St. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

AN ASSESSMENT OF CRITICAL SUCCESS AND FAILURE FACTORS OF PROJECT; A CASE ON ETHIO GULF DEVELOPMENT ASSOCIATION (EGDA)

BY

HAYDER ABDO

June, 2018

Addis Ababa, Ethiopia

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A THESIS SUBMITTED TO St. MARY'S UNIVERSTIY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS IN BUSINESS ADMISNTRATION

MAY, 2018

Addis Ababa, Ethiopia

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Statement of Declaration

I, the under signed, declare that this thesis is my original work, prepared under the guidance of my advisor Truneh Legesse (Assistant Professor). All sources of material used while working on this thesis have been duly acknowledged. This study is my own work that has not been submitted for any degree or Master program in this or any other institutions.

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ACKNOWLEDGEMENT

List of Abbreviation and Acronyms

CPM   Critical Path Method

EGDA   Ethio-Gulf Development association

FDRE   Federal Democracy Republic of Ethiopia

HRM   Human Resource Manaegment

ISO   International Organization for Standardization

MRP   Material Requirement Planning

NGO   Non-Governmental Organization

PRINCE   Project Management in a Controlled Environment

PMBOK   Project Management Book of Knowledge

PERT   Project Evaluation and Review Techniques

PMI   Project Management institute

RAD   Requirement Analysis Document

TQM   Total Quality Management

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Abstract

A project a complex, non-routine, one- time effort limited by time, budget, resources, and performance specifications design to meet customer needs. Every project is conducted to solve some kind of problem for an organization; despite of this the project area is not properly valued in many organizations because generally the company's projects are spread across several other areas. However, it is necessary to know how the projects and the project management provide the means for organizations to achieve their goals. The purpose of this study is to assessing factors which are critical to project success and factor which will contribute to project failure in Ethio Gulf Development Association (EGDA).I was used a descriptive research design and the target population was the project manager and the employee who participated in different project activities. The researcher selects the above population with the intention that, they have a direct or indirect involvement on project works. To address the research question the study used probability and Non probability sampling technique. Probability sampling technique which is specifically Cluster random sampling; by taking the population as all projects located in Addis Ababa and divide projects by types that are going to say clusters, and samples are then randomly select from each cluster. By Non Probability sampling technique the respondent's selected purposively related to study. The Quantitative raw data classify and compile to make assessment manageable and understandable through micro soft excel. Particularly, statistical tools like: average and percentage and Spss applied. For the qualitative data gathered analyzed using content descriptive analysis technique. In order to gather the primary data, self-administered quaternaries and focus group discussion was conducted, and after collecting adequate and enough data tabulation methods are used. Major finding of the study revealed that limitation of quality planning, limitation of human resource management practices, providing insufficient resource, promissory budget dalliance and lack of well-developed risk and opportunity management strategy. Because of those factor most of the project are not successfully delivered. The critical success of for the Association projects are motivation of staffs, set proper plan, Project financing guaranteed and Executive management support. Based on major finding and the conclusion some recommendation was given to enable the association to transformation to be effective and efficient in successfully. Moreover, the outputs will help projects management practitioners by showing in which points they should give due emphasis when they implement their projects and also policy makers and professional was also be the beneficiaries of the result (output). This paper recommends with regard to HRM *continuous trainings should be given for those who are involved in the project, Requirement gathering and analysis document should be prepared in detail which leads to clear and realistic estimating of time and cost.* It is also important for the association *should be enhance and practice local fundraising events and make additional contingency plan to cover the foreign project budget deficiency.*

Key words: Project management, project success, Project Failure, Proper Plan,

Project manager

CHAPTER ONE

INTRODUCTION

This chapter deals with background of the study, definition of key terms, statement of the problem, research hypotheses research objectives, significance of the study, scope of the study limitation of the study, organizing of the study and research methodology.

1.1 Background of the Study

The project area is not properly valued in many organizations because generally the company's projects are spread across several other areas. However, it is necessary to know how the projects and the project management provide the means for organizations to achieve their goals
According to (Wysocki 2009, p.45), a project 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.

As (Ghattas and McKee 2001) defined project as" a group of multiple interdependent activities that require people and resources. It has a definite start and end date and a specific set of criteria that define successful completion. When these activities are combined, they achieve the desired results."

Successfully project management can be defined as finalizing and achieving the project objectives within time and cost, at the desired performance /technology level, while utilizing the assigned resources effectively and efficiently, and most importantly the project should be accepted by the customer (Kerzner, 2009, p.126). Therefore any project which is finalized with time-overrun or cost-overrun or which didn`t meet the desired performance level or most importantly which didn`t accepted by the customer is not successful. Therefore close supervision is necessary for project success.

Several local and international NGOs operates in Ethiopia to improve the welfare of different section of the society ,usually focusing on the most affected and vulnerable groups in the society .People affected by HIV/AIDS, Orphans and vulnerable children are among the members of the society that are targeted by the different religious and development projects of non-governmental organization.

Ethio-Gulf is one of the civil society organizations emerged locally on 2007 in Ethiopia. It was established on January, 2008. It is a non-governmental, not political, and nonprofit organization registered by the FDRE Ministry of Justice – Charities and Societies Agency under Registration Number of 0331. The association has been reregistered on November 3, 2009 as Ethiopian resident charity in accordance with the charities and societies proclamation No.621/2009. Yet beginning of this year, it renewed its license for the next three years.

Since its establishment it is contributing its share to the poverty alleviation of the country by actively participating in some development interventions. E**ducational development**, constructing schools, supporting students financially and psychologically plus schools materially, **water development**, constructing potable waters in different level and areas, **livelihood development**, providing seeds, and seedlings for farmers and providing goats as income generation, **health development**, constructing health centers , hospitals, organizing volunteer doctors to give service for the rural society in specific period of time and providing equipment for hospitals and clinics, **orphan support**, supporting vulnerable children in materially and financially, saving money for selected poor families in the target areas in order to help them generate their income by themselves and **emergency/relief** as it is needed .

In order to active its objectives the organization does different projects for different areas especially in regional area.

1.2 **Statement of the Problem**

A project a complex, non-routine , one- time effort limited by time , budget , resources , and performance specifications design to meet customer needs (Gray and Larson, 2008). Every project is conducted to solve some kind of problem for an organization. According to J.P Getting Projects are the cutting edge of development indicating the significant importance of projects as instruments for development project performance can be measured and evaluated using a large number of performance indicators that could be related to various dimension such as time, cost, quality, client satisfaction, client changes, business performance, health and safety (Cheung 2004;pp247). Time, cost and quality are, however, their principal performance evaluation dimensions. Another interesting way of evaluation project performance is through two common sets of indicators (Pahang and Chan, 2006; 78). The first set is related to the groups of people, who will look at project performance from the macro viewpoint. This group includes the owner, users, stakeholders, and the

general public. The second set is related to the group of people who will look at project performance from the micro viewpoint. The developer and the contractor are compresses in this group.

Project performance dimensions may have one or more indicator, and could be influences by various project characteristics. According to (Dissanayka and kumara swami 1999, p.257) found that project time and cost performances get influenced by project characteristics, procurement system, project team performance, client representations characteristics, contractor characteristics, design team characteristics, and external conditions. Similarly, (iyer and Jha,2005) identified many factors as having influence on project cost performance, these include: project managers competence, top management support, project managers coordination among project participant, owners competence, social condition, economic condition, and climate condition, coordination among project participant , however, was identified as the most significant of all the factors, having maximum influence on cost performance. Interestingly, love et al. (2005) Examined project time cost performance relationship, and their results indicate that cost is a poor predictor of time performance

Project management is asset of principles, methods, and techniques that people use to effectively plan and control project work. It established a sound basis for effective planning scheduling; resourcing, decision making, controlling, and re-planning, project management principles and techniques help complete projects on schedule, within budget, and in full accordance with project specification. At the same time, they help achieve the other goals of the organization, such as productivity, quality and cost effectiveness. The objective of project management is to optimize project cost, time and quality (Larry, 2002).

According to (kerner, 2009; 127) project management monitoring and control, and finally project closure. These five major processes include different pieces of takes within them.

Surprisingly based on the literature review Over 1 in 3 (34%) projects have no baseline, For every $1 billion invested in the United States,$122 million was wasted due to lacking project performance75% of business and IT executives anticipate their software projects will fail , 50% of all Project Management Offices (PMOs) close within just three years, 80% of project management executives don't know how their projects align with their company's business strategy,33% of projects fail because of a lack of involvement from senior management. (https://blog.capterra.com)

As per the review of unpublished office document and preliminary informal discussion with the financial manager, some problems were identified on the area of project planning and budget dalliance. In addition, the projects being implemented by the project office generally lack well developed separate quality plan and quality control assurance and so on. But in addition to that the main problem of the association projects is regards to not knowing the major and the critical failure factor of the association. Because of this even if much of the time and resource invested to minimize and solve expected project failure factors still the problem of project dalliance and quality defect cannot minimized and solves. The above problems can be directly related to lack of understanding and assessing the major and critical problems.

The researcher believed that Meaningful project success in Ethiopia requires careful assessing of the critical failure and success factor and apply the strategy to implement the result.

Therefore, this study will identifies and assesses project failure and success factors and its role in project outcome in the country to take corrective action and prevent project failure.

1.3 Research Questions

The research paper tries to answer the following research questions

- What factors contribute to the failure and success of project?

- What project management methodologies & practices were implemented by the organization?

