectized ones. To determine which one is the structure of IFMIS project management

office organizational structure, the following questions were asked to respondents and the following finding was obtained.

Regarding the statement that project manager was responsible for hiring and develop teams 50 percent of respondents disagreed, 6.3 percent strongly disagreed while only 37.5% of respondents agreed and 6.3 percent were neutral.

Table: 4.14. The project manager /PMO is responsible for hiring and development teams

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	2	6.3	6.3	6.3
	DISAGREE	16	50.0	50.0	56.3
	NEUTRAL	2	6.3	6.3	62.5
	AGREE	12	37.5	37.5	100.0
	Total	32	100.0	100.0	

Source: Survey data analysis, SPSS 25

Fifty-three percent of respondents agreed to the claim that project workers/team accepted the authority of the project manager and responsibility, while 40.6 percent of respondents disagreed and 6.3 percent strongly dis agreed.

Table: 4.15. The project workers/team accepted the authority of the project manager and responsibility

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	2	6.3	6.3	6.3
	DISAGREE	13	40.6	40.6	46.9
	AGREE	17	53.1	53.1	100.0
	Total	32	100.0	100.0	

Source: Survey Data Analysis, SPSS 25

And 34.5 percent of respondents disagreed and 37.5 percent strongly disagreed to the claim that Project team believes the project manager has the authority to make executive decisions while only 28 percent of them agreed, moreover, regarding project manager have adequate resources to complete the project at his disposal and can make decision on the allocation 43.8 percent of respondents agreed while 40.6 disagreed and 3.1 percent disagreed to the claim and 12.5 percent were neutral.

Table: 4.16. The project manager has power& adequate resources to allocate to complete the project

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	1	3.1	3.1	3.1
	DISAGREE	13	40.6	40.6	43.8
	NEUTRAL	4	12.5	12.5	56.3
	AGREE	14	43.8	43.8	100.0
	Total	32	100.0	100.0	

Source: Survey Data Analysis, SPSS 25

Table: 4.17. Project team believes the project manager has the authority to make executive decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	12	37.5	37.5	37.5
	NEUTRAL	11	34.4	34.4	71.9
	AGREE	9	28.1	28.1	100.0
	Total	32	100.0	100.0	

Source: Survey Data Analysis PSS 25

Only eighteen percent of respondents agreed to the statement ‘Top management supports the PMO during time of need & crisis in terms of technical and financial’ while 43.3 percent agreed and 18.8 percent disagreed while 18.8 percent were neutral.

Table: 4.18. Top management support PMO during time of need & crisis by of technical and financial

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	6	18.8	18.8	18.8
	DISAGREE	14	43.8	43.8	62.5
	NEUTRAL	6	18.8	18.8	81.3
	AGREE	6	18.8	18.8	100.0
	Total	32	100.0	100.0	

Source: Survey Data Analysis, SPSS 25

Most of respondents opinions showed that project manager has no strong power to use resources, hire teams, make decisions his own and on the other hand top management support were not adequate when in need, and it looks like the organizational structure of IFMIS project tend to be functional or weak matrix, according to respondents opinion, that project managers’ powers are limited. Moreover organizational project structure will affect the implementation success such as, within budget completion, with in time completion, quality and scope of a project, according to 65 percent of respondents Who agreed to this claim, this

means that organizational project structure is one of the success factors of implementation of IFMIS, and the finding concurs with Muthaura et.al (2017) who reported that project organizational structure affected implementation of project at the community based organizations

4.6. Stakeholders Involvement

Stakeholder’s involvement is one of critical factors that determine project management success, all the way from stakeholder identification to stakeholder participation in planning and decision making, thus, regarding the claim that all potential stakeholder are identified and addressed 65.6 percent of respondents agreed and 9.4 percent strongly agreed while 3.1 percent of respondents disagreed and 21.9 were neutral.

Table: 4.19. All potential stakeholder are identified and addressed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	3.1	3.1	3.1
	NEUTRAL	7	21.9	21.9	25.0
	AGREE	21	65.6	65.6	90.6
	STRONGLY AGREE	3	9.4	9.4	100.0
	Total	32	100.0	100.0	

Source: Survey Data Analysis, SPSS 25

Fifty-three percent of respondents agreed that stakeholders were informed in any circumstances regarding the project implementation, while 18.8 disagreed and 9.4 percent strongly disagreed to the claim, while 18.8 percent were neutral.

Table: 4.20. Stakeholders are informed in any circumstances regarding the project implementation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	3	9.4	9.4	9.4
	DISAGREE	6	18.8	18.8	28.1
	NEUTRAL	6	18.8	18.8	46.9
	AGREE	17	53.1	53.1	100.0
	Total	32	100.0	100.0	

Source: Survey Data Analysis, SPSS 25

Moreover, regarding the stamen that Stakeholders are given the opportunity to provide input and consultation, 62.5 percent responded they agreed to the claim, 21.9 percent disagreed and 6.3 percent strongly disagreed while 3.1 percent were neutral.

