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**Success Factors for Implementation of Development Projects: - A  
Case Study on Reducing Vulnerability of Street living Children  
and Youth Project.**

**By**

**SelamTamene (GSR/ 2124/08)**

**Advisor: Solomon Markos( PhD)**

**Addis Ababa University- School of Graduate Studies**

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**Addis Ababa, Ethiopia**

**ADDIA ABABA UNIVERSITY**  
**SCHOOL OF COMMERCE**  
**DEPARTMENT OF PROJECT MANAGEMENT**

**SUCCESS FACTORS FOR IMPLEMENTATION OF DEVELOPMENT  
PROJECTS: - A CASE STUDY ON REDUCING VULNERABILITY OF  
STREET LIVING CHILDREN AND YOUTH PROJECT.**

**BY**

**SELAM TAMENE**

**A PROJECT WORK SUBMITTED TO ADDIS ABABAUNIVERSITY  
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REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS  
DEGREE IN PROJECT MANAGEMENT**

**ADVISOR**

**SOLOMON MARKOS (PHD)**

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**ADDIS ABABA, ETHIOPIA**

ADDIA ABABA UNIVERSITY  
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SELAM TAMENE(GSR/ 2124/08)

Approved Board Committee:

\_\_\_\_\_

Examiner

\_\_\_\_\_

Signature

\_\_\_\_\_

Examiner

\_\_\_\_\_

Signature

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Advisor

\_\_\_\_\_

Signature

## Statement of Declaration

I, SelamTamene, declare that this research entitled — “Success Factors for Implementation of Development Projects: - A Case Study on Reducing Vulnerability of Street living Children and Youth Project; “is the outcome of my own effort and study. All sources of materials used for the study have been duly acknowledged. This study has not been presented for a degree in any university.

SelamTamene

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Letter of Certification

This is to certify that SelamTamene has carried out this project work entitled “Success Factors for Implementation of Development Projects: - A Case Study on Reducing Vulnerability of Street living Children and Youth Project; “is under my supervision.

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

Advisor: Solomon Markos (PhD)

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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## Abstract

*The study sought to identify and assess the success factors for implementation of development project in mother and children Multi-sectoral Development organization, on Reducing Vulnerability of Street living children project. The research design is descriptive. The researcher used census for 33 target population. The data collection tools were interview and questionnaire. Questionnaires distributed to the team members and individuals who are involved with the project. Interview was conducted with the program manager and project coordinator.. The data obtained through questionnaire has been analyzed quantitatively using descriptive statistics: frequency, percentage, mean and standard deviation through SPSS version 16 software. Moreover, the data obtained using interviews has been analyzed qualitatively. The finding of the result reveals that effective communication, good project monitoring and evaluation, clear project goals and objectives were considered to be the factors that contribute to the success of the project in MCMEDO whereas the rest two factors, stakeholder's involvement and competent project team didn't get enough emphasis on the particular project.*

**Key words:**-project goals and objectives, stakeholder's involvement and competent project team

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## Acronyms

CCRDA	Consortium of Christian Relief and Development Association
CORHA	Consortium of Reproductive Health Association
CSFs	Critical Success Factors
IDP	International Development Project
MCMDO	Mothers and Children Multi-Sectorial Development Organization
NEWA	Network of Ethiopian Women Association
PIP	Project Implementation Profile
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
UEWCA	Union of Ethiopian Women Charitable Association

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

A project can be defined to be any series of activities and tasks that: have a specific objective to be completed within certain specifications, have defined start and end dates, have funding limits, consume human and non-human resources, are multifunctional. Project management, on the other hand, involves five process groups named as: project initiation, project planning, project execution, monitoring & control and project closure. Projects are varied in size, implementation approach and target population including stakeholders involved, and projects success factors will also be different accordingly. Successful project management can be defined as having achieved the project objectives: within time, within cost, at the desired performance/technology level, while utilizing the assigned resources effectively and efficiently and accepted by the customer (Kerzener, 2009). Success of project has often been associated with number of factors in the project implementation process.

According to Pinto et al, (2010), ten critical success factors for project implementation are outlined. These are project mission, top management support, project schedule, client consultation, personnel, technical tasks, client acceptance, monitoring and feedback, communication and trouble-shooting.

Project implementation is a process group consists of those processes performed to complete the work defined in the project management plan to satisfy the project specifications. This process group involves coordinating people & resources, as well as integrating and performing the activities of the project in accordance with the project management plan (PMI, 2008). Project implementation process is complex, usually requiring simultaneous attention to a wide variety of human, budgetary, and technical variables. As a result, the organizational project manager has responsibility to handle all of the elements essential for

project success. In addition, projects are implemented in the dynamic environment therefore identifying factors that are critical to project success can help to focus on important areas and set differential priorities across different project elements. (Pinto and Slevin 1987)

### **Background of the Project Understudy**

HIV AIDS, famine, conflict and other diseases are the main factors for the number of children to become orphanage and further more to be exposed to the street childism. In addition family disintegration and hostile home environments are another reason for a child to migrate to the street. According to UNICEF (2010)there are about 600,000 street children in Ethiopia from which 100,000 exists in Addis Ababa. These street children are facing multidimensional challenges as: food shortage, psychological problems, health problems and deprivation of basic services, sexual abuse, HIV and AIDS and many other challenges. Therefore it is important that different aid and humanitarian organizations commit resources to avoid these varied problems of the street children in Addis Ababa.

Mothers and Children Multi-Sectorial Development Organization (MCMDO) is an Ethiopian resident charity registered in accordance with the new legislation on charity & Societies 621/2009 under registration number 0022.

MCMDO located its head office in Addis Ababa and has six well organized branch offices currently operating in various regions of the country as well as various sub cities in Addis Ababa. It has been functional for more than 19 years in Ethiopia focusing on seven programs with the total of 87,000,000 Birr (granted in cash) and approximately 40,000,000 Birr (granted in kind) over 2.5 million beneficiaries, 90 projects have been implemented and 12 are under implementation. The major funders include USAID/Pathfinder International Ethiopia, USAID/World Learning Ethiopia, Water Aid Ethiopia, Christian World Adoption Agency, WFP, FAO, USAID/DAI, British Embassy, Japan Embassy, French Embassy, CIDA Canada, SIDA/Swedish-Network of Ethiopian Women Association-NEWA and others. MCMDO is active member of Consortium of Christian Relief and Development Association (CCRDA), Consortium of Reproductive Health Association (CORHA) and Union of Ethiopian Women Charitable Association (UEWCA).

The organization is currently running projects of different focus areas in different areas of the country. As per the focus of the study, the profile of the project under study is discussed as follows

1. Project title: Reducing Vulnerability of street living children and Youth of Ethiopia, in Arada, Ledeta, Kirkos and Nifas Silk Lafto sub- cities of Addis Ababa
2. General Objective: To increase the number of street living children and youth who have access to different quality cross sector services and opportunities (like livelihoods, education, health)
3. Type of beneficiaries: Street children living in Arada, Ledeta, Kirkos, and Naifs Silk Lafto sub –cities. Direct Beneficiaries: 2,966SLYC (1977 male and 988 female); Indirect Beneficiaries: Community in the project areas 13,347(8,809 male and 4,538 female) 4.5 members/ household
4. Area of operation :Arada, Kirkos,Lideta, and Nifas Silk Lafto Sub city
5. Duration of the project : threeyears
6. Time of commencement : November, 2014
7. Implementing agency: Mothers and Children Multi-sectoral Development Organization (MCMDO)
8. Donors: Goal Ethiopia/Irish AID
9. Total budget :12,752,099
  - ✓ Project cost : 9,258,214
  - ✓ Administration cost: 3,493,885

## 1.2 Statement of the problem

Today most developing countries give high priority on developmental projects that have the objective to enhance social and economic development where the social and economic environment differ completely from those developed countries (Hayes, 1966).

World Bank projects all are frequently fail to achieve their goals due to a number of problems that could be termed as “managerial” and “organizational” (Kwak, 2002). As developing countries, Ethiopia also faces project implementation challenges. Many of the projects implemented within the country failed to meet at least the iron triangle. Cost overrun, time overrun and problem with related to quality become common for those projects conducted in Ethiopia.

For more than seventeen years MCMEDO has been facing numerous challenges in its attempt to accomplish projects successfully, As per the information gathered from some employees in the project some of the factors are the problems related to stakeholder management, competency of project team, communication related issues, monitoring and feedback practices and other external factors as economic, social and environmental factors that has challenged the successful implementation of projects in MCMEDO. In addition there is shortage of studies with the focus of project management success factors in Ethiopia especially on the aid and humanitarian projects. Due to this the factors that could contribute to the success of the projects has to be studied and recommendation must be made for the successful accomplishment of the existing and the future projects of the organization.

Therefore the researcher will conduct this study to identify the critical factors for success of project while at the same time will try to leave documentation on the best practice regarding the factors that has contributed to the success of projects in MCMEDO.