- What challenges were faced by the management in implementation of the project?

1.4. Objectives of the Study

1.4.1. The General Objective

The main objective of this study is to assess factor which are critical to project success and factor which will contribute to project failure in Ethio Gulf Development Association (EGDA)

1.4.2. The Specific Objectives

- Assess the factors which were contribute to project failure and success

- Assess the challenges faced by the management in implementation of the projects.

- Assess the project management methodologies & practices which were implemented by the organization

1.5. Significance of the Study

Since there are few studies in the area, it will give a comprehensive starting point for more studies in project management. Especially will use as an initiator for advance research in the area of causes of project success and failure.

In addition to that the finding of the study will help the organization by providing tangible and concrete evidence regarding the developed objectives and the results of the research. These will help company to design its strategy for the successful completion of its projects and will help the company to deliver the project to its customer as per agreed time, quality, scope and other parameters.

Moreover, the outputs will help projects management practitioners by showing in which points they should give due emphasis when they implement their projects and also policy makers and professional will also be the beneficiaries of the result (output)

1.6. Scope of the Study

As a descriptive study, the research is a kind of case study only on the Ethio Gulf Development association. So no generalization will be made for any Development NGOs in Ethiopia. In terms of content also the study was focused only on assessing factors which are critical to project success and factor which will contribute to project failure, which means the study not included all probable causes that lead the project to fail.

Even if good and helpful to include all the workers and projects in the studyto make the research complete, it was difficult for the researcher to include them especially located out of Addis Ababa, which needs huge amount of money and a long period of time. Therefore, the researcher only focuses on those respondents and projects are located in Addis Ababa.

1.7. Organization of the study

The paper is organized in four sections or chapters. The first chapter is the introduction part of the study and it included background of the study, statement of the problem, research questions,

objective, significance, scope, limitation, organization of the study and so on. The second chapter is all about review of literature, these literature are important and based for the research as whole. The third chapter includes data presentation, analysis and interpretation section and the last chapter, chapter four, deals with summary, conclusion and recommendation of the study.

CHAPTER TWO

REVIEW OF RELATED LETERATURE

Related literature review is just the written information that could have a relation or relevance to the specific topic of the study. This will support and inform the subject the study is coverage. Therefore, this chapter presents the theoretical and empirical literatures, and concepts related with the topic of the study.

2.1 Theoretical Literature

2.1.1 Project

Some writers and practitioners of project management state the meaning of projects as any undertaking that has a beginning and an end; requires budget and resources, and has a goal or objective to achieve, that may range from simple activities like preparing holyday dinner for extended family members to mega projects that require many years and huge amount of budget.

But the commonly accepted definition of a project is that "A project 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"(Wysocki, 2014).

This definition consists of attributes that differ an undertaking from other routine activities. To be called a project, an undertaking should be unique, should have one goal and should be completed within constraints. The uniqueness of a project brings risk to the scene and its presence as inevitable. Dr.Mike Bell in his article "Effective and Efficient Project Management" expressed the presence of risk in projects as a key point that differentiates projects from routine activities.

Another definition of a project that incorporates the concept of having business value beyond being completed within the stated constraints is given by Dr. Robert K. Wysocki. It is stated as "A project is a sequence of finite dependent activities whose successful completion results in the delivery of the expected business value that validated doing the project". Other known authors on the field also agree on this concept of implementing a project having business value to deliver at its completion either immediately or after some time of its completion. A project will be of no value or the effort made to implement it will be wasted if it could not deliver the required business value at the end.

According to (Wysocki 2009, p.24), a project 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. To appreciate just what constitutes a project, he explained what each part of the definition mean as Sequence of Activities-A project comprises a number of activities that must be completed in some specified order, or sequence, as Unique Activities- The activities in a project must be unique. A project has never happened exactly in the same way before, and it will never happen again under the same conditions.

According to (crawford, 2005; p. 25) Complex Activities-the activities that make up the project are not simple, repetitive acts. Connected Activities-Connectedness implies that there is a logical or technical relationship between pairs of activities. There is an order to the sequence in which the activities that make up the project must be completed. They are considered connected because the output from one activity is the input to another. One Goal-Project must have a single goal. Specified Time- Projects have a specified completion date. The project is over on the specified completion date whether or not the project work has been completed. Within Budget-Projects also have resource limits, such as a limited amount of people, money, or machines that are dedicated to the project. These resources can be adjusted up or down by management, but they are considered fixed resources by the project manager. According to Specification-the client, or the recipient of the project's deliverables, expects a certain level of functionality and quality from the project. These expectations can be self-imposed, such as the specification of the project completion date, or client-specified, such as producing the sales report on a weekly basis.

According to (Lewis, 2002), projects are different from standard business operational activities as they are unique in nature- they do not involve repetitive process. Every project undertaken is different from the last, whereas operational activities often involve undertaking repetitive (identical) processes, have a defined time scale- Projects have a clearly specified start and end date within which the deliverables must be produced to meet a specified customer requirement,

A project can be considered to be any series of activities and tasks that have a specific objective to be completed within certain specifications, defined start and end date, funding limits, uses resources and are multifunctional (Kerzned,2009;48). Therefore, from different scholar points of view we can conclude that projects is a temporary organization or endeavor that is created for the purpose of delivering one   or more unique business product, service or result according to an agreed business

case. And it is an undertaking designed to examine present practice, to propose change and to test the implementation of change.

Project management book of knowledge (PMBOK 2000) defines project as a temporary endeavor undertaken to create a unique product or service. As per PMBOK temporary means that every project has a definite beginning and definite ending, and unique means that the products or services produced in one project is deferent in some distinguishing way from all other products or services produced in another projects.

Portfolio is defined as collection of projects that share some common link to one another. Their link may come from the projects all: being originated from the same business unit; may be product development projects; etc. and some of the projects may be fully funded, some of them may be partially funded or others may be rejected depending on their alignment with the strategic plan of the organization (Wysocki, 2014).

According to (kerzner 2009) The American Management Association stated there are two types of programs: independent and interdependent programs. They defined interdependent program as a project so large that its major components are projects in their own right. The alternative, a program of independent projects is different: the program is not itself a project. New projects are added as old projects are completed. The consolidated program management is there to provide operational support for project activities.

Generally project is done only one time and if it is repetitive it is not a project. By saying temporary it means that every project has a definite beginning and end. Unique means that product; service result is different some way from all similar product, service or result. In short project is directed towards achieving a specific result, coordination of undertaken of interrelated activities, of limited duration, a beginning and an end and vulnerable to risk. (Moore, 1999)

2.1.2 Project Management

Today's turbulent and unpredictable marketplace, customers' expectations are continually rising. New demands and challenges always are put on the project team of business organization. Hence Understanding and responding in advance for the project management process and practice is very important in handling those challenges. Project management process and project management practice are interrelated activities used to manage project aspects (Robert K. Wysocki, 2014).

Many have attempted to define project management in different way from different perspectives. As indicated in the international journal of project management written by (Atkinson, 1999:338), risen, had been make one of the really attempts.

Project management is the application of a collection of tools and techniques (such as the CPM and matrix organization) to direct the use of diverse resources toward the accomplishment of unique, complex, one – time task within time, cost and quality constraints. Each task requires particular mix of these tools and techniques structured to fill the task environment and life cycle (from Conception to completion) of the task

According to (Davis,2014) In the definition some of the successes criteria are including, the iron triangle, time, cost and quality from the figure below we can understand that there are main interdependent constraints for every project: time, cost and scope. This is also known as project management triangle. Time is a critical factor which is uncontrollable. A project`s activities can either take shorter or longer amount of time to complete. Completion of task depends on a number of factors such as the number of people working on the project, experience, skills, etc. failure to meet the deadliness in project can create adverse effects. Most often. The main reason for organizations to fail in terms of time is due to lack of resources. It is very important for both the project manager and the organization to have an estimated cost when undertaking a project. Sometimes, project managers have to allocate additional resources in order to meet the deadlines with a penalty of additional project costs. Scope looks at the outcome of the project undertaken. This consists of a list of deliverables, which need to address by the project and change in scope which impacts time and cost. Quality is not a part of the project management triangle, but it is the unlimited objective of every delivery. Hence, the project management triangle represents implies quality. Many project managers are under the notion that `high quality outcomes with high cost` which to some extent is true. By using low quality resource to accomplish project deadlines does not ensure success of the overall the project.

Moreover the British standard for project management BS60794 1996 as sited in (Atkinson, 1999) defined project management as 'the planning, monitoring and control of all aspects of a project and the motivation of all those involved in it to achieve the project objectives on time and to the specified cost, quality and performance.

PRINCE 2 project management methodologies (2009) defines project management as the planning, delegating, monitoring and control of all aspects of the project, and the motivation of those involved, to achieve the project objectives within the expected performance targets for time, cost, quality scope, benefits and risks. Moreover project Management Book of Knowledge (PMBOK, 2000) defines project management as the application of knowledge, skills, tools and techniques to project activities to meet project requirements. As per the guide project management is accomplished through the use of the processes such as initiating, planning, executing, controlling and closing. In addition Reiss as sited in (Atkinson 1999:340) suggests a project is a human activity that achieves a clear objective against a time scale, and to achieve this while pointing out that a simple description is not possible, suggests project management is a combination of management and planning and the management of change.