Table: 4.21. Stakeholders are given the opportunity to provide input and consultation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	2	6.3	6.3	6.3
	DISAGREE	7	21.9	21.9	28.1
	NEUTRAL	1	3.1	3.1	31.3
	AGREE	20	62.5	62.5	93.8
	STRONGLY AGREE	2	6.3	6.3	100.0
	Total	32	100.0	100.0	

Source: Survey Data Analysis, SPSS 25

Seventy-five percent of respondents surveyed agreed and 12.5 percent strongly agreed that there was a regular or formal and informal communication between stakeholders while only 6.3 percent of respondents responded that they disagree and 6.3 percent were neutral.

Table: 4.22. There is a regular /formal/informal communication between stakeholders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	2	6.3	6.3	6.3
	NEUTRAL	2	6.3	6.3	12.5
	AGREE	24	75.0	75.0	87.5
	STRONGLY AGREE	4	12.5	12.5	100.0
	Total	32	100.0	100.0	

Source: Survey Data Analysis, SPSS 25

Regarding support of stakeholders to Project, 50 percent of respondents agreed that stakeholders support the project in the time of need while 31.3 percent disagreed and 18.8 percent to respondents were neutral.

Table: 4.23. Stakeholders support the project in need

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	10	31.3	31.3	31.3
	NEUTRAL	6	18.8	18.8	50.0
	AGREE	16	50.0	50.0	100.0
	Total	32	100.0	100.0	

Source: Survey Data Analysis, SPSS 25

Regarding providing feedback about the implementation of the project, 46.9 percent of respondents agreed to the claim that stakeholders provide feedback about the implementation of the project while 21.9 percent of respondents disagree and 6.3 percent strongly disagreed, and 6.3 percent of them were neutral.

Table: 4.24. Stakeholder provide feedback about the implementation of the project

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	2	6.3	6.3	6.3
	DISAGREE	7	21.9	21.9	28.1
	NEUTRAL	8	25.0	25.0	53.1
	AGREE	15	46.9	46.9	100.0
	Total	32	100.0	100.0	

Source: SPSS 21, data analysis

After stakeholders provided feedback about the implementation of the project, 34.4 percent of respondents agreed that they are told their input or feedback has been included or not in the implementation schedule of plan while 34.4 percent of respondents disagreed to that claim and 18.8 percent of respondents were neutral.

Table: 4.25. Stakeholders are told their input has been included or not

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	4	12.5	12.5	12.5
	DISAGREE	11	34.4	34.4	46.9
	NEUTRAL	6	18.8	18.8	65.6
	AGREE	11	34.4	34.4	100.0
	Total	32	100.0	100.0	

Source: Survey Data Analysis, SPSS 25

In summary, in the project office, most of respondents agreed that there were no problem in identifying, communicating stakeholders, stakeholders support were good, however, less than 50 percent of respondents agreed that taking stakeholder's feedback or inputs, including them in the decision making and planning process were a case in the project.

Moreover more than 87 percent of respondents agreed and 8 percent strongly agreed that stakeholder involvement will affect the implementation success such as, within budget completion, with in time completion, quality and scope of a project, thus it can be said that stakeholders involvement is one of the success factors in IFMIS project which affect its implementation and the this finding is supported by Muthaura et.al (2017) who reported in their descriptive analysis of the influence of factor on project implementation reported stakeholder involvement affected implementation of project.

4.7. Existence of M&E system in the project

If want to improve something you have to measure it from Radovic & Karapandzic, (2005), thus M&E system enables the organization to track and evaluate the on-going as well as the completed projects in order to improve the implementation and bring success, existence of M&E system , better yet it should be clearly seen as a system than it is said it exists, therefore , respondents were asked to give their opinions if there Clear M&E system exists in the form of written document in the project and 59.4 percent agreed and 18.8 percent strongly disagreed to the above claim, while 6.3 percent were neutral and 12.5 percent disagreed.

Table: 4.26. Clear M&E system exists in the form of written document

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	4	12.5	12.5	12.5
	NEUTRAL	2	6.3	6.3	18.8
	AGREE	19	59.4	59.4	78.1
	STRONGLY AGREE	6	18.8	18.8	96.9
	Total	32	100.0	100.0	

Source: Survey Data Analysis, SPSS 25

If M&E system clearly exists thus there should be a structure or unit of M&E in the project office, therefore, 68.8 percent of respondents agreed that there is Monitoring and Evaluation Unit in the project office.

Table: 4.27. There is M&E team or unit in the PMO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	1	3.1	3.1	3.1
	NEUTRAL	6	18.8	18.8	21.9
	AGREE	22	68.8	68.8	90.6
	STRONGLY AGREE	3	9.4	9.4	100.0
	Total	32	100.0	100.0	

Source: Survey Data Analysis, SPSS 25

Regarding project teams understanding about the relevance of M&E, 43.3 percent of respondents disagreed and 12.5 percent of respondents strongly disagreed to the claim that Project team clearly understand the importance of M&E system, while only 34.4 percent of respondents agree that the team clearly understood the importance of M&E and 9 percent were neutral.