### **1.3 Research Question**

1. Are there clear project management goals and objectives for the successful implementation of project in MCMEDO?
2. Are there competent project team and stakeholders involvement on the implementation of project in MCMEDO?
3. Is project communication a critical success factor for the successful implementation of the project at MCMEDO?
4. What are monitoring and feedback practices that contributed to the successful implementation of the project at MCMEDO?

### **1.4 Objective of the study**

The general objective of this study is to assess critical success factors on Reducing Vulnerability of street living children and Youth project being implemented by Mothers and Children Multi-sectorial Development Organization (MCMDO).

Specific objectives are:-

1. To identify clear project management goal/objectives factors in the implementation of project in MCMEDO
2. To assess whether the competent project team and stakeholders involvement are project critical success factors in MCMEDO
3. To identify communication factor that contributes more to the project success in MCMEDO.
4. To assess factors in project monitoring and feedback as a project success factor in MCMEDO.

### **1.5 Significance of the study**

This research project paper will provide insight on success factor on reducing vulnerability of street living children and youth of Ethiopia, in Arada, Ledeta, Kirkos and Nifasilklafto sub-cities of Addis Ababa. It will help other developmental project to give emphasis on critical success factors.

In addition to these it also contribute for critical success factors knowledge for practitioners, academicians, and project/ program planners by serving as a reference material for further study.

Therefore the result will help to get invaluable information about the current status on critical success factor of Reducing Vulnerability development project reside in Addis Ababa local NGO.

## **1.6 Scope of the study**

The study will delimit to identify the five success factors which repeatedly listed by nine authors. These success factors are: clear project management objective, client involvement, information/communication, competent project team, and monitoring performance and feedback .Moreover, among the project life cycle this study will focus on the implementation project stage.

MCMEDO implement different projects all over the country but due to time constraints the Geographical location is in Addis Ababa MCMEDO main office. Specifically on reducing vulnerability of street living children project on the selected four sub cities. The project conducted in these four sub-cities as there are so many street children in Arada, Ledeta, Kirkos, and Nifas Silk lafto sub-cities rather than the rest.

## **1.7 LIMITATION OF THE STUDY**

Due to time constraints this study didn't incorporate the beneficiaries of the project. In other words the thesis excludes street children.

## **1.8 Organization of the paper**

First of all, the introduction presents a brief overview of the research gap and introduces the research question and objectives, as well as, the scope and significance of the research study.

Next, the literature review provides the reader with theoretical and empirical background for the research subject.

The third chapter presents research design and methodology that will apply in the study. It includes the population and sampling design, data sources, instrument for data collection and data analysis method.

The Finding and Discussion chapter presents the analysis and discussion of findings generate from data collection techniques will be present in the fourth chapter.

The Conclusion chapter summarizes achieved results, limitations, and proposes areas for further study.

## CHAPTER TWO

### LITRATURE REVIEW

#### 2.1 THEORETICAL REVIEW

##### 2.1.1. Project

Several authors and books have defined project in a various ways. Summarizing those definitions, a project is: A temporary endeavor undertaken following specific cycle of Initiation, Definition, Planning, Execution and Close to create a unique product, service, or result through novel organization and coordination of human, material and financial resources (PMBOK, 2004).

A project has a defined scope, is constrained by limited resource (time, budget), involves many people with different skill and, usually progressively elaborated throughout its life cycle (Cleland & Ireland, 2002). It is a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification. In general, a project is a unique, well-defined effort to produce specified results within a set timeframe, at a given cost, in a multifunctional environment and under special management (Berry and Duhig, 1987).

The PMI has defined a project as “A temporary endeavor undertaken to create a unique product or service” (Project Management Institute, 2004, p. 5).

##### 2.1.2. Project Management

Similar to the case for project, many and different definitions were given for project management. Summarizing those definitions this research defines Project management as: The application and integration of modern management and project management knowledge, skills, tools and techniques to the overall planning, directing, coordinating, monitoring and control of all dimensions of a project from its inception to completion, and the motivation of all those involved to produce the product, service or result of the project on

time, within authorized cost, and to the required quality and requirement, and to the satisfaction of participants (Atkinson, 1999; Kerzner, 2003).

According to project management institute stated that a Project management deals mainly with coordinating resources and managing people and change. Generally “Managing a project includes: Identifying requirements, Establishing clear and achievable objectives, Balancing the competing demands for quality, scope, time and cost; Adapting specifications, plans, and approach to the different concerns and expectations of the various stakeholders”.

According to the PMBOK guide for project management, a project can create a product that can be either a component of another item or an end item in itself, a capability to perform service and a result such as an outcome or document. Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through processes comprising five process groups. Which are initiating, planning, executing, monitoring and controlling and closing (PMBOK Guide, 2008).

## **2.2. AN OVERVIEW OF PROJECT SUCCESS**

### **2.2.1. Project Success**

The definition of project success is ambiguous PMBOK 4<sup>th</sup> edition (2008) stated that a project is successful if it achieves the triple objective outcome of within time, scope, and quality. This is the traditional view of project management as used by Munns and Bjeirm (1996).It implies the successful achievement of time, cost and quality objectives, as well as the quality of the project process, Erling et al (2006). Turner (2004) identifies on time, within budget and to specification especially for information technology projects as the standard for judging success.

Erling et al (2006) stated that overall project success deals with the wider and longer term impact of the project, which means both project management success and project product success.

They noted that project management can be determined at the end of the project, which means in many cases, success criteria will be determined months or years after finishing the project, especially public projects. Hence, determining if a project is successful is difficult if viewed from the above two success criteria, Erling et al (2006). Baccarini (1999) use the concept project success in a different approach, viewing it as product success, which implies the quality and impact of the end product to the end user (in terms of satisfaction of user(s) needs, meeting strategic organizational objectives, satisfaction of stakeholders' need) when a project execution is finished.

Ashley et al (1987) defined project success as the “results much better than expected or normally observed in terms of cost, schedule, quality, safety and participant satisfaction”. In their work, Baker et al (1988) defined project success to include technical performance and satisfaction among various key people on the project to clients, project team and users.

However, Lim and Mohamed (1999) cautioned that project managers should not only look at project success as the achievement of some predetermined project goals, like time, cost, performance, quality and safety, but also consider the users who do not have similar predetermined goals regarding the project at all. Hence, the expectation on the outcome of the project and the perception of project success or failure will be different for everyone, Lim and Mohamed (1999). The above literatures points to Steinfort (2011, p.3) conclusion that “success needs to be investigated from the perspective of active project team stakeholders as well as from that of their client/benefit recipients and in the theoretical and empirical/practical review of critical success criteria and factors on any project”.

### **2.2.2 Evolution of Project Success**

A literature review explored and integrated the development of project success at different time periods starting from 1970s up to now. Jugdev and Müller (2005) produced an historical review which influenced the decision to classify success factors into decades.

The 1970s success literatures give emphasis on (‘iron triangle’ of time, cost and quality, Atkinson, 1999; and omitted focus on communication with customers, Jugdev and Müller, 2005). Nevertheless, this meant that project managers often focused on technical aspects of a project and lacked emphasis on investigative communication with customers (Jugdev and

Müller, 2005). It was noted that this period was largely theoretically based and that more empirical work was required (Belassi and Tukel, 1996).

The 1980s to 1990s moved from the viewpoint of examining technical aspects of a project to how it related to the client organization (Pinto and Slevin, 1988a), looking at the project manager or project team. The literature usually omitted the planning phase and linking a project to strategic management and the organization (Jugdev and Müller, 2005). This did not account for other stakeholders indirectly involved in the project process, e.g. external stakeholders or clients/end users. This period produced critical success factor (CSF) lists (Kerzner, 1987), but these were not organized or grouped to identify common themes. Kerzner (1987) widened the perspective of CSFs, relating them to the environment, senior management and projects. The CSFs stressed the importance of all involved stakeholders understanding project processes.

From 1990s to 2000s saw the development of CSF frameworks and the importance of success being dependent on internal and external stakeholders (Lester, 1998). Turner (1999) later produced another similar framework, raising the issue whether success factors are static, as literature evidences, or whether they have changed over time.

The 21st Century is developing to be more stakeholders focused with project success being dependent on the project life cycle (Turner and Zolin, 2012). There is growing recognition of the importance of owner and sponsor involvement in this period. The owner is the investor whereby the main contact is at the start of the project, whereas the sponsor is a pre, during and post project role. Müller (2003) and Turner et al. (2009) claimed that successful projects had an owner who actively communicated with the project manager throughout the project.

### **2.2.3. Successful Project Implementation**

In addition to defining the concept of organizational projects, it is important, before attempting any discussion of the steps leading to a successful project, to describe just exactly what a "successful project" is. Project implementation success has been defined many ways to include a large variety of criteria. However, in its simplest terms, project success can be

thought of as incorporating four basic facets. Project is generally considered to be successfully implemented if it fulfills the following criteria

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

By its basic definition, a project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics. Further, the project is usually targeted for use by some client, either internal or external to the organization and its project team. It seems reasonable; therefore, that any assessment of project implementation success should include these four measures (Pinto and Slevin, 1987).