According to (Lewis,2009)Project management is the discipline of organizing and managing resources in such a way that these resources deliver all the work required to complete a project within defined scope, time, and cost constraints. It is important to note here a project is a temporary and one-time endeavor undertaken to create a unique product or service that brings about beneficial change or added value. This property of being a temporary and one-time undertaking contrasts with processes, or operations, which are permanent or semi-permanent ongoing functional work to create the same product or service over and over again. The management of these two systems is often very different and requires varying technical skills and philosophy, hence requiring the development of project management.

Delivered within the defined constraints, the second more ambitions, challenge is the optimized allocation and integration of the inputs needed to meet those pre – defined objectives. The project managements, therefore, is a carefully selected set of activities chosen to use resource (money people, materials, energy, space, provisions, communication, quality, risk, etc.) in order to meet the objectives established by the organization.

Management is the attainment of organizational goals in an effective and efficient manner the rough planning, organizing , leading and controlling organizational resource, this definition holds two important ideas: one is the four functions of planning, organizing , leading , and controlling, and the other one it the attainment of organizational goals in an effective and efficient manner. Therefore management in any project is concerned with productively. This refers to efficiency and

effectiveness. In order to be efficient management is concerned with minimizing resource costs. Efficiency is `doing things right`. In order to be effective, management is concerned with getting activities completed. Effectiveness is `doing right things`. Thus efficiency is concerned with means and effectiveness with ends. They are interrelated. It is easier to be effective if one ignores efficiency. For example some organizations are reasonably effective, but are extremely inefficient. They get their jobs done, but at a very high cost for the management of any projects, it is important not only to get the activities completed (effectiveness) but also to do so as efficiently as possible. (Yemane ,1973)

As indicated by (Stephen and coulter, 2012 ;), Henry Mintzberg, a well-known management researcher, the term managerial roles refers to specific action or behavior expected of and exhibited by a manager. As per mintzberg managerial roles should be looked from the perspective of the expectations and responsibilities that are associated with being the person in that role – the role of manager. There are 10 roles that are grouped around interpersonal relationships, the transfer of information, and decision making the interpersonal roles is ones that involve people (subordinates and persons outside the organization) and other duties that are ceremonial and symbolic in nature. The three interpersonal roles include figurehead, leader, and liaison. The information roles involve collecting, receiving and disseminating information; the three informational roles include monitor, disseminator, and spokesperson. Finally the decisional roles entail making decision or choice the four decisional roles include entrepreneur, disturbance handler, resource allocator, and negotiator.

As indicated in the book written by (Stephen and Coulter 2012 ;), Robert L.KatZ proposed that managers need three critical skills in management. They are technical skill, human skill, and conceptual skills.

According to Robert L. Katz, Technical skills are the job specific knowledge and techniques needed to proficiently perform work tasks. These skills tend to be more important for first-line managers because they typically are managing employees who use tools and techniques to produce the organization's products. **Human skills** involve the ability to work well with other people both individually and in a group. Since all managers deal with people, these skills are equally important to all levels of management. Managers with good human skills get the best out of their people. **Conceptual skills** are skills managers use to think and to conceptualize about abstract and complex situations. Using these skills, managers see the organization as a whole, understand the relationships

among various subunits, and visualize how the organization fits into its environment. These skills are most important to top managers.

According to (Kerzner 2009) project management involves five processes grouped as project initiation, project planning, project execution, project monitoring and control, and finally project closure. Kerzner classifies the five major processes in to different pieces, like

- **Project initiation:** in these stage activities like selection of the best project given resource limits, recognizing the benefits of the project, preparation of the documents to sanction the project and assigning of the project manager are expected to be done quality and quantity of work and the resources needed. Also scheduling the activities and evaluation of the various risks are expected to be done.
- **Project execution:** negotiating for the project team members, directing and managing the work and working with the team members to help them improve.
- **Project monitoring and control:** tracking progress, comparing actual outcome to predicated outcome, analyzing variances and impacts, and making adjustment '
- **Project closure:** verifying that all of the work has been accomplished, contractual closure of the paper work

Project management is a set of principles, methods, and techniques that people use to effectively plan and control project work. It establishes a sound basis for effective planning, scheduling, resourcing, decision-making, controlling, and re-planning. Project management principles and techniques help complete projects on schedule, within budget, and in full accordance with project specifications. At the same time, they help achieve the other goals of the organization, such as productivity, quality, and cost effectiveness. The objective of project management is to optimize project cost, time, and quality. (Larry Richman, 2002; 205)

2.1.3 History of Project Management

Project management has been practiced for thousands of years since the Egyptian era, however, it has been about half a century ago that organizations start applying systematic project management tools and techniques to complex projects. Snyder and kline (1987) noted that the modem project management era started in 1958 with the development of CPM/PERT. (Morris 1987) argues that the origin of project management comes from the chemical industry just prior to World War II. (Morris

1987; 253) further notes that the project management is clearly defined as a separate discipline in the Atlas missile program, especially in the Polaris project.

Four distinctive periods prior to 1958, between 1958 and 1979, between 1980 and 1994, and 1995 to present have been identified to better capture the history of modern project management, and these periods there is distinctive project management tools, techniques and science.

2.1.4 Project Success, Success Criteria and Success Factors

The traditional view of how the success of a project is measured uses three criteria: time, budget and requirements (Bakker, Boonstra & Wortmann, 2009). This structure, though criticized, is routinely used to determine the success factors in information technology projects, as can be seen in Figure 1:

Figure 1.Traditional view of success and failure in projects. (Bakker, Boonstra & Wortmann, 2009)

However failures in information technology projects are constantly the subject of research, but the results are always the same, which prompts questioning the depth of such analysis and the factors that are being evaluated to be called into question. Few studies have evolved to find new insights about the factors that lead to the success or failure of information technology projects, and there therefore remains the need to fill this gap.

The project management literature agrees that there are two components of project success, (Jugdev and Muller, 2005; Morris Hough, 1987; Water edge; Turner, 1999)

- ✓ Project success factors, elements project that can be influenced to increase the likelihood of success; these are independent variables that make success more likely
- ✓ Project success criteria, the measures by which we judge the successful outcome of a project; these are dependent variables which measure project success.

Project success criteria vary from project to project. What is acceptable in one project without impact on perceived success is abject failure in another project. People, organizations, or stakeholders also

judge the success of projects differently depending on their personal objectives, and it can be the case that one person judges a given project a success, while another judges it a failure.

A successful project satisfies three factors: it complies with the functionally agreed to in advance, it is delivered on time and it is delivered within the agreed budget. When these three factors balance each other, we can speak of a successful project. Successful project management can then be defined as having achieved the project objectives of finalizing the project within time, within cost, at the desired performance/technology level, while utilizing the assigned.

2.1.4.1 Project Success Criteria

According to (Cooke-Davies, 2002; 182) lists twelve success factors of success that are implemented by many national and multinational organizations. There are: Adequacy of company-wide education, Maturity of an organization's processes, Adequacy with which a visible risk register is maintained, Adequacy in maintaining an up-to-date risk management plan, Adequacy of documentation of organizational responsibilities for the project, Keeping the project as far as possible below a duration of 3 years, Allowing changes to the scope, Maintaining the integrity of the performance measurement baseline, there being an effective benefits delivery and management process, Portfolio and programmed management practices, A suite of projects, a program and portfolio metrics and An effective means of "learning from experience" on projects. However, as the (Cooke-Davies, 2002) reports in his article, the human factor is omitted as a determinant of the extent of project success.

According to (Crawford 2005; 11) project success is an important project management issue, it is one of the most frequently discussed topics and there is a lack of agreement concerning the criteria by which success is judged (Pinot and Slevin 1988; Freeman and Beal 1992; Shenhar, Levy, and Dvir 1997; Baccarini 1999;).

(Davis 2014;184) adopted in her paper a set of nine themes in order to describe success factors of projects: cooperation and communication, timing, identifying/ agreeing objectives, stakeholder satisfaction, acceptance and use of final products, cost/ budget aspects, competencies of the project manager, strategic benefits of the project and top management support.
A There is also a general agreement that although schedule and budget performance alone are considered inadequate as measure of project successes, they are still important components of the overall construct. Quality is intertwined with issues of technical performance, specifications, and

achievement of functional objectives and it is achievement against these criteria that will be most subject to variation in perception by multiple project stakeholders.

2.1.4.2 Project Success Factors

According to the 1994 Standish CHAOS Report, there are top 10 factors found in successful projects. These factors are listed in Table below (Clancy. 1995)

Project Success Factors

1. **User involvement:** the absence of user involvement is the major cause of project failure. Even when delivered on time and on budget, a project can fail if it does meet users' needs.
2. **Executive management support:** this influence the process and progress of a project and lack of executive input can put a project at a severe disadvantage.
3. **Clear statement of requirements:** this refers to the base level requirements. By creating a minimal, obtainable base level of requirements and then developing those features, the effect of change will be reduced. As a result, an added benefit is that project managers are better prepared to articulate then needs and priorities of the next phase of the project.
4. **Proper planning:** this is one of the keys to a successful project. Creating a project plan is the first thing to do when undertaking any kind of project.

According to (Repiso, Setchi&Salmeron 2007) to succeed in information technology project management, certain peculiarities in existing IT projects need to be observed that make them different from other types of project and increases the chance of failure. Over the years it has been recognized that project management is an effective tool to deal with complex tasks such as those involving information technology projects, as these have evolved at a rapid pace in recent years.