Table: 4.28. Project team clearly understand the importance of M&E system

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	4	12.5	12.5	12.5
	DISAGREE	14	43.8	43.8	56.3
	NEUTRAL	3	9.4	9.4	65.6
	AGREE	11	34.4	34.4	100.0
	Total	32	100.0	100.0	

Source: Survey Data Analysis, SPSS 25

Fifty-six percent of respondents agreed that there is a regular collection of data to know implementation progress and the data were regularly reported to concerned bodies while 43.8 percent disagreed that there were no regular data collection and reports to track project implementation progress

Table: 4.29. Implementation progress data are collected regularly and reported

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DISAGREE	14	43.8	43.8	43.8
	AGREE	18	56.3	56.3	100.0
	Total	32	100.0	100.0	

Source: Survey Data Analysis, SPSS 25

Thirty-four percent of respondents disagreed and 15.6 percent strongly disagreed that prepared M&E reports to track project implementation progress were used for the management as an input to make decisions and corrective measures to improve implementation then to bring success, while only 28.1 percent agreed to the above statement and 21.9 percent of respondents were neutral.

Table: 4.30. M&E reports are used for the management to make decisions to improve implementation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	5	15.6	15.6	15.6
	DISAGREE	11	34.4	34.4	50.0
	NEUTRAL	7	21.9	21.9	71.9
	AGREE	9	28.1	28.1	100.0
	Total	32	100.0	100.0	

Source: Survey Data Analysis, SPSS 25

Generally, if project need to be implemented successfully, right decisions should be taken at the right time and situation , and to make right decisions there should be accurate information and feed back to know where is it that should be corrected , thus the existence of clear M&E

system that works is very important . Most of respondents agreed that there is M&E system that has its own unit with regular data collection and reporting activities but less than 50 percent of respondents agreed that project teams understand the importance of M&E and M&E reported had been used by a management to make decisions.

Moreover existence of clear M&E system in the project is one of the success factors that will affect the implementation success of IFMIS such as, within budget completion, with in time completion, quality and scope of a project according to 71 percent of respondents that they agreed to this statement.

4.8. Analysis of Project Documents Regarding Factors of Project Success

To triangulate and compare the above quantitative findings of factors that determines the success of project implementation, the researcher used qualitative document analysis (QDA) that were available and accessible from Project Management Office (PMO) and the following table shows the documents that were needed to be analysed , documents available, documents accessible and documents analysed.

Table: 4.31. Document Analysis check list in Project Management Office

Variables	Documents needed	Documents available	Documents Accessible	Documents selected to be analysed
Goals and Missions	<ul style="list-style-type: none"> ▶ PFM Strategy ▶ Strategic plan ▶ HR plan ▶ Project plan 	<ul style="list-style-type: none"> ▶ PFM Strategy ▶ Strategic plan 	<ul style="list-style-type: none"> ▶ PFM Strategy ▶ Strategic plan 	<ul style="list-style-type: none"> ▶ PFM Strategy ▶ Strategic plan
Team competence	<ul style="list-style-type: none"> ▶ HR plan ▶ Communication Plan ▶ Reward certificates ▶ Training documents 	<ul style="list-style-type: none"> ▶ Communication Plan ▶ Reward certificates ▶ Training documents 	<ul style="list-style-type: none"> ▶ Communication Plan ▶ Reward certificates ▶ Training documents 	<ul style="list-style-type: none"> ▶ Training documents
Project Structure	<ul style="list-style-type: none"> ▶ Project structure document ▶ Procurement documents ▶ HR recruitment process documents 	<ul style="list-style-type: none"> ▶ Project structure document ▶ HR recruitment process documents 	<ul style="list-style-type: none"> ▶ Project structure document ▶ HR recruitment process documents 	<ul style="list-style-type: none"> ▶ Project structure document
Stakeholder involvement	<ul style="list-style-type: none"> ▶ Communication Plan ▶ Stakeholder management ▶ Meeting Minutes ▶ Performance reports 	<ul style="list-style-type: none"> ▶ Communication Plan 	<ul style="list-style-type: none"> ▶ Communication Plan 	<ul style="list-style-type: none"> ▶ Communication Plan
M&E system	<ul style="list-style-type: none"> ▶ M&E plan Documents ▶ Monthly/quarterly/annual reports ▶ Feedback documents ▶ Performance evaluation documents ▶ Project Evaluations 	<ul style="list-style-type: none"> ▶ Performance evaluation documents ▶ M&E plan Documents ▶ Monthly/quarterly/annual reports 	<ul style="list-style-type: none"> ▶ Performance evaluation documents ▶ M&E plan Documents ▶ Monthly/quarterly/annual reports 	<ul style="list-style-type: none"> ▶ M&E plan Documents ▶ Monthly/quarterly/annual reports