Turner (2004) encompassed the importance of owner involvement to create four success conditions:

1. “Success criteria should be agreed on with the stakeholders before the start of the project, and repeatedly at configuration review points throughout the project.
2. A collaborative working relationship should be maintained between the project owner (sponsor) and project manager, with both viewing the project as a partnership.
3. The project manager should be empowered with flexibility to deal with unforeseen circumstances as they see best, and with the owner giving guidance as to how they think the project should be best achieved.
4. The owner should take an interest in the performance of the project”.

Based on many authors suggested, Kerzner (2006), and Pinto and Slevin (1988), one theme within project management that is frequently discussed but rarely agreed upon issue.

Jugdev and Müller (2005), project management is established to optimize projects’ efficiency and effectiveness. Efficiency refers to maximizing production to a given input level, and



effectiveness means achieving the project's goals and objectives. Both are goal-oriented practices that are related to achieving success.

Shenrar and Dvir (2010) reinforce the concept of project success linked to efficiency and effectiveness. Meeting deadline and budget goals indicates that a project has been efficiently managed. However, most projects are part of their organizations' strategic management and must be evaluated based on their contributions to the business' results (effectiveness).

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

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

The fifth dimension, preparing for the future, reflects how well the project helped the organization prepare its infrastructure for the future, and how the project created new opportunities.

## 2.3 PROJECT SUCCESS CRITERIA

Success criteria based on the definition by Lim and Mohamed (1999) are 'the *set of principles or standards by which project success can be judged*'. Early researcher on project success criteria focus on *Iron Triangle* of 'time, budget and quality' as the set of principles to evaluate the success of a project.

Certainly many scholars accepted this set of success criteria but also they consider other criteria (Turner, 1993; Pinto and Slevin, 1988). Recently, the above mentioned criteria

become insufficient for assessing the project success comprehensively (Jugdev and Müller, 2005).

According to Jugdev and Müller (2005), assessing project results only with respect to time, cost and, quality is to consider only operational level project management as opposed to anything of strategic value. They focused on evaluating project success based on the organizational characteristics that are internal to the project, leaving out external ones as being too complicated.

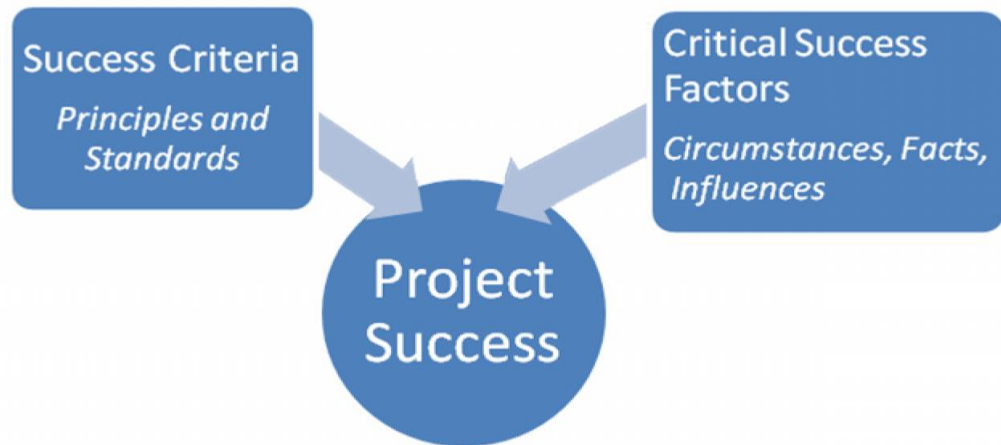
Nonetheless, researchers, such as Pinto and Mantel (1990), include internal and external aspects of a project organization, as well as, complex criteria in assessing project success such as, stakeholder satisfaction, stakeholder community benefits, organization benefits, etc. (Atkinson, 1999). Pinto and Mantel (1990) suggested two additional success criteria, that is, '*the quality of the project*' as it is perceived by the project team and '*an external performance indicator*' of together project and its team performance (e.g. client satisfaction) in addition to the '*efficiency of implementation phase*' criterion that assesses the project success in relation to internal performance indicators, and the *Iron Triangle*.

Correspondingly, in a subsequent study, Andersen and Jessen (2000), assess project success from the task- and people-oriented angle, defined project success criteria into 10 elements. These elements, likewise the traditional *Iron Triangle* of *time*, *budget*, and *quality*, include *the degree of importance of the products to the base organization*, *the results as perceived by all stakeholders*, *the learning experience*, *motivation for future work*, *knowledge acquisition*, *the final report preparation method*, and *the way of project termination* (Andersen & Jessen, 2000). Andersen and Jessen (2000) thus provided a more all-rounded image for assessing the success of a project.

Lim and Mohamed (1999), on the other hand, in their study attempted to validate this diversity in perception of project success criteria. They decided different stakeholders' perspectives on project success criteria, such as those of the project manager, the project team, the client, and the general public, as being the reason for different perspectives on project success criteria. Moreover, Lim and Mohamed (1999) note success criteria as one of

two constituents of the project success. The other constituent of the project success are Critical Success Factors (CSFs), which will be studied in the following section.

**Figure 1.** *The relationship between critical success factors, success criteria, and project success, adapted from Lim and Mohammed, 1999.*



## 2.4 CRITICAL SUCCESS FACTORS (CSFS)

Many studies have been conducted over the years to determine which project management success factors influences success. Fortune and White (2006) stated that there is a clear lack of consensus between researchers and authors regarding what factors affect project success.

For the period of 1970s-1980s, critical success factor requirements had been addressed rather as a response to the indicators of project success at the implementation phase, focusing on time, cost, and quality, as well as, stakeholder satisfaction (Jugdev and , 2005). It was Pinto and Slevin (1987), who first attempted to develop a comprehensive set of CSFs related to project implementation success. In their work, they propose a project implementation profile (PIP) model, which consists of 10 CSFs, specifically, *project mission, top management support, project schedule/plan, clientconsultation, personnel, communication, technical tasks, client acceptance, monitoring and feedback, troubleshooting*, determining project success. Additionally, the PIP model of 10 CSFs is requested to be suitable as an instrument for project managers to measure those factors (Pinto and Slevin, 1987).

**Table 1:-** Success factors

	<b>Success factor</b>	<b>Description</b>
1	Project mission	Clearly defines goals and directions
2	Top management support	Resources, authority and power for implementation
3	Schedules and plans	Detailed specification of implementation process
4	Client consultation	Communication with and consultation of all stakeholders
5	Personnel	Recruitment, selection and training of competent personnel
6	Technical tasks	Ability of the required technology and expertise
7	Client acceptance	Selling of the final product to the end users
8	Monitoring and feedback	Timely and comprehensive control
9	Communication	Provision of timely data to key players
10	Trouble shooting	Ability to handle an expected problems

**Source:**Pinto and Slevin (1987)

The first factor that was developed was related to the underlying purpose for the implementation and was classified *Project Mission*. Project Mission has been found to refer to the condition where the goals of the project are clear and understood, not only by the project team involved, but by the other departments in the organization. Underlying themes of responses classified into this factor include statements concerning clarification of goal as well as belief in the likelihood of project success.

The second factor discerned was that of *Top Management Support*. Top management support for projects, or indeed for any implementation, has long been considered of great importance in distinguishing between their ultimate success or failure. Project management is not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans, or goals, for the organization. The classification, the factor Top Management Support refers to both the nature and amount of support the project manager can expect from management both for him-self as leader and for the project. Management's support of the project may involve aspects such as allocation of

sufficient resources (financial, manpower, time, etc.) as well as the project manager's confidence in their support in the event of crises.

The third factor to be classified was that of *Project Schedule and Plans*. Project schedule refers to the importance of developing a detailed plan of the required stages of the implementation process. Project Schedule/ Plans refer to the degree to which time schedules, milestones, manpower, and equipment requirements are specified. Further, the schedule should include a satisfactory measurement system as a way of judging actual performance against budget and time allowances.

The fourth factor that was determined is labeled *Client Consultation*. The "client" is referred to here as anyone who will ultimately be making use of the result of the project, as either a customer outside the company or a department within the organization. The need for client consultation has been found to be increasingly important in attempting to successfully implement a project. Client Consultation expresses the necessity of taking into account the needs of the future clients, or users, of the project. It is, therefore, important to determine whether clients for the project have been identified. Once the project manager is aware of the major clients, he is better able to accurately determine if their needs are being met.

The fifth factor was concerned with *Personnel* issues, including recruitment, selection, and training. An important, but often overlooked, aspect of the implementation process concerns the nature of the personnel involved. In many situations, personnel for the project team are chosen with less-than-full regard for the skills necessary to actively contribute to implementation success. A personnel, as a factor, is concerned with developing a project team with the requisite skills to perform their function. Further, it is important to determine whether project management has built sufficient commitment toward project success on the part of team members.

The sixth factor is Technical Tasks. It is important that the implementation be well managed by people who understand the project. In addition, there must exist adequate technology to support the project. Technical Tasks refers to the necessity of not only having the necessary personnel for the implementation team, but ensuring that they possess the necessary technical skills and have adequate technology to perform their tasks.