2.1.5 Eight Key Factors to Ensuring Project Success

Business case

Make sure there is a strong business case that everyone can buy into, with high level support. The business case is the justification for the project and should list the expected benefits. This is something everyone involved in the project can focus on and the reason the project is taking place. Projects move us from one state to another by delivering a change, product or other desired outcome, with a business case explaining why.

2.1.5.1 Critical Success Factors

Define with the customer the Critical Success Factors that will make the project a success. Make sure your Critical Success Factors are measurable, such as, a 20% reduction in the cost of raw materials by the end of the year. Use these factors at the end of the project to measure your success. This is all that counts and the 'must have' items that the project needs to deliver. All other issues are secondary to these as the Critical Success Factors effectively form your contract with the customer

2.1.5.2 Planning

Time spent planning is time well spent. All projects must have a plan with enough detail so that everyone involved knows where the project is going. A good plan provides the following benefits:

- Clearly documented project milestones and deliverables.
- A valid and realistic timescale.
- Allows accurate cost estimates to be produced.
- Details resource requirements.
- Acts as an early warning system, providing visibility of task slippage.
- Keeps the project team focused and aware of progress.

To skimp on this area is likely to lead to problems. Ensure you build in contingency to any estimate. I recommend between 10 and 15 percent. I prefer to be a little pessimistic and deliver early; not optimistic and deliver late. Be careful though; add too much contingency and you could be seen as inefficient

2.1.5.3 Team Motivation

A motivated team will go the extra mile to deliver a project on time and to budget. Keep your team motivated by involving them throughout the project and by planning frequent milestones to help them feel they are making progress. Communication is key, so let your team know when they are performing well, not just when they are performing badly.

2.1.5.4 Saying No

Believe it or not, some project managers and some team members come to that, have a problem saying no. Never promise anything you know you cannot deliver, you are just storing up problems for later. Stick to your guns no matter how senior or important the person is, they'll thank you for it

later. If they don't, perhaps you're in the wrong job. When saying no, be firm and ready to justify the reasons behind your decision.

2.1.5.5. Avoiding Scope Creep

Scope creep is one of the most common reasons projects run over budget and deliver late. The customer may forget the extra work and effort you have put in, insisting that you have delivered what they asked for originally. Make sure you set expectations correctly at the outset of the project and clearly define what is in and out of scope. Record it in the key project document. Don't assume the customer will read and understand this document. I recommend that you spend an hour with the customer to walk them through the project and make sure that they understand and agree to the scope. Don't proceed without a firm agreement.

2.1.5.6. Risk Management

Nobody likes to think about risks, especially early in the project. Avoid risk management at your peril. I suggest that you produce a risk log with an action plan to minimize each risk and then publish it to all the key stakeholders in your project. Knowing what action you will take, should the worst happen, will be a great comfort.

2.1.5.7 Project Closure

Remember that projects have a finite life. A project that isn't closed will continue to consume resources. It is in the customer's interest to keep the project open so they can add new features and functionality as they think of them. At the end of the project be firm, agree with the customer that the Critical Success Factors have been met, the project delivered, tested, released and ask them to sign the project off. I like to use a Customer Acceptance Form that I lodge with the Project Office. At this point, you may like to ask your customer to fill out a satisfaction survey. They may have valuable information that can help you and your team improves for future projects. (https://www.projectsmart.co.uk)

Murphy, Baker and Fisher (1974) used a sample of 650 completed aerospace, constructions, and other projects with data provided primarily by project manager on the factors contributing to project success. Theirs have been the most cited, used; extensive and authoritative research in the area of project success factors. They found ten factors that were found to be strongly linearly related both to perceived success and perceived failure of projects, while twenty-three project management

characteristics were identified as being necessary but not sufficient conditions for perceived success (Baker, Murphy, and Fisher 1988; 6).

Table 1: Lists of critical success factors

Lock (1984)	Morris and Hough (1987)	Pinto and Slevin (1989)
✓ Make project commitments known ✓ Project authority from the top ✓ Appoint competent project manager ✓ Set up communications and procedures ✓ Set up control mechanisms (schedules, etc.) ✓ Progress meetings	✓ Project objectives ✓ Technical uncertainty innovation ✓ Politics ✓ Community involvement ✓ Schedule duration urgency ✓ Financial contact legal problems ✓ Implement problems	✓ Top management support ✓ Client consolation ✓ Personnel recruitment ✓ Technical tasks ✓ Client acceptance ✓ Monitoring and feedback ✓ Communication ✓ Trouble-shooting ✓ Characteristic of the project team leader ✓ Power and politics ✓ Environment events ✓ Urgency

Source; (Belasis &Tukel 1996)

Therefore, one can conclude that there are umpteen numbers of factors that may have a bearing on project success. They may differ from one project to another. Following section describes the role of a project manager in achieving project success.

2.1.6 Project Failure

The term project failure is defined by different writers in different ways without shifting the basic meaning. Some authors have the opinion that a project fails when it does not achieve successful implementation and others take it further and include the user satisfaction and the benefits for the business in their assessment.

According to (Jones 1996, p.420) the term 'failure' refers to projects that are cancelled without completion due to cost or schedule overruns or that run later than planned by more than 25 percent. A failure is also defined as any software project with severe cost or schedule overruns, quality problems or that suffers outright cancellation. (Flower, 1996; 301) defines an information system as

a failure if any of these following situations occurs: the first one is when the system as a whole does not operate as expected and its overall performance is suboptimal. Secondly if, on implementation, it does not perform as originally intended or if it is so user-hostile that it is rejected by users underutilized. Thirdly, if the cost of the development exceeds any benefits the system may bring throughout its useful life. And lastly due to problems with the complexity of the system, or the management of the project, the information system development is abandoned before it is completed. As per, (Smith 2001) a failed project is a project which does not make the journey from conception through to successful implementation.

2.1.7 Project Failure Factors

As indicated in the website named www.it-cortex.com, in 1998, the French computer manufactured and systems integrator, BULL, requested an independent research company, Spikes Cavell to conduct a survey reveals that the major causes of project failure during the lifecycle of the project are a breakdown in communication (57%), which is resulted by Bad communication between relevant parties, a lack of planning of schedule resource and activities (39%) and poor quality control (35%) in the contrary, even if they have some contributions issues related with suppliers are the list factors for project failure.

2.1.8 Common Cause of Project Failure

Any complex, long-term projects fail to live up to their promises and produce disappointing outcomes n completion. Some of these are well-known for exceeding their budgets or deadlines not all projects are such high profile ones, but there are plenty that exceed their budgets or fail to deliver on their promises just as spectacularly. Project managers often have a poor reputation for delivering what was expected without budget or time over-runs. And one of the industries with the worst record is the technology industry where failures are said to exceed 50% of all projects undertaken.

So organizations make commitments to major projects, but cannot always deliver what was expected and, more worryingly, cannot determine how much value they are getting from their investment. Many corporations do not even measure the value added by a project once it has been completed.
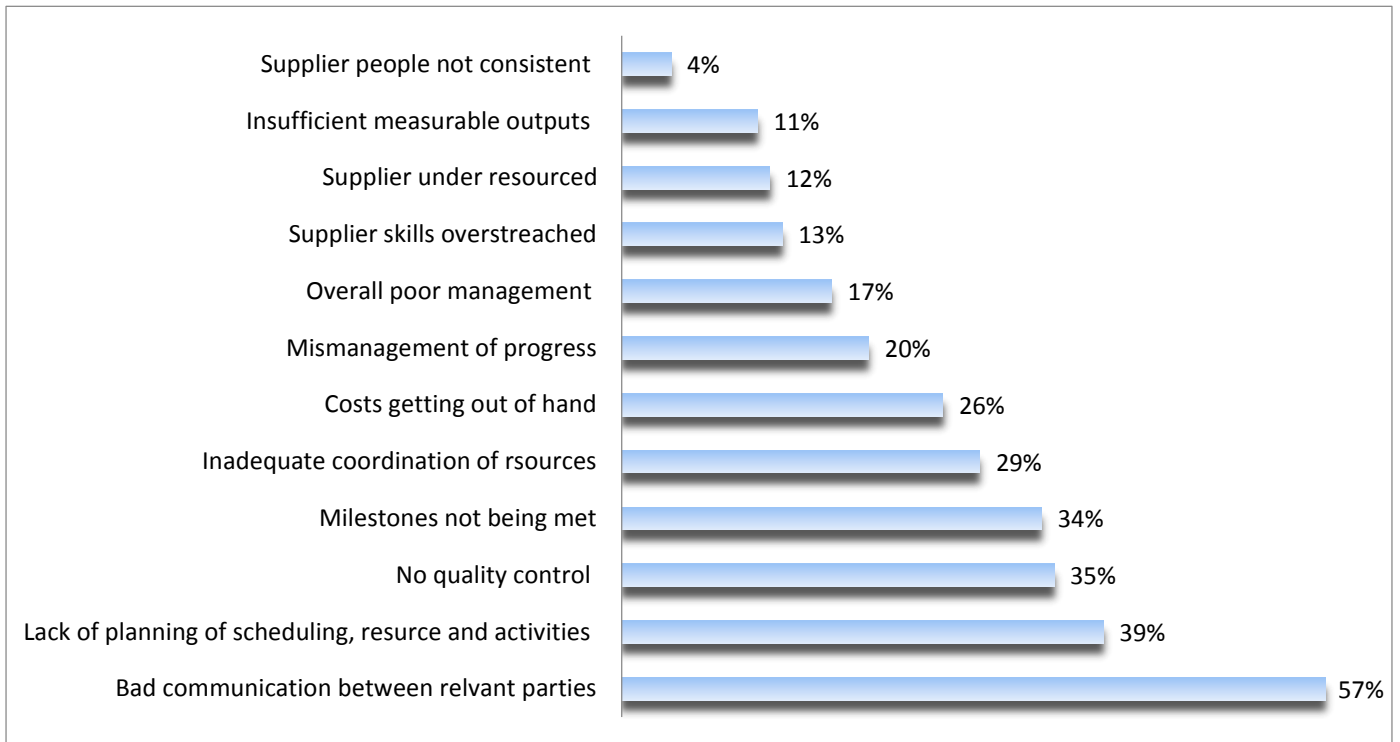
Figure 2: project Failure Factors (http://www.it-cortex.com,/stat-failure-couse.htm)

Even on simple, straightforward projects there are many areas that can cause the sorts of problems that can eventually manifest themselves in failure. Add to the many possible causes of failure any level of complexity and problems can rapidly escalate into disasters. Here are just some of the most common causes of project failure:

There are many causes of project failure and every failed project will have its own set of issues. Sometimes it is a single trigger event that leads to failure, but more often than not, it is a complex entwined set of problems that combine and cumulatively result in failure. Generally these issues fall into two categories. Things the team did do (but did poorly) or things the team failed to do.