4.8.1. Goals and Missions

4.8.1.1. Public Finance Management Document

The Public Finance Management (PFM) is one of the sub sectors in the Ministry of Finance which Manages projects related to Finance, such as Protection of Basic service and IFMIS projects, the goal of Public Finance Management is to issue public finance services with efficiency, effectiveness, transparency and accountability. IFMIS project is one of the tools to realize PFM goals (PFM strategic Plan 2014-2016). The PFM goals are used in the project office as one of the assumptions to prepare project's annual plan, and project managers, Plan, Budget and follow up team and all project team leaders should assume the PFM goal when they prepare project plan (annual).The goals of PFM in document are clearly stated.

However, project teams, senior and juniors are not seem to have attached with PFM goals, is realized by IFMIS project, as there PFM document is not abundantly on the shelf of all teams. Moreover, there is no evidence that all teams are not aware and understood the goals of PFM. Therefore bearing in mind that PFM goals are used as assumptions in projects annual plan it can be said that it is aligned but in a weak manner.

4.8.1.2. Project Strategic Plan Document (2016-2020)

The Project strategic plan document was prepared that ranged from 2016-2020 G.C, and the project office has been using it so far to prepare annual plans, it has the following parts:

- I. International practices
- II. SWOT analysis
- III. Public Finance Management Goals
- IV. Balanced Score card (BSC)
- V. Assumptions
- VI. IFMIS goals
- VII. IFMIS objectives and Activities to be done

Therefore, the document had all the relevance sections needed in the strategy document and every section clearly states information to be conveyed , except it is only written in English language and the annual plane is prepared in Amharic language that is cascaded from the strategic document. Currently the project office is trying to prepare 2021-2024 strategic plan documents. However, it has been the managers who use the strategy document to develop annual plan not the low level workers, thus it is weekly aligned with the respondents

response. Therefore, goals and missions are a success factors that can affect IFMIS implementation regardless of some weakness.

4.8.2. Project Team Competence

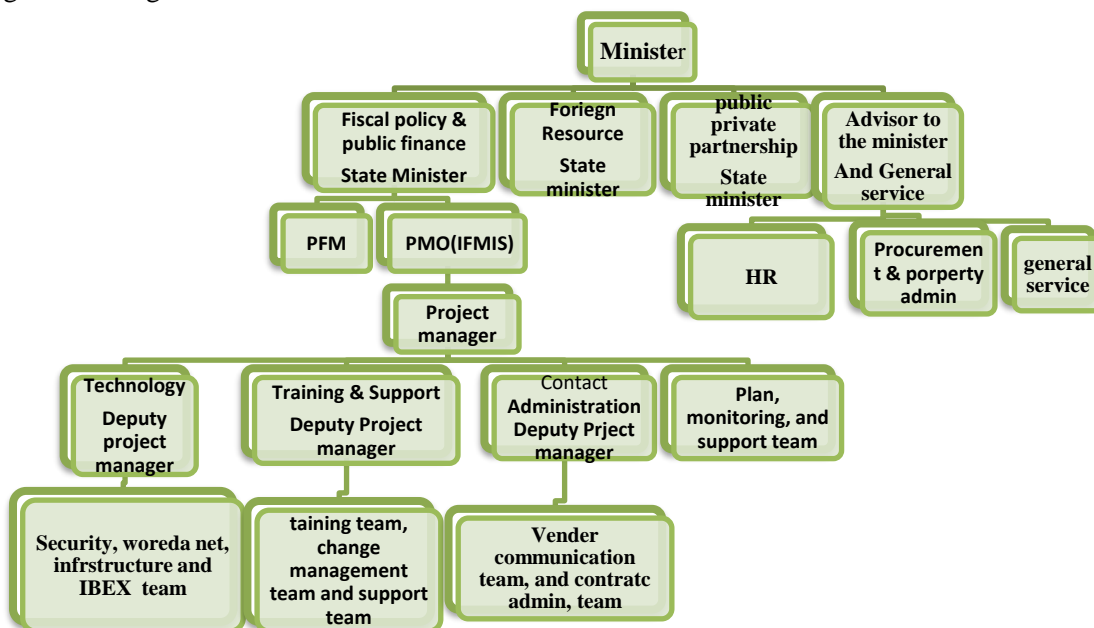
4.8.2.1. Training and capacity building Documents

The researcher could not access the training documents of the project office except the capacity building document that is prepared to enable motivation of workers, that contains salary improvement, new allowance schemes, mobile cards and Terms of Reference of staff training abroad, which is to request the organizational top management to endorse the documents so that the project office workers would entertain those benefits mentioned, but it is only the paper request.