*Client Acceptance* refers to the final stage in the implementation process, at which time the ultimate efficacy of the project is to be determined. Too often project managers make the mistake of believing that if they handle the other stages of the implementation process well, the client (either internal or external to the organization) will accept the resulting project.

The eighth factor to be considered is that of *Monitoring and Feedback*. Monitoring and Feedback refer to the project control processes by which at each stage of the project implementation, key personnel receive feedback on how the project is comparing to initial projections. Making allowances for adequate monitoring and feedback mechanisms gives the project manager the ability to anticipate problems, to oversee corrective measures, and to ensure that no deficiencies are overlooked. For the model, Monitoring and Feedback refers not only to project schedule and budget, but to monitoring performance of members of the project team.

The ninth factor is *Communication*, the need for an adequate communication channel is extremely important in creating an atmosphere for successful project implementation. Communication is not only essential within the project team itself, but between the team and the rest of the organization as well as with the client. As the factor Communication has been developed for the model, it refers not only to feedback mechanisms, but the necessity of exchanging information with both clients and the rest of the organization concerning project goals, changes in policies and procedures, status reports, etc.

The tenth and final factor to emerge from classification of the model is *Trouble Shooting*. As the participants in the study often pointed out, problem areas exist in almost every implementation. Regardless of how carefully the project was initially planned, it is impossible to foresee every trouble area or problem that could possibly arise. As a result, it is important that the project manager make adequate initial arrangements for "troubleshooting" mechanisms to be included in the implementation plan. Such mechanisms make it easier not only to react to problems as they arise, but to foresee and possibly forestall potential trouble areas in the implementation process.

## **KERZNER'S CRITICAL SUCCESS FACTORS**

Kerzner (1987) in his study define critical success factors are elements which must exist within the organization in order to create an environment where projects may be managed with excellence on a consistent basis. They are the few key areas where “things must go right” for a particular business to flourish.

### ***1<sup>st</sup> critical factor: Corporate understanding of project management***

In order for a successful project management and management, corporate understanding of /the project management at the employee/functional level, project management level and executive level. A good corporate understanding will create a corporate culture where project management is no longer viewed as either a threat to established authority or a cause for unwanted change.

### ***2<sup>nd</sup> critical factor: Executive commitment***

Project management is unlikely to succeed unless there is any visible support and commitment jby executive management. This support and commitment can be described in two subtopics; project sponsorship and life-cycle management. The role of the sponsor is to manage interference that exist for the project manager besides continuously remind project team that only performance at the highest standards of excellence are acceptable. It is important that company goals, objectives and values be well understood by all members of the project team throughout the life-cycle of the project. Ongoing and positive executive involvement, in a leadership capacity will reflect executive management's commitment to project management.

### ***3<sup>rd</sup> critical factor: Organizational adaptability***

Organizational adaptability refers to the organization's ability to respond quickly and effectively to changes in the marketplace. Two critical factors involving organizational adaptability were found in organizations committed to excellence; informal project management and a simple but lean structure. The decision to go for either formal or informal project management and implementation depends on the scope and size of the project, the

cost of the project, the availability of experienced personnel for the project and also the maturity of the concept of utilizing project in an organization. Staffing for projects was done in a manner to achieve a blend of experience, technical expertise and training. Proper selection of resources will insure that technical skills are optimally utilized with a minimum of overhead. A project team where its structure is simple and lean enable better control, communication and in budget. With this lean approach, the project manager must be experienced and have a qualified team. There must be a clear definition of responsibility and authority for individual members of the team and the project manager must be able fill the roles of facilitator, coordinator, leader, organizer, planner, delegator and administrator in order for the project to be implemented successfully.

#### ***4<sup>th</sup> critical factor: Project Manager Selection Criteria***

Four criteria that are normally used to select project managers are whether they were results-oriented, possessed strong interpersonal skills, their depth of understanding of the organization and lastly their commitment to corporate values.

#### ***5<sup>th</sup> critical factors: Leadership style***

Strong leadership style by the project manager is necessary for the successful implementation of projects. Normally the project manager has a great deal of responsibility but does not have the commensurate authority as a line manager whereas the line manager has a great deal of authority but only limited project responsibility. Considering this fact, it is therefore important for a project manager to maintain a leadership style that adapts to each employee assigned to the project. This is further complicated by the fact that the project's life cycle may be so short that the project manager does not have sufficient time to get to know the people.

#### ***6<sup>th</sup> critical factors: Commitment to planning and control***

Well-managed projects are committed to planning. For example if the output of a project is to contain quality, then this quality must be properly planned for in the early states of a project. When detailed planning is being done, it must be tracked or follow-up and re-planning must be done if the initial plan does not work before it is too late to do so. It is shown that



personnel factor especially the project manager competence and leadership style is one of the crucial factor in project success implementation. This is true as project in itself has no essence unless it is managed by a group of people with the necessary skills, experience and qualification.

Baccarini (1999) and Liu and walker (1998) agree that defining critical success factors for a project is contentious and intricate. Critical success factors concept was developed by Daniel (1961) about the how to manage information systems crises, and was further developed by Rockart (1979) on his work by identifying the use of critical success factors to create competitive advantage.

Remus (2007) noted that the strength of critical success factors is through their identification and confirmation through working with senior management teams other teams close to the work on how to involve and concentrate on key design features for success.

Moreover, in pursuit of providing a comprehensive CSF framework, there have also been attempts that integrate CSFs categorizations and frameworks with project success criteria. Belassi and Tukul in their study conducted in 1996, criticize previous studies, whose critical success factors are mainly focused on the project manager and project organization. They incorporate characteristics of the project and team members, as well as external factors, into their framework. Their framework, thus, provides a classification of project CSFs into four groups; namely, project manager, team members, organization, and external environment. Additionally, the framework by Belassi and Tukul (1996) provides an explicit and systematic way for examining the intra-relationships between factors in different groups. This scheme provides grouping of project success factors, however it is generic rather than industry specific.

Another interesting study is by Cooke-Davies (2002), in which he introduces a set of questions for the purpose of grouping of CSFs, such as; “What factors are critical to project management success?”; “What factors are critical to success of an individual project?” and “What factors lead to consistently successful projects?” Moreover, he distinguishes between

project management success and project success by claiming that project management success is the satisfaction of traditional criteria of time, cost and quality, whereas, project success is the satisfaction of the overall project objectives. Then, he proposes 12 CSFs,

F1 - Adequacy of company-wide education on the concepts of risk management.

F2 - Maturity of an organization's processes for assigning ownership of risks.

F3 - Adequacy with which a visible risk registers is maintained.

F4 - Adequacy of an up-to-date risk management plan.

F5 - Adequacy of documentation of organizational responsibilities on the project.

F6 - Keep project (or project stage duration) as far below 3 years

F7- Allow changes to scope only through a mature scope change control process.

F8 - Maintain the integrity of the performance measurement baseline.

F9 - The existence of an effective benefits delivery and management process that involves the mutual co-operation of project management and line management functions.

F10 - Portfolio- and program management practices that allow the enterprise to resource fully a suite of projects that are thoughtfully and dynamically matched to the corporate strategy and business objectives.

F11 - A suite of project, program and portfolio metrics that provides direct "line of sight" feedback on current project performance, and anticipated future success.

F12 - An effective means of "learning from experience"

As indicated above all factors which he extracts from multi-national organizations' activities and practical actions he proposed CSFs are not directly related to human factors, he points out that people have intrinsic importance to all project processes. On the other hand, CSFs introduced by Clarke (1999) involve effective communication, clear project's objectives and scope, decomposing project into manageable size, using project plans as working documents,

whereas, Nicholas (2004) proposes a set of CSFs, which are grouped into three categories: project participants, communication and information sharing and exchange, and the project management/systems development process.

Zwikael and Globerson (2006) describe critical success factors as the main reasons for project failure or success. They identified that project failure is still very high because critical success factors are rarely specific enough for project managers to act on. Erling et al (2006) defined critical success factors as “those features which have been identified as necessary to be achieved in order to create excellent results: if the critical success factors are not present or taken into consideration, one can largely expect that problems will be experienced which act as barriers to overall successful outcome”.

<b>Table 2: Summary of literature reviews on critical success factors (CFS)</b>									
<b>Critical Success Factors</b>	<b>Authors</b>								
	Pinto & Slevin (1987, 1989)	Kerzner, (1992, 2001, 2003)	Yeo, (2002)	Boyd (2001)	Andersen <i>et. al</i> , (2002)	Hyvari (2006)	Turner & Muller (2005, 2007)	Khang & Moe (2008)	Frese & Saute r (2003 )
Clear Project Management objectives	√		√		√			√	√
Top Management Support	√		√		√	√	√	√	√
Information/Communication	√			√	√	√			√
Client Involvement	√	√		√	√	√		√	
Competent Project Team	√					√	√	√	
Authority of the Project Manager/Leader	√				√				
Realistic Cost and Time Estimates	√	√	√	√					
Adequate Project Control	√				√				√
Problem Solving Abilities	√					√			
Project Performance and Quality		√		√					
Adequate Resources	√	√			√	√		√	
Planning/controlling	√	√	√		√		√	√	√
Monitor performance and feedback			√	√		√	√		
Project mission/common goals	√				√	√			
Project ownership	√	√					√	√	√

**Source:**Ofori, D.F.(2013)

## **Success Factors on Stakeholders and Competent Project Team Mentioned in the Study**

### **Stakeholders**

PMBOK 2013 defined project stakeholders as an individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project.