M. Symonds 2016 states 10 common causes of project failure as follow

1. **Poor Preparation**

   You need to have a clear picture of what you're going to do, in advance – as much as possible. Otherwise, you may find yourself up stream without a paddle. You need to know what project success looks like at the beginning and don't lose focus of it. Hence, if you don't have a clear focus at the earliest stage of the process, you are making things harder on yourself. Have a meeting, even if it is lengthy, with stakeholders to discuss their expectations on cost, time and product quality. Know how you will execute your tasks in order to meet everyone's expectations.

2. **Inadequate Documentation and Tracking**

   This is the responsibility of the project manager. Tracking milestones is how you are going to know whether you are meeting expectations. Proper recording and monitoring lets the PM identify where more resources are needed to complete a project on time.

3. **Bad Leadership**

   When we see this word, leader, we usually think, the project manager. However, the people at each management-level have a responsible to ensure that the project is successful. Management should not micromanage but provide support to ensure that the PM can follow through with the expectations placed upon them.

4. **Failure to Define Parameters and Enforce Them**

   When you're a leader, PM, it's imperative that you're able to work well with your team. If and when tasks or goals are not met to standard, there should be ramifications. Rank tasks by priority and assign them to the most proficient individual.

5. **Inexperienced Project Managers**

   A project manager has a lot of responsibility. You need to assign people to management roles that have matching education and experience. In some cases, and perhaps more often than not,

inexperienced managers are given projects. They may be very capable of managing projects, but the key is to keep them at a level where they can succeed. Otherwise, you will set them up for failure. On the other hand, there's nothing wrong with a challenge, just don't make it beyond their reach.

6. Inaccurate Cost Estimations

There may be times when your cost estimates are completely off. As you know, when resources run-out, the project stops. Prevent this by identifying the lack of resources early on.

7. Little Communication at Every Level of Management

Whether it's between upper management, middle or with the team, it's disastrous to have poor communication. Everyone should feel free to come forward to express their concern or give suggestions. When everyone is on the same page and there's transparency, workflow is at an optimum level.

8. Culture or Ethical Misalignment

Company culture must be comprised of competence, pro-activeness, and professionalism. If it isn't, team members will not be motivated to do their best. Basically, everyone involved must be invested in their part of the project to successfully complete it.

9. Competing Priorities

When there're not enough resources, there's bound to be competition between personnel resources and funding. Having good cost estimations at the start will eliminate this problem.

10. Disregarding Project Warning Signs

When a project is on the verge of failing, there will have always been warning signs. Taking action immediately can save the project. Otherwise, the whole endeavor goes down the drain.(https://project-management.com)

2.1.9 Common challenge and solution for Projects Failure

Most organizations have experienced projects that did not end on time, were over budget, or changed in scope over time. There are many pitfalls that can sink projects. Here we will focus on four basic reasons why projects fail. Because most project teams are comprised of at least three sets of players including executive management, project managers, and team members or resources, we will take a look at each issue from all three vantage points, and then provide suggested solutions.

Challenge 1 - Lack of Visibility of all Projects

A common reason why projects fail is related to visibility. All three tiers of the project team, executive management, project managers, and team members, need access to the right level ofinformation at the right time.

Solution 1 - Publish Projects to a Visible Location

The best solutions are a combination of tools, process, and people-based changes. The tool portion of this solution is to provide the team with a centralized location for publishing all project schedules. The simplest way to share project schedules is to post project files in a network folder, setting permissions on the folders using Windows folder and group permissions for access rights.

Challenge 2 - Unclear Project Objectives

Most organizations have more opportunities and project initiatives than they can ever hope to fulfill. Many companies embark upon more initiatives than they probably should, causing over worked and often unhappy team members.

Solution 2 – Rank Project Initiatives

It is the role of executive management to determine the organization's long term goals and the strategies for attaining those goals. Once these goals are clearly defined, then project initiatives may be weighed against these goals. So if a project initiative does not fit the long or short terms

goals of an organization, it should not be embarked upon. Then, the remaining projects may be ranked in order of priority

Challenge 3 - No Visibility into Resource Workload

Following the lack of project prioritization are usually overloaded resources. It is a circular problem as well. That is, because executive management has no visibility into all of the projects and tasks the team is performing, they are often laboring under the belief that the organization can achieve more than it is capable of in terms of sheer workload.

Solution 3 – Create a Resource Management Grid

Project Management Institute, Inc. (PMI) holds that if an employee works an eight hour work day, then the resource should not be assigned more than six hours of work. This allows the employee two hours for the administrative aspects of his or her position. So, the first part of the solution has to be executive management understanding this concept and committing to invoke a corporate culture of planning and managing resources effectively. If the organization is simply committed to 'working on whatever is on fire,' then nothing will change.

Challenge 4 - Gaps in Communication

Once a project is in full swing, a common issue is communication. Most project teams use email to communicate about their projects and tasks. The biggest complaint here is that project communication resides in each individual's email box. So, if a new resource joins the project, there is no centralized view of the project history.

Solution 4 – Provide a Centralized Location for Communication

At a bare minimum, communication should be posted in a centralized location. The lowest common denominator seems to be the organization's network. The purpose of centralizing the project communication is so that if new resources join the effort mid-stream, they can get up to speed rapidly by reviewing the entire project history.(http://www.projectinsight.net)

2.1.10 Project Management Methodologies

Most of the writers on project management agreed that there is no silver bullet methodology for managing projects. Project management is defined as: "An organized common-sense approach that utilizes the appropriate client involvement in order to meet sponsor needs and deliver expected incremental business value". It was also noted that project management is not a matter of following a recipe. The choice of project management approach depends on the characteristics of the project (Wisocki, 2014; 252).

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) defines a methodology as "a system of practices, techniques, procedures and rules" (PMI, 2013b). More specific definition of project management methodology is also given as a defined, documented and discoverable set of policies, practices, processes, tools, techniques and templates that provide guidance on how projects are run within an organization (Whitaker, 2014,p.184)

Some writers defined methodologies as a set of forms, guidelines, templates, and checklists that can be applied to a specific project or situation (Kerzner, 2009). While others stated project management life cycles (PMLCs) are project management methodologies. Project Process Groups are not methodologies by themselves but they are building blocks of project management methodology and some people that are new to project management make a mistake when they take the project process groups as project management methodologies (Wysocki, 2014). But the writers agree that there is no single methodology that can be used to manage all types of projects; i.e. "one size fits all" does not work for project management methodology.

2.1.11 Components of Project Management Methodology

Project management methodology has three components namely: organizing, planning and managing (Kerzner, 2010, p.158)

Organizing:

In this component of methodology the project should be defined in such a way that all that needed to be accomplished is identified and how the project is going to achieve its objectives should be stated. Preparing the project charter is the main concern in this component of the project management methodology. The project charter is the foundation of the project forms the contract with the parties involved. It includes a statement of business needs, an agreement of what the

project is committed to deliver, an identification of project dependencies, the roles and responsibilities of the team members involved, and the standards for how project budget and project management should be approached. The project charter defines the boundaries of the project (Kerzner, 2010).

Planning:

Once the project boundaries are defined, the next step that must be done is gathering sufficient information to support the goals and objectives and to limit risk and minimize issues.

This component of project management should generate sufficient information to clearly establish the deliverables that need to be completed, define the specific tasks that will ensure completion of these deliverables, and outline the proper level of resources. Each deliverable affects whether or not each phase of the project will meet its goals, budget, quality, and schedule (Kerzner, 2010).

Managing:

Management and control of the process must be maintained throughout the project.

This is the opportunity for the project manager and team to evaluate the project, assess project performance, and control the development of the deliverables. Areas of project work that should be managed and controlled are: daily progress of projects; project assignments and deliverables; issues and changes; client satisfaction; and reviews of deliverables.

Two essential mechanisms for successfully managing projects are solid status – reporting procedures, issues and change management procedures. Status reporting is necessary for keeping the project on course and in good health (Kerzner, 2009, p.242).

2.2 Empirical Literature Review

Related with this study, even if there are no as such many research works done at different time by different researchers, attempt is made to see the following assessments which are supplementary related to the topic. The titles with their objectives and major findings are discussed below to have an approaching about these studies.