In the capacity building document, it emphasizes about the new allowance scheme that staffs are not given allowances while there are on the field, the accommodation was covered from their own pockets and the workers were losing motivation due to the stagnant salary for many years. There was no document found to prove that teams got adequate training before they were assigned to their tasks and to prove other claims responded by staffs regarding team competence, except the above documents, so it can be said that it is weakly aligned. The documents showed that the PMO has started to realize the importance of team competence as one of success factors affecting IFMIS implementation.

4.8.3. Project Organizational Structure

Figure: 4.4.Organizational structure of MoF



Source: Ministry of Finance

The above figure is the organizational structure of Ministry of Finance , it has a minister, and four state ministers ,the foreign resource state minister is responsible for any economic relations abroad, public private partnership and public enterprises state minister is responsible for public investments and their relation with private investors, Advisor to the minister and General service is responsible for HR, Procurement & property administration, and general services, and Fiscal policy & public finance State Minister is responsible for PFM , fiscal, debt ,IFMIS project and other finance directorates, under IFMIS project there are project manager, 3 deputy project managers, 12 team leaders and experts ,consultant and vender, however HR and procurement are under organizations state minster's and the project has no its own HR and procurement unit .

When the project office need to recruit experts all teams would fill the request of recruitment form and it will be sent to the functional HR directorate to post external and internal vacancy, to collect and scan and screen documents, to call the shortlisted and prepare examinations and post the personnel to be recruited with contractual agreement, all process except recruitment request will be done by functional HR if there is urgency of recruitment or special recruitment the project manager can do nothing but to request HR, and HR will take as long as they to recruit personnel like any other directorates.

Procurement is the major determinant of IFMIS project office, some special equipment may be needed to be purchased, however, Procurement and Property Administration is in the factional structure, the project office has not its own procurement unit but to request for it. Moreover, salary increment, new allowance and motivation packages are beyond the project manager's power to be decided.

This above type of structure is a weak matrix structure where functional management has a power to run some units like HR, where the project manager cannot recruit and procure that can delay implementation time, and it is weakly aligned with respondent's response that some way they agreed with the power of the project manager. The above analysis showed that having appropriate structure is a key to realize implementation success of IFMIS project.

4.8.4. Stakeholder's Involvement

4.8.5. Communication Plan

The project communication plan has the list of stakeholders , with the meeting time, weekly, monthly, and on yearly basis .The main stakeholders of the project were; project teams, project manager, Ministry of Finance (owner), techno brain (vender),AH consulting (QA

consultant), INSA (security consultant), Prime Minister’s Office (oversight), Ethio-telecom (network provider) and WBI (fund

All stakeholders in the communication plane has been addresses to have weekly, monthly and annual meetings, minute holding procedures and reporting means were also stated in the document , meeting was the only communication media stated in the communication plan document , minute holders responsibility were also stated .It will support the findings from respondents answer that most of respondents agreed that there is stakeholders involvement in the project except their feedback is not used in the decision making process, it is strongly aligned. Therefore, stakeholders in IFMIS project has been given attention in the IFMIS project except there is some gap to be fulfilled , thus it can be said that stakeholder involvement is a success factor in the implementation of IFMIS.

4.8.5. M&E Plan Documents and Reports

In the Ministry of Finance there is a plan and M&E directorate which follows up the performance of each directorates and Public Financial Management Projects (PFM) such as, channel one and IFMIS projects , the directorate have been using Balanced Score Card (BSC) for planning and performance reports from each directorates and projects , IFMIS project office uses the BSC format given by the directorate as well and it cascades the sub-goal of the organization , that is the goal of PFM through the Plan , Budget and follow up team ,which reports to the project manager , PFM and the organization on the monthly , quarterly ,biannually and annual basis.

The following documents such as, M&E plan Documents and Monthly/quarterly/annual reports to analyse documents in order to compare or triangulate the respondents position on the existence of clear monitoring and evaluation system in the project.

4.8.5.1. M&E plan Documents

The M&E plan document of the project office at project manager level is in a BSC format that include , the four major perspectives , learning perspective, internal process, financial perspective and customer perspectives, and the goals of the project, the Key performance indicators, the activities to be done, date of accomplishment , and baseline and target of the project KPIs. However, there is a problem when it is cascaded to the team and individual levels that they did not use it correctly , as seen in the annual M&E plan document which is broken down to monthly levels, they misstated the Key performance indicators , that is, the Key performance indicator at upper level and lower levels(team and individual levels) have

a mismatch, they put simple activities as a KPIs , the four perspectives in terms of goals and activities had not been stated correctly , for instance , customer perspectives were confused in the plan document. There is an M&E team which plan and reports, but sometimes a seen in the plan document its delivery date is very late that sometimes more activities would have been conducted when the M&E plan is submitted.