The project management literature recognizes that project stakeholders are important for project success for at least four reasons. First, the project needs contributions (financial and nonfinancial resources) from stakeholders; second, stakeholders often establish the criteria for assessing the success of the project; third, stakeholders' (potential) resistance may cause various risks and negatively affect the success of the project; and fourth, the project may affect stakeholders in both negative and positive ways.

### **Project Team**

There is nothing more important to the success of a project than the people who make up the project team. Without good people who possess the knowledge, experience, and motivation to get the job done all of your other planning will be quickly wasted. Putting together a project team is one of the very first steps of setting up a new project. Without the people to compose a quality team, you won't be able to make very much progress at all in to the work that needs to be done.

Assembling a good team is important in any phase of business, but it is especially important when managing a project to make sure that the work can get done on time and budget.

Acquiring the project team is often complicated by the fact that the project management team will not usually have direct control over every one they would like to have involved in the project. They may need to negotiate with others who are in a position to provide the right number of individuals with appropriate level of knowledge, skills and experience ([www.free-management-ebook.com](http://www.free-management-ebook.com)).

## 2.5 EMPIRICAL REVIEW

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

In 2010, Kazhibevova and Jusufovichave discussed about critical success factors in the implementation of international development projects (IDP) in Kazakhstan. These projects, which are named as international development projects (IDPs), are financed mainly by multilateral and bilateral development agencies. However, management of these projects, which have less tangible objectives and deliverables, differ drastically from traditional industrial-commercial project types, that have more tangible objectives and deliverables. Moreover, the intensive investments on IDPs have not yielded the expected progress yet. Therefore, ensuring a successful IDP management through the satisfaction of factors that are critical for project success becomes crucial for both sponsoring bodies and receiving countries. Nevertheless, the current literature provides only a limited number of studies, such as studies conducted by Diallo and Thuiller (2004; 2005), Do and Tun (2008), on this subject area. Then, this study following previous studies by Diallo and Thuiller (2004; 2005), Do and Tun (2008), aims to contribute to this gap in the literature through investigating critical success factors (CSFs) for implementation phase of international development projects (IDPs) in Kazakhstan. Not only the applicability of Do and Tun's (2008) CSFs for IDP implementation phase to IDPs being implemented in Kazakhstan are tested but also a new set of CSFs is generated for the implementation phase of IDPs being implemented in Kazakhstan

According to Cook-Davies (2002), A comprehensive answer to the question of which factors are critical to project success depends on answering three separate questions: “What factors lead to project management success?”, “What factors lead to a successful project?” and “What factors lead to consistently successful projects?” This paper draws on new empirical research from more than 70 large multi-national or national organizations to answer each of these three questions, and to identify 12 factors that are, in one way or another, critical to project success.

The other one is Kate Davis in 2013 provides background to the development of project success since the 1970s. Then, an inductive thematic analysis investigates which factors stakeholders, involved in projects, perceived as key to project success. It provides a better understanding of project success and identifies perceptions by senior management, project core team and project recipient stakeholder groups. The main issue highlighted by the research was that, for some groups, there were no common success factors. This suggests a lack of agreement in perception of project success factors between these three groups, highlighting discontinuity between them and provides a case for empirical research into multiple stakeholder groups’ perception of project success.

A survey was conducted by the Project Management Association Finland in 2002 to evaluate the critical success/failure factors in project management and to examine the relationships between critical success factors and organizational background variables. This study also aims to gain an understanding of how project clients, owners, and sponsors present their needs and expectations to ensure project success. On the basis of the survey responses received, it is possible to identify critical success factors in project management that are significantly related to company/organization size, project size, organization type, and project managers’ work experience. The project implementation profile is also analyzed on average and by phases. The results indicate the importance of project communication that is related to company size, however. In contrast to some prior studies, communication was ranked highest in most project phases.

## CHAPTER THREE

### Research Methodology

#### 3.1 Research design and approach

According to Saunders (2009) the most commonly used research designs are explanatory, exploratory, and descriptive which are selected based on the purpose of the study. From this research designs the researcher used descriptive design. Descriptive design used to describe an intervention or phenomena in the real life context in which it occurs.

Therefore, the study assessed success factor for implementation of development project at MCMIDO by using descriptive design.

According to (Creswell, 2011) mixed method is the use of quantitative and qualitative approaches, in combination, provides a better understanding of research problems than either approach alone. To gain more in sight regarding this study the researcher used mixed method approach.

#### 3.2 Data Sources

In this research both primary and secondary data would be used. According to Kothari (2004) the primary data are those data which are collected for the first time whereas the secondary data have already been collected for some other purpose than the one at hand. The researcher collected primary data through questioner and interview from the select respondents. On the other hand secondary data will be collected from related published works, journals, internet and project documents which will contribute for the findings.

#### 3.3 Target Population

The total population of the study was 33 project participants. According to (Kothari, 2004), census is a complete enumeration of all items in the population is obtained. For this reason and as the number is manageable the researcher used census for these 33 target project participants. But among 33 questionnaires 31 were appropriately filled and returned back.



### **3.4 Data collection methods**

To get primary data for the data analysis the researcher used both questionnaire and interview as a data collection method.

Since the purpose of this study was to identify success factors in this developmental project at MCMEDO, the questioner distributed for project team members, top management, administrative staff, key stakeholders like donors and functional managers whereas the interview was conducted for program manager and project coordinator.

### **3.5 Data analysis**

Data that was collected from questioner analyzed by using descriptive statistical measurements like percentage, frequency, mean, and standard deviations. In order to analyze quantitative data the researcher used SPSS version 16. The data that was collected from interview was analyzed by creating theme and summarizing the data to obtain meaningful information.

### **3.6 MEASUREMENTS**

The researcher adopted different questions that were developed by other researchers to measure the data. Questions with related to clear goal/objectives and stakeholders have taken from the thesis with the title organizational capacity assessment by MwiyaHundia. Communication, Monitoring and evaluation questions adopted from the researcher called Mbaria Michel. Competent project team factor has taken from the researcher named Irja from project management effectiveness in different organizational conditions thesis.

### **3.7 VALIDITY AND REALIABILITY**

Kothari (2004) define validity as the extent to which a test to measure what we actually with the accuracy and precision of a measurement procedure. The questionnaires reliability was checked by the Cronbach's. Alpha test coefficient using SPSS software and the result is 0.756. Therefore, the results for the items are reliable and acceptable.

**Table 3:**Reliability Score for critical success factor.

<b>Reliability on each success factor</b>	<b>Cronbach's Alpha</b>	<b>No of Items</b>
Clear project goals and objectives	0.815	6
Stakeholders	0.728	9
Monitoring and evaluation	0.701	5
Competent project team	0.725	6
Communication related factors	0.815	5
Reliability score for total questions	0.756	31

## CHAPTER FOUR

### BACKGROUND INFORMATION AND RESULTS RELATED TO CRITICAL SUCCESS FACTORS

#### 4.1. INTRODUCTION

This chapter deals with the presentations, analysis and interpretation of the data which was collected from respondents. The questionnaire which was adopted from previous researcher was analyzed by using SPSS version 16.0 software.

#### 4.2. RESPONSE RATE

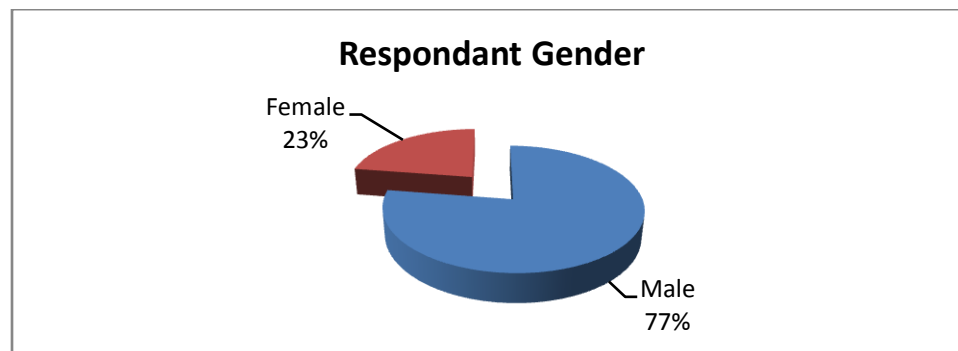
The primary data was collected through questionnaire that consisted 35 items. Among 33 questionnaires, 31 respondents were properly completed and returned. The data that was collected from interview and questionnaire with its analysis and interpretation is presented as follows.