With this understanding, the project failure surveys on IT projects done by four organizations and failure and success related to African Development Bank i.e. The Chaos Report (1994), The

KPMG Canada Survey (1997), The Bull Survey (1998) and Mubila and et.al (2000) were reviewed.

The Chaos Report (1994)

The focus of this research project, which is done by The Standish Group at The Standish Group, has been to identify the scope of software project failures, the major factors that cause software projects to fail and the key ingredients that can reduce project failures. The project evaluation criteria were cost overruns, time overruns and content deficiencies.

The respondents were IT executive managers. The sample included large, medium and small companies across major industry segments. The total sample size was 365 respondents and represented 8380 applications. In addition, The Standish Group conducted four focus groups and numerous interviews to provide qualitative context for the survey results.

For purposes of the study, projects were classified into three resolution types: Resolution type 1or project success-the project is completed on-time and on-budget, with all features and functions as initially specified. Resolution Type 2 or project challenged- the project is completed and operational but over-budget, over the time estimate, and offers fewer features and functions than originally specified and finally Resolution Type 3 or project impaired-the project is cancelled at some point during the development cycle.

Overall, the success rate was only 16.2%, while challenged projects accounted for 52.7% and impaired (cancelled) for 31.1%.Opinions about why projects are impaired and ultimately canceled ranked incomplete requirements 13.1%, lack of user involvement 12.4%, lack of resources 10.6%, unrealistic expectations 9.9%, lack of executive support 9.3%, changing requirements and specifications.8.7%, lack of planning 8.1%, didn't need it any longer 7.5%, lack of IT management 6.2%, technology illiteracy 4.3% and other 9.9%. On the other hand, according to this report, there are top 10 factors found in successful projects. These factors are user involvement 15.9%, executive management support 13.9%, clear statement of requirements 13.0%, proper planning 9.6%, realistic expectations 8.2%, smaller project mile stones 7.7%, competent staff 7.2%, ownership 5.3%, clear vision and objectives 2.9%, hard-working, focused staff 2.4% and other 13.9%.

The top four factors that contributed to project success are user involvement, executive management support, clear statement of requirements and proper planning are briefly discussed as *User involvement*-the absence of user involvement is the major cause of project failure. Even when delivered on time and on budget, a project can fail if it does not meet users" needs. *Executive management support*-this influences the process and progress of a project and lack of executive input can put a project at a severe disadvantage. *Clear statement of requirements*-this refers to the base level requirements. By creating a minimal, obtainable base level of requirements and then developing those features, the effect of change will be reduced. As a result, an added benefit is that project managers are better prepared to articulate the needs and priorities of the next phase of the project. *Proper planning*-this is one of the keys to a successful project. Creating a project plan is the first thing to do when undertaking any kind of project can put a project at a severe disadvantage. *Clear statement of requirements*-this refers to the base level requirements. By creating a minimal, obtainable base level of requirements and then developing those features, the effect of change will be reduced. As a result, an added benefit is that project managers are better prepared to articulate the needs and priorities of the next phase of the project. *Proper planning*-this is one of the keys to a successful project. Creating a project plan is the first thing to do when undertaking any kind of project.

The KPMG Canada Survey (1997)

This study has been conducted by KPMG Canada. The Key Findings of the study identified the followings as the main causes of project failure: *Poor project planning*- Specifically, inadequate risk management and a weak project plan. Risk management becomes more important as the organization gets bigger, so larger organizations need to pay more attention to this area. *Weak business case*- the need for the system should be justified in ways that relate directly to the organization's business needs and finally *Lack of top management involvement and support*-this often dooms the project to failure before it starts. Securing buy-in from the top, often by a strong business case backed up with a realistic project plan, is an essential step.

The Bull Survey (1998)

In 1998, the French computer manufacturer and systems integrator, BULL, requested an independent research company, Spikes Cavell to conduct a survey in the UK to identify the major causes of IT project failure in the finance sector.

A total of 203 telephone interviews were conducted with IT and project managers from the finance, utilities, manufacturing, business services, telecoms and IT services sectors in UK. All the managers interviewed had previously taken the lead in integrating large systems within organizations in the Times Top 100. The main IT project failure criteria identified by the IT and project managers were: Missed deadlines (75%), Exceeded budget (55%), Poor communications (40%), Inability to meet project requirements (37%). The main success criteria identified were: Meeting milestones (51%), maintaining the required quality levels (32%) and Meeting the budget (31%).

The key findings of the survey reveals that the major causes of project failure during the lifecycle of the project are a breakdown in communications (57%), a lack of planning (39%) and poor quality control (35%).

Mubila and et.al (2000)

Mubila et.al (2000) had worked more or less the same study on African Development Bank. They used project size, implementation delay, investment cost overrun, economic rate of return of the project and human development index as measure project specific success or failure determinant in their study. In this model, they have used project specific explanatory variables such as total project cost (to proxy project size), cost overrun in percent, time overrun in percent and dummies for economic sector.

Moreover, they considered macroeconomic performance of the country, such as increases in energy prices, GDP, inflation rate, and domestic and regional politics as important influencing determinant in the study. Variables to capture the domestic economic environment – the average growth rate of the economy, the size of the population as well as dummies for regional distribution

of customers included for the implementation period 1974 to 1994 to find if these variables have any relation to project success.

The coefficient of projects success in regarding to the regions, all regions except North Africa zone had a negative coefficient and indicated that there was a relatively higher probability for project success in the Northern Region. Moreover, they justified that the positive changes inGDP in the host country to have positive impact in project success. The same is also true for population size. The simple ordinary least squares (OLS) estimation also resulted with a negative coefficient for the intercept and a positive one for economic rate of returns at appraisal(AERR) - depicting that economic rate of returns at completion (CERR) are, on average, lower than AERRs and the economic rate of return at completion is strongly correlated to that at appraisal.

Moreover, the regression result by including cost and time overruns as explanatory variables of the level of the economic rate of return at completion resulted little correlation between the economic rate of return at completion and the cost and time overruns. The researchers further extended the model to consider economic sectorial difference in project performance and the parameter estimation for the sectorial dummy depicted not significant.

In statistical analysis of project success determinant, Mubila et.al applied the OLS Regression Model to correlate economic rates of return at appraisal (AERR) with economic rates of return at completion (CERR) in a scatter diagram since they considered projects completed the project cycle for their study. To determine the significance of each factor for the probability of success or failure of projects financed by Africa Development Bank, they applied probity model using direct and proxy data to measure the determinant.

In empirical literature review and it is difficult to found any research work in case of Development Ngo in Ethiopia as par the knowledge of this researcher. Even though different researches conducts factor that is related to projects failure and success, not consider sufficiently other important factors that affect project success and failure like human resource management practice; motivation and incentive, procurement system, the Project planning process practices in development NGOs.

This study, therefore, will fills the research study gap in area of cause for Development NGOs project failure and success in general and serves as initial study for EGDA in particular. Moreover, the study will identify the effects of human resource practice, procurement and planning system observed in development projects in Ethiopia.

2.2.1 Empirical data on Project Success and Failure

With an increased emphasis on efficiency, reporting, and a newfound stress on the information technology industry, being a project manager today is radically different than being a project manager in 2005.

With the changes in the industry, it's easy to lose track of how often projects fail, what that can cost companies, and how the PM role has changed. Below are 20 surprising statistics that reveal how project management is performing across industries.

1. Over 1 in 3 (34%) projects have no baseline. (Source: Wellingtone)

2. For every $1 billion invested in the United States, $122 million was wasted due to lacking project performance. (Source: PMI.org)

3. 75% of business and IT executives anticipate their software projects will fail. (Source: Geneca)

4. 50% of all Project Management Offices (PMOs) close within just three years. (Source: KeyedIN)

5. Less than a third of all projects were successfully completed on time and on budget over the past year. (Source: Standish Group)

6. Barely over half (56%) of project managers are certified. (Source: Wrike) <<Tweet this stat

Even at corporate giants such as IBM, only **56%** of project management specialists **hold a certificate**

2/3 of CIOs see PMI certification as a valuable benefit, but **not a necessity**

70% of accidental project managers have **no special training or certificate** at hand

Figure 3-project manager statics (Source: Wrike)

7. An astounding 97% of organizations believe project management is critical to business performance and organizational success. (Source: PricewaterhouseCoopers)

8. The median salary for project managers is $87,500 in the U.S. (Source: Glassdoor

9. 80% of project management executives don't know how their projects align with their company's business strategy. (Source: Changepoint)

10. 33% of projects fail because of a lack of involvement from senior management. (Source: University of Ottawa)

11. Businesses identified "capturing time/costs against projects" as their biggest project management challenge. (Source: The Access Group)
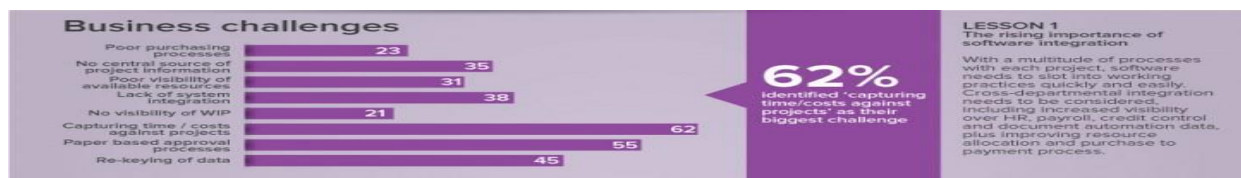
Figure 4: Business challenge (Source: The Access Group)

12. Reliability, ease of use, and ease of integration are the top three requirements project managers look for when shopping for software. (Source: The Access Group)

13. PRINCE2 is the least-popular project management methodology among project managers. (Source: PMI)

14. 44% of project managers use no software, even though PWC found that the use of commercially available PM software increases performance and satisfaction. (Source: Pricewaterhouse Coopers)

15. Two-thirds of companies are communicating with clients using project management software. (Source: Capterra)

16. Project managers were 13% less likely to use story mapping tools in 2014 than in 2013. (Source: VersionOne)

17. 75% of IT executives believe their projects are "doomed from the start."(Source: Geneca)

18. High-performing organizations successfully complete 89% of their projects, while low performers complete only 36%. (Source: PMI.org)

19. 63% of companies defer to executives to decide when to eliminate or put off a project. (Source: InformationWeek)

20. 49% of organizations have a project management training program in place. (Source: PMSolutions)   https://blog.capterra.com/surprising-project-management-statistics/

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

Research design and methodology encompasses the methodology and procedure employed to conduct the research.