4.8.5.2. Performance Reports

There are monthly, quarterly, biannual and annual M&E reports, with BSC format described in section 4.13. , the report has the following sections,

- I. Introduction
- II. Organizational Mission ,vision and Goals
- III. Summary of the report
- IV. Main report with BSC format (table)
- V. Challenges encountered
- VI. Escalation of problems

The reports are cumulative that three months reports are added to give quarterly report with some modification, quarterly to biannual and annual. All the monthly, quarter and other reports are the same in content with the same statements redundant that shows reporters reluctance to report the progress, indicators are different , somehow, across , the report periods, as the reporting type is cumulative ,it has amiss match , and problems encountered and escalation to top management are the same from monthly to annual reports.

There exists an M&E structure team and personnel there are resources and progress of implementation reports are also prepared but it lacks the clarity and quality of reporting, misstatements and accuracy problems, reluctance of reporting, problems stated in the monthly reports can be seen in the annual reports so can be escalation, that there is no feedback communication and lack of using M&E inputs to decision making or taking corrective actions.

In general the most of respondents somehow agreed to the M&E system status and problems and it is also mentioned in the document analysis and it can be said that the finding from respondent's opinions and document analysis about the existence of clear M&E system in the Project management office are highly aligned that there are structures, personnel and routine

reporting but inputs from M&E reports are not used to make decisions, it can be said that M&E system is a success factor that affect implementation of IFMIS.

Table: 4.32. Summary of Document Analysis in terms of findings

Building blocks /respondents opinion	Description	Documents analysed	Rank/0-2	Alignment
Clearly Defined goals	Goals contain understandable language , creates common understanding about it whoever reads , Goals are cascaded from the mission of the organization and contributes to its mission and SWOT analysis has been thoroughly conducted and stated in a strategy document	PFM strategy	1	Low alignment
		Project Strategic Plan Document	1	Low alignment
Competent team	Adequate and continuous Orientation has been given to the project team about the goals of the project and achievements expected from them & job description has been distributed, Teams are trained continuously, well enough to capacitate to achieve desired project goal socialize, and adequate number of team members are in the project and they socialize and Strong performance evaluation, conflict management and motivation system and it is practiced	Training Documents	1	Low alignment
Building blocks /respondents opinion	Description	Documents analysed	Rank/0-2	Alignment
Type of Project organizational structure	The organisational structure of the project tends to incline to the functional mangers or project manager or the mix of both	Project Organizational Structure	1	Low alignment
Stakeholder involvement	identification, participation of stakeholders in planning &decision making and using their feedback	Communication Plan	2	Highly Aligned
Clear M&E system	Existence of M&E structure, personnel, resources and M&E implementation through reports & other information gathering system and using M&E results in decision making	M&E plan Documents	2	Highly aligned with the findings
		Monthly/quarterly/annual reports	2	Highly aligned with the findings

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The questions of the research were:

- a) Does clearly defined goal affect success of IFMIS project?
- b) Does project structure of IFMIS affect success of IFMIS project?
- c) Does competent project management team affect success of IFMIS project?
- d) Does stakeholder engagement affect success of IFMIS project?
- e) Does monitoring and evaluation system affect success of IFMIS project?

5.1. Summary of major Findings

5.1.2. Respondents Profile

- ◆ All of respondents are core staff and at least degree holders, of which 50% of them hold Master's degree.
- ◆ Fifty percent of respondents were senior staff, 6 team leaders and 3 deputy project managers.

5.2. Major Findings

Quantitative Findings

- ∇ 75 percent of respondents that they agreed that **clearly defined goals and missions** in the project are one of the factors that affect the success of IFMIS implementation.
- ∇ More than 50% of respondents in all of the questions agreed and disagreed to the statements that there was a strategic plan document, the development of the goals and objectives considered the Internal and external organizational environment, all stakeholders participated and understand the goals of the project clearly and Project goals were made clear to the project team.
- ∇ Regarding **team competence**, more than 92% of respondents agreed and strongly agreed that having a competent team in the project will affect project implementation success of a project.
- ∇ Less focus is given to team competence, according to more than 72 percent of respondents who disagreed to the claim that project teams were motivated, since motivation is the sum of many activities (motivation activities) done by project

management office, additionally team motivation is one of the preconditions to develop competent team.

- ∇ Regarding **project organizational structure** 65 percent of respondents agreed that project organizational structure is one of the success factors for implementation of IFMIS project by affecting implementation success measures.
- ∇ Moreover, most of respondents opinions showed that project manager has no strong power to use resources, hire teams, make decisions his own and on the other hand top management support were not adequate when in need, and it looks like the organizational structure of IFMIS project tend to be functional or weak matrix, according to respondents opinion, that project managers' powers are limited.
- ∇ Regarding **Stakeholders involvement**, 95 percent of respondents claimed that stakeholder involvement is one of the factors that will affect the implementation success.
- ∇ Most of respondents agreed that there were no problem in identifying, communicating stakeholders, stakeholders support were good, however, less than 50 percent of respondents agreed that taking stakeholder's feedback or inputs, including them in the decision making and planning process were a case in the project.
- ∇ According to 71 percent of respondents **M&E system is a success factor to affect IFMIS implementation by affecting** schedule, budget, quality and scope of a project.
- ∇ However in IFMIS, there is no critical focus given to strengthen M&E system except its existence in terms of a unit with 2 or more personnel with routine reporting that less than 50 percent of respondents agreed that project teams understand the importance of M&E and M&E reported had been used by a management to make decisions.