#### 4.3. GENERAL INFORMATION OF RESPONDENTS

On the general questions about gender, level of education, work experience and role of respondents in the implementation of the project are presented here under

##### 4.3.1. Gender Information

Figure2 General Information of the respondents



Source: Own survey, 2017

As illustrated on the chart above from the total of 31 respondents 23 % (7) were female and the remaining 77% (24) were male respondents'.

### 4.3.2. Education Background

Table 4 Level of education of the respondents

Education Background	Frequency	Percent	Valid percent
MA	7	22.58%	22.58
Degree	11	35.48%	35.48
Diploma	13	41.94%	41.94
<b>Total</b>	<b>31</b>	<b>100%</b>	<b>100</b>

Source: Own survey, 2017

As shown from the above table 3 from the total of 31 respondents 22.58% (7) were MA; 35.48% (11) were degree; and 41.94% (13) were diploma holders.

### 4.3.3. Work Experience

Table 5. Respondents' year of work experience

Work Experience	Frequency	Percent	Valid percent
0 to 5 years	11	35.50%	35.5
6 to 10 years	15	48.40%	48.4
11 to 15 years	4	12.90%	12.9
18 years	1	3.20%	3.2
<b>Total</b>	<b>31</b>	<b>100%</b>	<b>100</b>

Source: Own survey, 2017

As revealed on the above table 4, among 31 respondents 35.5% (11) were between 0 to 5 years of work experience; 48.4% (15) were between 6 to 10 years of work experience; 12.90% (4) of them were between 11 to 15 years of work experience and 3.20% (1) of the respondent was 18 years of work experience. This shows that the majority of the respondents had 6 to 10 years of work experience.

#### 4.3.4. Profile of Respondents in the Implementation of the Project

Table 6 Roles of the respondents' in the implementation of the project

<b>Roles of the Respondents</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid percent</b>
Project Manager	1	3.22%	3.22
Project Coordinator	1	3.22%	3.22
Project Manager Assistant	1	3.22%	3.22
Finance	2	6.44%	6.44
Administrative staff	9	28.98%	28.98
Monitoring and Control	4	12.88%	12.88
Communication and reporting	1	3.22%	3.22
Project Team Members	12	38.82%	38.82
<b>Total</b>	<b>31</b>	<b>100%</b>	<b>100</b>

Source: Own survey, 2017

On table 5 indicated regarding the role of respondents in the implementation of the project from the total of 31 respondents, a project manager, a project coordinator, a project manager assistant and a responsible for communication and reporting each was 3.22 % role in the project implementation. Others 6.44 % (2) were responsible for finance; 28.98 % (9) were responsible for administrative staff; 12.88 % (4) of them were responsible for monitoring and control; and the rest 38.82 % (12) of them were involved as project team members of the project.

#### 4.4. CRITICAL SUCCESS FACTORS

Table 7 Clear project goals and objectives

Variable	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The organization has clearly articulated mission/goals	1(3.2%)	5(16.1)	1(3.2%)	9(29.0%)	15(48.4%)
All the stakeholders understand the organization's mission	1(3.2%)	10(32.3)	5(16.1%)	7(22.6%)	8(25.8%)
The development of the mission, goals and objectives are based on research and analysis of the external and internal environment	3(9.7%)	6(19.4)	11(35.5%)	11(35.5%)	0
The organization has performance indicators to measure progress towards the achievement of the goals and objectives.	0	2(6.5%)	1(3.2%)	12(38.7%)	16(51.6%)
The organization has a written strategic plan with a clear timeframe	0	2(6.5%)	0	11(35.5%)	18(58.1%)
Implementation plans are jointly developed by all the appropriate stakeholders	0	8(25.8)	7(22.6%)	5(16.1%)	11(35.5%)

Source: Own survey, 2017

As presented in table 7, from 31 respondents 3.2 % ( 1) strongly disagree and 16.1% ( 5) disagree on the existence of clearly articulated mission/goal. 3.2% (1) was neutral and the remaining 29.0%(9) and 48.4% (15) agree and strongly agree respectively. This indicates that majority of respondents believe that the organization has clearly articulated mission/goal.

As revealed in the above table whether all the stakeholders understand the organization's mission 3.2% (1) strongly disagree 32.3% (10) disagree 16.1 % ( 5) neutral 22.6% (7) agree

and 25.8%(8) strongly agree. As can be seen above most of the respondents strongly disagree that the organization mission understands by all stakeholders.

In order to find out if the development of the mission, goals and objectives are based on research and analysis of the external and internal environment 9.7% (3) disagree 19.4%(6) were neutral and the remaining 35.5%(11) and 35.5%(11) agree and strongly agree respectively. This implies that the development of mission, goals and objectives are based on the research and analysis of the external and internal environment. The interviewee result also supported this statement by elaborating that the development of mission, goals and objectives are highly depend on external and internal environment analysis.

The above table 7also shows us 6.5% (2) disagree 3.2% (1) neutral 38.7% (12) agree and the remaining 51.6%(16)strongly agree. This implies that the greater part of the respondents strongly agree that the organization has performance indicators to measure progress.

The same table 7shows us 6.5% (2) disagree 35.5% (11) agree and 58.1% (18) strongly agree that the organization has written strategic plan. From this result it can be seen that majority of the respondents strongly agree that the organization has written strategic plan.

As illustrated on the above table 7whether implementation plans are jointly developed by all the appropriate stakeholders 25.8% 8 disagree 22.6%(7) neutral16.1%(5) agree 35.5% (11) strongly agree for this question. Therefore, the majority of the respondents strongly agree that implementation plans are developed with all the appropriate stakeholders.

The result on clear goal/objectives are in line with studies by Ofori.(2013).This emphasized the importance of clarity of project goals and objectives as a success factor.

Table 8 Stakeholders

Variable	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The organization is able to identify key stakeholders.	12(38.7%)	12(38.7%)	2(6.5%)	5(16.1%)	0
The results of stakeholder needs assessments are integrated into the planning process.	7(22.6%)	14(45.2%)	4(12.9%)	5(16.1%)	1(3.2%)
Stakeholders are involved in the review of the organization's mission and strategies.	8(25.8%)	16(51.6%)	3(9.7%)	2(6.5%)	2(6.5%)
Project priorities are based on the actual needs of target groups.	11(35.5%)	12(38.7%)	6(19.4%)	2(6.5%)	0
Project priorities and services are defined in collaboration with stakeholders.	9(29.0%)	16(51.6%)	4(12.9%)	2(6.5%)	0
The Project is seen as a valuable resource by the stakeholders	1(3.2%)	2(6.5%)	6(19.4%)	13(41.9%)	9(29.0%)
The project regards its stakeholders as full partners.	15(48.4%)	12(38.7%)	1(3.2%)	2(6.5%)	1(3.2%)
Stakeholders were appropriately monitored and engaged.	13(41.9%)	12(38.7%)	1(3.2%)	5(16.1%)	0
Stakeholder expectations were appropriately managed.	13(41.9%)	13(41.9%)	2(6.5%)	2(6.5%)	1(3.2%)

Source: Own survey, 2017

As shown on table 8 in response to the question that was intended if the organization is able to identify key stakeholders, 38.7% (12) of the respondents strongly disagree and 38.7% (12) disagree 6.5% (2) were neutral to this response and 16.1% (5) agree . This indicates that most



of the respondents strongly disagree and disagree that the organization is able to identify key stakeholders.

Table 8 shows that 22.6% (7) strongly disagree 45.2% (14) disagree 6.5% (2) neutral and the remaining 16.1% (5) 3.2%(1) agree and strongly agree on the result of stakeholder needs assessments are integrated into the planning process. This shows that majority of the respondents disagree about the result of stakeholders need assessments integrated into the planning process.

Based on the above table 8 involvement of the stakeholders in the review of the organization's mission and strategies are 25.8%(8) strongly disagree, 51.6%(16)disagree whereas 9.7%(3) neutral 6.5%(2) agree and 6.5%(2) disagree. This result implies stakeholders didn't engage in reviewing the organization's mission and strategies.

In order to find out if project priorities are based on the actual needs of target groups 35.5%(11)strongly disagree 38.7%(12) disagree 19.4%(6)neutral and 6.5%(2) agree. As can be seen from this result majority of the respondents believe that project priorities are not based on the actual needs of target groups.

As presented in table 8, among 31 respondents 29.9% (9) strongly disagree 51.6% (16) disagree12.9% (4) neutral and 6.5% (2) agree whether project priorities and services are defined in collaboration with stakeholders. From this it can be noticed that the majority of the respondents disagree to this question which implies there is no project priorities and services which defined in collaboration with stakeholders

As revealed on the above table 8 regarding the project are seen as a valuable resource by the stakeholders 3.2%(1) strongly disagree 6.5%(2) disagree19.4%(6) neutral and the remaining 41.9%(13)and 29.0%(9) agree and strongly agree respectively. This result indicates that the project is perceived as a valuable resource by the stakeholders.

For the question the project regards its stakeholders as full partners Table 8 illustrates that 48.4%(15) strongly disagree 38.7%(12) disagree whereas 3.2%(1) neutral and the remaining 6.5%(2)agree and 3.2%(1) strongly agree. Based on this result majority of the respondents disagree about the project regards its stakeholders as full partners.