3.1 Research Design and Approach

Since the research involves on the concept related with project, project management, project success, project failure and other quality issues (I.e. clarify and asses the factor) based on fundamental theories, principles and management philosophies that are supposed to be effective parameters to identify factors that contribute for success and failure in case of Ethio-Gulf Development Association(EGDA).

Hence the paper is interested to find out the actual circumstances existing within the project; exploratory question and describing the facts, Because of this the researcher preferred to use descriptive research type.

This paper will use both qualitative and quantitative research approach. By qualitative data, the description is in words rather than numbers and the researcher believes this will help to go beyond the statistical results that will be report in the quantitative research. As well the researcher will use quantitative research designs, techniques and measures to produce numerical quantifiable data

3.2 Population and Sampling Design
3.2.1   Sample size

Related with the sample size the researcher uses the sample size selection chart which is developed by Isaac and Michael (1981) as indicated in the appendices. Therefore since the total projects of the association is around one hundred twenty five (125), the researcher uses fifty six (56) projects which cover 45% of the total project at 90% confidence level but the percentage share is different from starta from starta because the number of projects is significantly differ with starta. Therefore the number of samples taken from those starta is dependent on the percentage share taken by those starta from the total number of projects.

The target populations are project managers, officers, constriction department experts, accountants, procurement officers, consultant, and respective line manager at the selected organization under study. The researcher selected the above population with the intention that, they have a direct or indirect involvement on project works.

To address the research question used By Non Probability sampling technique the respondents selected sample purposively related to my study; purposive sampling applied. Under the purposive sampling technique, the researcher purposely choose who, in their opinion will thought to be relevant to the research topic. In this case, the judgment of researcher more important than obtaining a probability sample.

This paper used qualitative and quantitative research approach. By qualitative data, the description is in words rather than numbers and the researcher believes this will help to go beyond the statistical results that will be report in the quantitative research. As well the researcher used quantitative research designs, techniques and measures to produce numerical quantifiable data.

3.2.2 Sampling Techniques

Our respondents selected using Purposive sampling methods (units are purposively sampled from a pre-specified group) among non-Probability sampling techniques.

Because of the research is descriptive design that means the issue more needs detail accurate and reliable information in addition to that the focus area of the research is related to project related issues that means needs expertise and the employee participate in project activities. So the respondents selected purposively from project managers and the employee who participate actively in project activities

3.3 Types of Data Collected

To reach on sound finding the researcher gathers primary and secondary data from the projects management office of the organization and from finance department regarding information which is significantly related with the study. In order to gather the primary data, self-administered questionnaire and focus group discussion was used and in order to get secondary data document review will apply.

It is important to use both primary and secondary data to test researcher bias and to gather enough information to fully explore a topic.

Failure to synchronize both primary and secondary data will lead to misrepresentation of research result and conclusion.

3.4. Method of Data Collection

In order to gather the primary data, self-administered questionnaire and focus group discussion used and further personal observation of the purchasing procedure and project supervision visit applied.

Accordingly, secondary data collected from available published records such as annual reports, financial statement and internet.

3.5.Data Analysis Methods

In general there are two types of data analysis techniques namely: qualitative and quantitative where by the choice of these methods greatly depends on the type of information the researcher has at hand.

Quantitative data collected through distribution of a questionnaire which by believing on the respondents will give the reply genuinely. The questionnaires are hand delivered to the mangers, officers, project heads, accountants and purchasers. Upon collection of all data, the data processed, edited, classified and organized in order to enable the researcher interpret and summarize the data. The collected raw data classified and compiled to make assessment manageable and understandable using through micro soft excel. Particularly, statistical tools like: SPSS, average and percentage will apply.

Qualitative data was collected from focus group discussion that was held on the selected participants worked in the association. The discussion process will help to clarify the issues that were not addressed through the questionnaires. For the qualitative data gathered the data analyzed using content descriptive analysis technique.

3.6 Reliability Test

3.6.1 Reliability Test of items on Success Factors

For this study Cronbach's alpha is used to test the consistency or reliability of the responses. Cronbach's alpha is a measure of internal consistency.

After the researcher has analyzed those items in the factor analysis, the outputs are presented in Table 7 below. The values in the column labeled corrected Item-total Correction were found to be

greater than 0.3. This indicates good internal consistency and identifies item 3 and 8 as a potential problem because its value was found to be bit higher than the overall Cronbach's a. Here, the values in the column labeled Cronbach's alpha if item is deleted also indicate that none of the items would increase the reliability if they were deleted because almost all values in this column are less than overall reliability of 0.867.

Table 2: Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based On Standardized Items	No of Items
.867	.866	10

Source: Own Survey, 2018

3.6.2 Reliability Test of Items on Failure Factors

After the researcher has analyzed those items in the factor analysis, the outputs are presented in Table 8 below. The values in the column labeled Corrected Item-total Correction were found to be greater than 0.3 this indicates good internal consistency and identifies item 10 as potential problem because its value was found to be a bit higher than the overall Cronbach's α. Here, the values in the column labeled Cronbach's alpha if item is deleted also indicate that none of the items would increase the reliability if they were deleted because almost all values in this column are less than the overall reliability of 0.817.

Table 9 below shows data related to reliability or internal consistency between those subscales designed to evaluate the respondents' personal know how about of failure factors of project. As one can see in Table 9 for the eleven (11) subscales indicated below and those subscales indicated below and those subscales in the questionnaire which were designed to measure the reliability of those scales on the personal know how about failure factors of projects, the overall value of Cronbach's α =.817. This value indicates a high level of internal consistency between the subscales (factors). Thus, all those subscales had high reliabilities.

Table 3: Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based On Standardized Items	N of Items
.817	.814	11

Source: Own Survey, 2018

3.7. Validity

Validity- the truthfulness or correctness of the measurement as planned or intended. Seale (2004:74). And also it is the extent to which any measuring instrument measures what it is intended to measure (Thatcher, 2010, p.125).

It is important to keep the validity of this research project, and in order that appropriate techniques have been used when collecting and analyzing data.

Representative samples are taken by employing appropriate sample selection method. Appropriate methods of data collection have been employed. Questionnaire have been conducted with the concerned employees of Ethio Gulf Development Association (EGDA) and managers of the projects to increase the accurateness and exactness of the data collected. Imperative concern has been in used during interpretation of the results of the analysis of data.

The data was collected and analyzed within a short time (three weeks, but adequate for respondents to answer the questions) in which the threat of history as well as maturation would not have influenced.

In terms of effect of the research environment, all the data collection instruments were incorporated into the course such as the questionnaires, focus group discussion and books. Respondents were given the impression that the results of these items were to be used for feedback purposes in order to improve the project provided. The researcher does not believe that any employee falsified a response because they became aware that they were participating in a research study.

In terms of researcher effects, the researcher did not attempt to influence respondents' to change their responses on the questionnaires as well as focus group discussion. All data collected was analyzed in an objective manner and the findings reflect the actual data obtained from the subjects

Researcher's poor memory can affect the validity of the study. To avoid this problem as much as possible, I have been taking notes carefully during the discussion. Directly after the discussion I have compiled a data from discussion and transformed it into precious information.

3.8. Ethical Considerations

The basic principle of ethical research is to preserve and protect the human dignity and rights of all subjects involved in a research project (Leedy & Ormrod, 2013). The researcher will ensure that the confidentiality and anonymity of the participants will be maintained through the removal of any identified characteristics before widespread dissemination of information. The researcher will make it clear that the participants name will not be used for any other purpose, nor will information be shared that reveals their identity in any way .The researcher also committed to report the research findings in a complete and honest manner, without confusing others about the nature of the results. As a general rule, therefore the study was not raising any ethical anxiety. All information to be used will be confidential. The privacy of all subjects will be maintained. The analysis of data and interpretation of the results of data analysis will be limited to what the data actually tell about the subject.

To ensure that the study was conducted as thoroughly and ethically as possible, the association workers questionnaire for study were made aware that their identities and answers would remain confidential.in addition to that the researcher asked for consent of the interviewees and pledged to The dignity and wellbeing of respondents was protected at all times.

When dealing with, a very sensitive subject, it is best to not used or discuss actual names of the respondents but instead, discuss general situations that those being questionnaire have experienced.