Qualitative Findings

- ◆ To PFM strategy, there is no evidence that all teams are not aware and understood the goals of PFM, however, Project Strategy Plan documents has been analysed and the document had all the relevance sections needed in the strategy document and every section clearly states information to be conveyed, except it is only written in English language and the annual plan is prepared in Amharic language that is cascaded from

the strategic document. Currently the project office is trying to prepare 2021-2024 strategic plan documents.

- ◆ However, it has been the managers who use the strategy document to develop annual plan not the low level workers, thus it is weakly aligned with the respondents response. This means that the findings from respondents were not strongly supported by documents analysed.
- ◆ Therefore, somehow goals and missions are given focus even, if there is a weakness, to say that goals are success factors to effectively Implement IFMIS.
- ◆ According to the training and capacity building document analysed to compare the above findings; in the capacity building document, it emphasizes about the new allowance scheme that staffs are not given allowances while there are on the field, the accommodation was covered from their own pockets and the workers were losing motivation due to the stagnant salary for many years.
- ◆ It appears that the PMO is realizing the importance of team development as a success factor for implementation even if no document found to prove that teams got adequate training before they were assigned to their tasks and to prove other claims responded by staffs regarding team competence, except the above documents, so it can be said that it is weakly aligned.
- ◆ According to analysis of **project structure**, type of structure is a weak matrix structure where functional management has a power to run some units like HR, where the project manager cannot recruit and procure that can delay implementation time, and it is weakly aligned with respondent's response that some way they agreed with the power of the project manager.
- ◆ Since procurement and recruitment of staffs in the time of need are most important factors that can be affected by project organizational structure, thus it can be said that having fit project structure is a success factor in IFMIS implementation.
- ◆ Moreover more than and communication plan document analysed support the findings from respondents answer that most of respondents agreed that there is stakeholders involvement in the project except their feedback is not used in the decision making process, it is strongly aligned.

- ◆ Therefore PMO believed in the importance of stakeholder involvement even if it is not doing well in terms of including stakeholder's feedback in the decision making, it is found that stakeholder involvement is one of important success factors that can affect IFMIS implementation.
- ◆ M&E system exists in structure there are some workers under, there is routine data collection and reporting except using M&E reports in decision making to track progress and take corrective actions to improve success of implementation,
- ◆ IFMIS PMO is just using to M&E to report to top management but the escalation to the top management about the critical issues have not been addressed on time that hindered effective implementation.
- ◆ Therefore it showed the importance of M&E as one of success factors that affect successful implementation of IFMIS.

5.2. Conclusions

The following conclusions were drawn based on the objectives and research questions of the study.

- ◆ Having **clearly defined goals** are success factors to affect its quality, schedule, scope and budget. The IFMIS project lacks clearly defined goals that were clearly cascaded to all team members of the project.
- ◆ **Competent project team** is one of success factors in IFMIS implementation which team competence will affect the timely completion, budget, scope and quality of IFMIS project ,however team competence or development of project team have not been given focus in the IFMIS project.
- ◆ Choosing the best **organizational structure** of the project has effects on the success of project implementation, as per the survey in the IFMIS project, there is a weak matrix organizational structure that can negatively affect the IFMIS project by limiting the power of the project manager to make important decisions that can have implications on the project implementation success.
- ◆ **Stakeholders Involvement** has a major role in IFMIS project success through timely completion, within budget completion, quality and scope of the IFMIS project, however stakeholders' involvement is attributed to identification, support and taking inputs from stakeholders, but the project office is limited in taking their feedback to be used in the decision making process of project implementation.

- ◆ Regarding the existence of clear **Monitoring & Evaluation system** in IFMIS, it is emphasized that role of existence of clear M&E system is vital to IFMIS project implementation Success, but M&E system is limited only to traditional data collection and routine reporting without teams' strong knowledge of its importance. Moreover, M&E reports have not been used to make corrective actions and decision making in the IFMS project implementation process.

5.3. Recommendations

As per the above conclusions the following conclusions were made.

- Participation of all stakeholders in planning stage and orient all newly recruited staffs to the goals and missions of organizations as well as project goals and objectives. Moreover, training of new staffs about the projects objectives.
- Passing clear communication and providing strong induction in creating common understanding among the staffs, motivate teams through different motivation packages, establish strong performance evaluation system and conduct staff satisfaction survey.
- Since, weak matrix project structure can affect project through giving limited power to the project manager, the project organizational structure should be strong matrix to give the project manager more power to decide on procurement and HR.
- Strong communication scheme should be established in order to fully involve the all stakeholders from identification to using their inputs in the decision making and planning process.
- According to the findings there exists M&E system but what lacks is generating quality reports that meet the objectives of the project, and using M&E reports in decision making to take corrective actions in the project implementation process.
- Since most of respondents agreed on the factors, such as clear goals and missions to teams, developing competent teams, stakeholder involvement, project organizational structure and existence of M&E system will affect project implementation, thus these factors should be given emphasis in the PMO.