The same table 8 also illustrates stakeholders were appropriately monitored and engaged that 41.9%(13) strongly disagree 38.7%(12) disagree 3.2%(1) and 16.1%(5). This result indicates that most of the respondents strongly disagree and disagree about stakeholders were appropriately monitored and engaged.

Table 8 shows stakeholders expectations were appropriately managed 41.9 % (13) strongly disagree 41.9% (13) disagree the remaining 6.5% (2) neutral 6.5%(2) agree and 3.2%(1) strongly agree. As it can be seen from this result majority of the respondents disagree about stakeholders expectations were appropriately managed.

According to Khang and Moe (2008) effective consultation with stakeholders is necessary success factor. But this result shows that stakeholders were not appropriately identified monitored and engaged.

The result of the interview with the project coordinator and program managers also revealed that there is lack of stakeholders' involvement. In addition the community didn't treat these street children properly. After the street children finished the training the employer are not willing to hire these street children. These results indicate that there is lack of stakeholders support from government body and community.

Table 9 Monitoring and Evaluation system

Variable	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
A clearly documented monitoring and evaluation system exists that guide project implementation.	0	1(3.2%)	1(3.2%)	13(41.9%)	16(51.6%)
There is defined/clear project monitoring and evaluation staff roles and responsibilities.	0	0	2(6.5%)	8(25.8%)	21(67.7%)
Baseline and impact data are collected and analyzed regularly.	0	0	3(9.7%)	14(45.2%)	14(45.2%)
The organization reports the project monitoring and evaluation activities timely for decision makers.	0	0	3(9.7%)	9(29.0%)	19(61.3%)
Results of evaluation are used to make adjustments to the project	0	0	3(9.7%)	12(38.7%)	16(51.6%)

Source: Own survey, 2017

As presented in the table 9 among 31 respondents 3.2% (1) disagree 3.2% (1) neutral to the existence of clearly documented monitoring and evaluation system exists that guide project implementation and the remaining 41.9% (13) agree and 51.6% (16) strongly agree. This indicates that the majority of respondents strongly agree about a clearly documented M&E system exists that guide implementation.

For the question if there is defined/clear project monitoring and evaluation staff roles and responsibilities 6.5% (2) neutral 25.8% (8) agree 67.7% (21). This result indicates that majority of the respondents strongly agree on the appearance of clear project monitoring and evaluation staff roles and responsibilities.

As can be seen above, for the question baseline and impact data are collected and analyzed regularly 9.7% (3) neutral 45.2% (14) agree and 45.2% (14) strongly agree. This result shows that majority of the respondents believe that impact data are collected and analyzed regularly.

As shown on table 9 the organization reports the project monitoring and evaluation activities timely for decision makers 9.7% (3) neutral 29.9% (9) agree 61.3% (19) strongly agree. This result indicates that most of the respondents strongly agree M&E activities timely reports for decision makers.

In response to the question whether results of evaluation are used to make adjustments to the project 9.7% (3) neutral 38.7% (12) agree and the remaining 51.6% (16) strongly agreed that the result of evaluation are used to make adjustment to the project.

Table 10 Competent project team

Variable	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The right number and quality of team members are available to the project.	12(38.7%)	12(38.7%)	5(16.1%)	2(6.5%)	0
The project team members are able to allocate sufficient time to the project.	16(51.6%)	14(45.2%)	1(3.2%)	0	0
The morale of the project team was good.	0	1(3.2%)	3(9.7)	10(32.3%)	17(54.8%)
The project team was working together towards a common goal.	1(3.2%)	0	2(6.5%)	9(29.0%)	19(61.3%)
Project team has trouble shooting (solving unexpected problems) capacity.	16(51.6%)	14(45.2%)	1(3.2%)	0	0
Work was completed without concerns of burn out or overworks for the remaining tasks.	14(45.2%)	16(51.6%)	0	0	1(3.2%)

Source: Own survey, 2017

The above table 10 shows that 38.7 % (12) strongly disagree 38.7 % (12) disagree and 6.5%(2) agree that the right number and quality of team members are available to the project. Based on the result majority of the respondents disagree to the right number and quality of team members are available in this particular project.

For the questions the project team members are allocate sufficient time to the project 51.6%(16) strongly disagree 45.2% (14) disagree and 3.2% (1) response neutral. This result indicates that sufficient time didn't allocate for the project by the team member.

As the result reveals in the above table 10 on the moral of the project team 3.2% (1) disagree and 9.7% (3) neutral and the rest 32.3% (10) and 54.8% (17) agree and strongly agree. As can be seen from this result most of the respondents agree that the moral of the project team was good.

In order to find out if project team was working together towards a common goal 3.2% (1) strongly disagree 6.5% (2) neutral and the remaining 29.0% (9) and 61.3% (19) agree and strongly agree respectively. From this it can be noticed majority of the respondents working together towards a common goal.

The result on the above table 10 shows that the capacity of project team on solving unexpected problems 51.6% (16) strongly disagree 45.2% (14) disagree and 3.2% (1) neutral. From this it is realized that majority of the respondents disagree on the capacity of the project team on trouble shooting capacity.

The above table 10also shows that work was completed without burn out for the other tasks 45.2 % (14) strongly disagree 51.6 % (16) disagree and 3.2 % (1). Based on this result most of work was completed without concerns of burn out or overworks for the remaining tasks.

On competency of project team members Pinto and Slevin,(1987) said that project team are ultimately responsible for the success and quality of projects. But this result is not in line with this since the result indicates the availability of project team members during the implementation of the project was not satisfactory.

According to the interview result about the availability of competent project team both project and program managers didn't believe that appropriate number and quality of team members are available to the project.

Table 11. Communication related factors

Variable	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The project has written procedures/practices for each work scopes.	0	0	4(12.9%)	11(35.5%)	16(51.6%)
Roles and responsibilities are clearly understood in the project.	0	1(3.2%)	3(9.7%)	10(32.3%)	17(54.8%)
I get timely access to the necessary information.	0	1(3.2%)	1(3.2%)	16(51.6%)	13(41.9%)
Access to people with necessary information to perform my job is easy.	0	0	2(6.5%)	12(38.7%)	17(54.8%)
The necessary information can be obtained accurately.	0	0	2(6.5%)	9(29.0%)	20(64.5%)

Source: Own survey, 2017

As Table 11 shows, 12.9% (4) of the respondents were neutral; 35.5% (11) were agree and 51.6% (16) were strongly agree for the variable that the project has written procedures/practices for each work scopes. Based on the majority of the respondents' response strongly agree for that the project has written practices/procedures for each work scope.

Table 11 illustrates that 3.2% (1) was disagree; 9.7% (3) were neutral; 32.3% (10) were agree while 54.8% (17) of the respondents' were strongly agree for the variable of roles and responsibilities are clearly understood in the project. Based on this result majority of the respondents' strongly agree for the roles and responsibilities are clearly understood in the project.

On this table 11 it is also shown that from the total respondents' 3.2% (1) of a respondent disagree; 3.2% (1) was neutral; 51.6% (16) agree and 41.9% (13) were strongly agree for the variable that in getting timely access to the necessary information. From this result it is possible to say that most of the respondents' had a positive answer for getting timely access to the necessary information from the project.

Table 11 also indicated that 6.5% (2) were neutral; 38.7% (12) were agree and 54.8% (17) were strongly agree for access to people with necessary information to perform job is easy. From this finding most of the respondents' agree and strongly agree for access to people with necessary information to perform job is easy.

On communication related table 11 it also shown that 6.5% (2) respondents' were neutral; while 29% (9) respondents agree and 64.5% (20) of them strongly agree for the necessary information can be obtained accurately. Based on this result majority of the respondents' strongly agree on obtaining necessary information accurately.

Belassi and Tukel (1996), Anderson (2000), identified communication as one of the critical success factors. This result also in line with the result that project communication is a success factor. Because project participants communicate without travel and access to people with necessary information to perform the job is easy.

#### 4.5 SUMMARY OF CRITICAL SUCCESS FACTORS

Table 12. Descriptive statistics to critical success factors for all values SPSS out put

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Clear project goals/objectives	31	3.9677	0.77748
Stakeholders involvement	31	2.2079	0.57287
Monitoring and evaluation	31	4.4645	0.44837
Competent project team	31	2.5699	0.30054
Communication	31	4.4323	0.52178
Valid N (list wise)	31		

Data Source: Own data SPSS output, 2017

The descriptive statistics, displayed in Table 12, according to the respondents on clear goal/objectives the average composite mean score is 3.9677 with SD of 0.77748 which implies that most of the respondents agree on the organization has clear goals and objectives.

As it can be seen in the above table on stakeholders involvement the average composite mean score is 2.2079 with SD of 0.57287 this indicates that The analysis result shows that the organization didn't properly identify the key stakeholders of a project and proper stakeholder analysis such as the stakeholders power/interest grid mapping was not done to know how much power and influence each stakeholder had in the project. In addition to these stakeholders of the project were not appropriately monitored managed and engaged. Due to all these reasons the involvement of stakeholders during implementation of the project was not satisfactory.