Future research suggestions: case study should be conducted with in-depth analysis to find the very critical factors of the IFMIS project in Ethiopia and to compare the factors obtained in this study

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Appendices

Appendix 1

QUESTIONNAIRE

This Questionnaire is designed to collect information on factors that affect success of IFMIS project implementation. Above all, we want to express our deepest gratitude for your cooperation in filling this questionnaire with the information we need from you. The purpose of this questionnaire will be used as an input to project paper I am conducting to complete my master's degree in project management at AAU school of Commerce.

Thank you for your cooperation!!!

PART I. GENERAL INFORMATION

Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
Age	<input type="checkbox"/> 20-30 <input type="checkbox"/> 30-40 <input type="checkbox"/> >40
Education	<input type="checkbox"/> Degree <input type="checkbox"/> Masters <input type="checkbox"/> PHD
Experience	<input type="checkbox"/> 1-3 years <input type="checkbox"/> 4-7 <input type="checkbox"/> 5-8 <input type="checkbox"/> >8
Position	<input type="checkbox"/> Manager <input type="checkbox"/> Team Leader <input type="checkbox"/> Senior Expert <input type="checkbox"/> Junior Expert

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
I	Goals and Missions of the project					
1	Project goals were made clear to the project team					
2	Goals are developed in a manner to contribute to the organization mission					
3	All stakeholders participated and understand the goals of the project clearly					
4	The development of the goals and objectives considered the Internal and external organizational environment					
5	Project has strategic plan document with defined schedule					
	Project Success Measures					
6	Project Goals will affect the timely completion, budget completion , scope and quality of the project					
II	Competent Project Team					
1	Project team were oriented in order to understand and are clear with the goals of the project					
2	Teams got adequate training before they are assigned to do their tasks					
3	There were sufficient quantity and quality of team to complete the project					
4	Job description and team role were made clear and distributed					
5	There is conflict management system					
6	There is strong performance evaluation system					
7	Project teams are motivated					
	Project Success Measures					
8	Project team will affect the timely completion, budget completion , scope and quality of the project					
III	Project Organizational Structure					
1	Type of Project organizational structure					
2	The project manager /PMO is responsible for hiring and development teams					
3	The project workers/team accepted the authority of the project manager and responsibility					
4	The project manager have adequate resources to complete the project at his disposal and can make decision on the allocation					
5	Project team believes the project manager has the authority to make executive decisions					
6	Top management supports the PMO during time of need & crisis in terms of technical and financial					
	Project Success Measures					
7	Project structure will affect the timely completion, budget completion , scope and quality of the project					
IV	Stakeholder Involvement					
1	All potential stakeholder are identified and addressed					
2	Stakeholders are informed in any circumstances regarding the project implementation					
2	Stakeholders are given the opportunity to provide input and consultation					
3	There is a regular /formal/informal communication between stakeholders					
4	Stakeholders support the project in need					
5	Stakeholder provide feedback about the implementation of the project					
6	Stakeholders are told their input has been included or not					
	Project Success Measures					
7	Stakeholder involvement will affect the timely completion, budget completion , scope and quality of the project					
V	Monitoring & Evaluation System					
1	Clear M&E system exists in the form of written document					
2	There is M&E team or unit in the PMO					

3	Project team clearly understand the importance of M&E system					
4	Implementation progress data are collected regularly and reported					
5	M&E reports are used for the management to make decisions to improve implementation					
	Project Success measures					
	Clear M&E system will affect the timely completion, budget completion , scope and quality of the project					

PART III. CHECK LIST FOR DOCUMENTS ANALYSIS OF PMO

Variables	Documents needed	Documents available	Documents Accessible	Documents selected to be analysed
Goals and Missions	<ul style="list-style-type: none"> ▶ PFM Strategy ▶ Strategic plan ▶ HR plan ▶ Project plan 			
Team competence	<ul style="list-style-type: none"> ▶ HR plan ▶ Communication Plan ▶ Reward certificates ▶ Training documents 			
Project Structure	<ul style="list-style-type: none"> ▶ Project structure document ▶ Procurement documents ▶ HR recruitment process documents 			
Stakeholder involvement	<ul style="list-style-type: none"> ▶ Communication Plan ▶ Stakeholder management ▶ Meeting Minutes ▶ Performance reports 			
M&E system	<ul style="list-style-type: none"> ▶ M&E plan Documents ▶ Monthly/quarterly/annual reports ▶ Feedback documents ▶ Performance evaluation documents ▶ Project Evaluations 			

Case Processing Summary

		N	%
Cases	Valid	7	100.0
	Excluded ^a	0	.0
	Total	7	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.748	24