Based on the above table on monitoring and evaluation the result reveals that the average composite mean score is 4.4645 with SD of 0.44837 which reveals most of the respondents agree that the monitoring and evaluations system conducted appropriately.

As illustrated on the above table on the availability of competent project team the average composite mean score is 2.5699 with SD of 0.30054 this implies that the project team members lack ability to work on time without concerns of burn out for the remaining task. Moreover the project didn't assemble the right number and quality of team members who possess the knowledge, skills and experience for successful implementation of the project. To fill the skill and knowledge gap the project didn't look outside the organization to get external human resource for sufficient quantity and quality of project team members. Furthermore the project team members couldn't able to allocate sufficient time to the project. Due to these project team members factor militate the success of the project.

The same table also shows as on communication factors the average composite mean score is 4.4323 with SD of 0.52178 which implies that majority of the respondents agree that the implementation of the project didn't face problem with related to communication related factors.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

In this final chapter, summaries of the findings, conclusion and the suggested recommendations that will help to improve Reducing Vulnerability of street living children and youth project are presented.

#### 5.1 SUMMARY OF THE FINDINGS

Based on the response of the respondents on clear project goals and objectives, the analysis revealed that the organization has clearly articulated goals, objectives and written strategic plan with clear timeframe that was developed based on the research and analysis of the internal and external environment. The organization also has performance indicators to measure progress towards the achievement of the goals and objectives.

The findings of the analysis for the stakeholders involvement implies that stakeholders didn't involve in the review of the organization mission and strategies. They were not appropriately engaged and their expectations were not appropriately managed. The result also indicates that stakeholders need assessment didn't integrate into the planning process and project priorities and services were not defined in collaboration with stakeholders. In addition the project didn't regard its stakeholders as full partners and the project was not seen as a valuable resource by the stakeholders

The findings on monitoring and evaluation systems revealed that majority of the respondents believe the project is monitored and evaluated well. They also agreed that a clearly documented monitoring and evaluation system exists that guide project implementation. According to their responses there is clearly defined project monitoring and evaluation staff roles and responsibilities. Based on their roles and responsibilities baseline and impact data are collected and analyzed regularly. The project monitoring and evaluation activities reports timely for decision makers. Then these results of evaluation are used properly to make adjustments to the project.

In response to the availability of competent project team respondent disagree that the right number and quality of team members were available to the project and the project team

members didn't allocate sufficient time to the project. Even if the project team was working together towards common goals with good moral, work was completed with burn out or overworks for the remaining tasks. The finding of the result also shows that whenever the project team face unexpected problems these team members didn't have capacity to solve unexpected problems (trouble shooting).

In the analysis of the respondents with communication related factors the result implies that the respondents agree that the project has written procedures /practices for each work scopes and roles and responsibilities are clearly understood by the project participants. According to the result of the findings project participants get timely access to the necessary information accurately and it is easy to access people with the necessary information.

The interview result also showed that the project face problem with related to stakeholders. These stakeholders like community and government didn't provide the necessary support that the project demands.

## 5.2 CONCLUSIONS

The major objective of the study is to assess critical success factors on Reducing Vulnerability of street living children and Youth project being implemented by Mothers and Children Multi-sectorial Development Organization (MCMDO), based on the findings the following conclusions forwarded.

- ❖ As it is been noticed from the study findings the project has clear goals and objectives that guide project team and project participants within the project. The project performance indicators also help in order to measure progress towards the achievement of the stated goals and objectives.
- ❖ Regarding stakeholders involvement, the result indicates that project priorities and services were not defined in collaboration with stakeholders. According to the result it can be seen that the project didn't consider the stakeholders as full partners. Due to this, stakeholders were not appropriately engaged and their expectations were not appropriately managed.

- ❖ The study finding has shown that the project has good practice on monitoring and evaluation. The monitoring team provides adequate and timely feedback that facilitates successful project implementation output.
- ❖ Even though the project team members were working together towards a common goal with good morale, the ability of the project team members to handle unexpected crises were low. In addition the right number and quality of team members were not available to the project that could contribute great for the successful accomplishment of goals and objectives
- ❖ Regarding communication related factors there is no problem at all. Therefore, as a whole it can be concluded that clear project goals, monitoring and evaluation system and communication related factors were considered to be the factors that contribute to the success of the project in MCMEDO whereas the rest two factors like stakeholders involvement and competent project team didn't get enough emphasis on this Reducing vulnerability of children and youth project.

### 5.3 RECOMMENDATIONS

The researcher recommends the following points for better improvement in its future projects of similar kind, bearing in mind the uniqueness of every project.

- ❖ Future project should take into account stakeholder's involvement appropriately by managing stakeholder's expectation with need assessment. Moreover, the project should identify key stakeholders and should consider them as full partners. This will help the organization in managing achieving the objective of the project without many difficulties.
- ❖ The organization should design different trainings that could solve skill gaps in how to handle unexpected crises.
- ❖ The right number of project team members with desired quality should be in place to complete the work in a professional manner and to accomplish the work based on the schedule without burn out or overworks for the remaining tasks.

- ❖ The best practice the project has with related to monitoring and evaluation, communication, clear goals and objectives, should be shared to the rest projects the organization attempting and for other similar developmental projects.
- ❖ Finally the researcher suggests further study by adding other critical success factors and extending it to whole project life cycle (PLC). As this research only focus on the implementation phase.

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## APPENDIXES

# QUESTIONNAIRE

**ADDIS ABABA UNIVERSITY**

**SCHOOL OF COMMERCE**

**MASTERS PROGRAM IN PROJECT MANAGEMENT**

The questionnaire is designed to collect information on **Success Factors for Implementation of Development Project: A Case Study on Reducing Vulnerability of Street Living Children and Youth Project**. The information will be used as a primary data for this study which the researcher is conducting as a partial fulfillment of her study at A.A.U for completing master of project management.

Believing that your frank and genuine responses have invaluable contribution to the quality of the findings of this study, the researcher would like to ask you kindly to complete this questionnaire as truthfully as possible. I would also like to inform you that the response you provide will be kept confidential.

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

SelamTamene

Phone No: +251911761101

Email: selamtamene7@gmail.com

## Part One: Background Information

1. Gender

Male  Female

2. Educational Background

PhD  Master's Degree  First Degree  Diploma  Below  
Diploma

3. Working Experience: \_\_\_\_\_

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

Steering Committee

Project Manager

Project Coordinator

Project Manager Assistant

Responsible for finance

Responsible for administrative staff

Responsible for Monitoring and control

Responsible for communication and reporting

Project team member

If other please specify \_\_\_\_\_

## Part Two: Questions Related to Critical Success Factors

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

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

<b>Clear project goals and Objectives</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The organization has clearly articulated mission/goals					
All the stakeholders understand the organization’s mission					
The development of the mission, goals and objectives are based on research and analysis of the external and internal environment					
The organization has performance indicators to measure progress towards the achievement of the goals and objectives.					
The organization has a written strategic plan with a clear timeframe					
Implementation plans are jointly developed by all the appropriate stakeholders					
<b>Stakeholders</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The organization is able to identify key stakeholders.					
The results of stakeholder needs assessments are integrated into the planning process.					
Stakeholders are involved in the review of the organization’s mission and strategies.					
Project priorities are based on the actual needs of target groups.					
Project priorities and services are defined in collaboration with stakeholders.					
The Project is seen as a valuable resource by the stakeholders					

The project regards its stakeholders as full partners.					
Stakeholders were appropriately monitored and engaged.					
stakeholder expectations were appropriately managed.					
<b>Monitoring and evaluation systems</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
A clearly documented monitoring and evaluation system exists that guide project implementation.					
There is defined/clear project monitoring and evaluation staff roles and responsibilities.					
Baseline and impact data are collected and analyzed regularly.					
The organization reports the project monitoring and evaluation activities timely for decision makers.					
Results of evaluation are used to make adjustments to the project					
<b>Competent Project team</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The right number and quality of team members are available to the project.					
The project team members are able to allocate sufficient time to the project.					
The morale of the project team was good.					
The project team was working together towards a common goal.					
Project team has trouble shooting (solving unexpected problems) capacity.					

Work was completed without concerns of burn out or overworks for the remaining tasks.					
<b>Communication related factors</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The project has written procedures/practices for each work scopes.					
Roles and responsibilities are clearly understood in the project.					
I get timely access to the necessary information.					
Access to people with necessary information to perform my job is easy.					
The necessary information can be obtained accurately.					

Thank you

## Interview

First and for most I like to thank you for your willingness to give respond to my questions. My name is SelamTamene I am a Master of Art students in Addis Ababa University School of commerce. For my project research work, I study success factors for implementation of development project: A case study on Reducing Vulnerability of street living children and youth project. Thus, I kindly request your response for the following questions.

1. Who are the project stakeholders and in what way the project involve these stakeholders?
2. Were the project participants clear about the mission and purpose of the project?
3. What are the practices of MCEMDO in handling communication, monitoring and evaluation factors?
4. What went good in this specific project?
5. What were the challenges the project faced during the implementation and how they were solved?