The study results depend on the data provided by the respondents and the qualitative data obtained from focus group discussion and document review and the process is realistic and bias free.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Respondent's Demographics

Demographic characteristics of the respondents, analyses and interpretation based on the data collected from the sample respondents are presented in this chapter. Moreover, summarized results of the demographic profile of respondents and the response towards the items included in the questionnaire as well as descriptive statistics are presented under this section.

A self-administered questionnaire was employed and distributed to project managers and other workers who are worked in the Ethio Gulf Development Association (EGDA). A total of 62 copies of the questionnaire, which are 10% more than the required 56, were distributed to the project managers and respondents were given 7 days to answer the quastinnaries.in all, a totalof 58questionnaires were collected back from the respondents, representing a response rate of 93.5%.

4.1.1.Results of the study

The respondents in the study were found to be male (more than 93%), young adult dominated with a little bit high degree of variability in the distribution of their age. More than 70% of the sampled project managers of the association were found to be in the age bracket of 26-39 years, 17.2% the bracket between 40-49 and the age group of 40-49 accounted for 10.4%.

All of the participants in the survey are literate people who have already achieved different levels of education. The agency's project managers are well-educated who are believed to be responsible for and have a responsibility to know about and practice all issues related to responsibility they are given.

As indicated in the table below, the martial states of the respondents showed that 65.5 percent of the study population is married. On the other hand, 27.5 percent of the respondents are single, 7 percent are separated from their martial partner.

Among the respondents, 13.8% are project manager, 27.5% senior officer level, 48.3 % project supervision 5.2% accountants, 3.5% purchaser and 1.7% secretary position.

Table 4: Descriptive Statistics of Demographic, Educational Level, Age Martial and Job position

		Frequency	Percent	Valid percent
Sex	Female	6	10.35	10.35
	Male	52	89.65	89.65
Educational Level	College/ University (First Degree)	48	82.7	82.7
	Post Graduate (Master's Degree)	7	12.1	12.1
	PHD and more	3	5.2	5.2
Age	15-25	6	10.4	10.4
	26-39	42	72.4	72.4
	40-49	10	17.2	17.2
	50 and Above	0	0	0
Marital status	Single	16	27.5	27.5
	Married	38	65.5	65.5
	Divorced	4	5.2	7
Job Position	Project manager	8	13.8	13.8
	Senior Officer level	16	27.5	27.5
	Project Supervisor /coordinator	28	48.3	48.3
	accountants	3	5.2	5.2
	Purchaser	2	3.5	3.5
	Secretary	1	1.7	1.7

Source: Own Survey, 2018

All the respondents agreed on the importance of the variables for the failure of the success with some slight weight difference. But on the variable of motivation of staffs (87.4%) ,set proper plan (84.5%),Project financing guaranteed (82.5%),Executive management support (82.7%) and good inter organizational learning (78.9%) majority of the respondent s says they are very important.

Similarly on these variables those respondents who say they are important comprise 12.6%, 14.6%, 15.5%, 17.3% and 21.1% respectively. But on the contrary compare to the other variables Adequate management Risk and opportunity and Set clear vision and objective not that much very important relative to other variables like executive management support and other, those variable comprises 71% and 74.5% respondents says very important respectively. So these shows the inclination more attention and focus project manager to motivation staff and constructive executive manager support rather than establishing other project supporting groups.

As per the data collected from the respondents worked in the association, governmental incentive like tax deduction is not as such success factor comparing with the other variables.

Table 5: SUCCESS factors that have played an important role in the success of projects

	Success factors that have played an important role in the success of project	%				
		Strongly agree	Agree	Undecided	Dis agree	Strongly disagree
1	Executive management support	82.7	17.3		-	-
2	Set clear vision and objective	74.5	25.5		-	-
3	Financial incentives	78.4	30.1	1.5		
4	Performing of quality checks in all project phases	76.3	23.7		-	-
5	Project financing guaranteed	84.5	15.5		-	-
6	Adequate management Risk and opportunity	71.4	28.6		-	-
7	Set proper plan	85.4	14.6		-	-
8	Governments incentives(e.g. Tax deduction	17	22.5	33	27.5	
9	Good inter organizational learning	78.9	21.1		-	-
10	Motivation of staffs	87.4	12.6		-	-

Source: Own Survey, 2018

On the other hand respondents agreed on the importance of the variables for the failure of the projects with some slight weight difference. But on variables of wrong number of people assigned to project (79.2%), insufficient resource (78.4), economic instability (71.8), overall poor management (73.4%) and lack of planning of scheduling majority of the respondents says they are

very important factors for project failure. Similar on these variables those respondents who say they are important comprise 20.8%, 21.6%, 18%, 26.6% and 29.6% respectively.

But on the contrary compare to the other variables Adequate management Risk and opportunity and Set clear vision and objective not that much very important relative to other variables like executive management support and other, those variable comprises 71% and 74.5% respondents says very important respectively.

Comparing with the other failure variables conflicts of interest between different departments and staffs and also staff members not willingness accepting critics not as such as important critical factor for failure of projects in the association.

Table 6: FAILURE factors that have played an important role in the failure of projects

	items	Strongly agree	Agree	Undecided	disagree	Strongly dis agree
1	Bad communication between stakeholders	84.4	14.5	11.1	-	-
2	Lack of planning of scheduling, resource and activities	70.4	29.6		-	-
3	Lack of proper quality control system	85.3	14.7		-	-
4	Project being run over budget	16.8	83.2		-	-
5	Providing insufficient resource	78.4	21.6		-	-
6	Not get loyal suppliers	72.4	27.6		-	-
7	Unexpected events with no effective response	21.4	88.6		-	-
8	Wrong number of people assigned to the project	79.2	20.8		-	-
9	Economic instability	71.8	18	8	2.2	-
10	new or complex technology	25.4	74.6		-	-
11	Overall poor management	73.4	26.6		-	-

Source: Own Survey, 2018

Related with planning there are limitations on planning techniques, and there are no well clear and accepted development approaches, methods, tools and techniques, and generally the planning process is not well organized and some activates are missed from the planning process.

The other problem related with the management aspect is the problem of attaching maintenance with projects, everything is dependent on the project manager, and there is no standardized document coding, lack of change management facility and responsibilities, and change resistance nature of individuals.

As a challenge faced by management is risk management strategy, it is not developed and incorporated in the plan, but in some projects identifying risk is done by copying from the previous one.

But on the contrary majority of the respondents says variables like Project being run over budget and Unexpected events with no effective response are not very important factors for project failure, those variables comprises 83.2% and 88.6% respectively.

The common challenge which are identified by the participants are scope risk (additional tasks are added in the middle of the project and frequent changes on the customers requirement), planning risk (which happens because of knowledge gap on the planning), human resources risk (because there is high staff turnover), procurement delay (especially foreign procurement) and mainly the introduction of new technologies before having enough knowledge and testing it on in-house projects.

4.2. Discussion of the result

4.2.1 General characteristic of respondent

The respondents in the study were found to be male, young adult dominated with a little bit high degree of variability in the distribution of their age. The findings of the study presented in Table 2 revealed that more than 88% of respondents were found to be males, while the females only accounted for 10.35% of the study subjects. More than 70% of the sampled respondents of the association were found to be in the age bracket of 26 – 39 years, and the age group of 40 – 49 and 15-25 accounted for 17.2% and 10.4% respectively. The 94 sampled responses of the study were found to have a mean age of 29.4 years and a median age of 32years. It was found that the subjects

had a minimum age 19 and the maximum of 48 years. Therefore, the Company's project workers are significantly male adults, aged between 19 and 48, and it shows some homogeneity.

All of the participants in the survey are literate people who have already achieved different levels of education. Out of the total respondents 48(82.7%) of them graduated from a university or college and already earned undergraduate degrees, while the remaining 7(12.1%) received postgraduate degrees and PHD holders counted 5.2 %. Based on these findings of the study, one can deduce that the company's project workers are well-educated who are believed to be responsible for and have a responsibility to know about and practice all issues related to responsibility they are given.

As indicated the table 3 the association dominated by married workers; it consists of (38) 65% of the total respondents, while there remaining (16) 27.5% and (4) 5.2% is constitute single and divorce respectively.

Among 58 respondents the majority percentage consists by project supervisor/coordinator job positions consists 48 % of the total respondents. Because of the majority respondents have direct involvement indifferent projects enhance the quality and accuracy of the data collected.

While the remaining respondent's that is project managers, accountants, purchaser, senior officer and secretary constitute 13.8%, 5.2%, 3.5% , 27.5%, and 1.7% of total respondents respectively. This diversified job position in addition to enhance to collect heterogeneous type of data, helps the collected data to be reliable and free from discrimination some works that is indirect related with projects.

4.2.2 Success and Failure Factors

As we can see the response of the participants about success factors that have played an important role in the success of projects even if all responses about variables included in the questionnaire are inclined to the positive side, there is moderate variance in the percentage shares. The table above shows that in the two variables (motivation of staff and proper planning) out of the twenty two there is somehow equal distribution between slightly important to very important. This shows that even if the respondents are in the same page regarding their importance, the data indicated the degree of importance is slightly differs. On the other two variables, set well defined project scope and project location favorable for supervision are majority of the respondents 74.3% and 73.3%

respectively says the variables are important. But on the contrary 12.4% says minimal bureaucracy is very important. So these shows the inclination of focus project managers to motivation of staff and proper planning rather than to focus minimizing bureaucracy. in relation with internet access availability and set of contingency plan45% and 43.3 respectively says neither important nor unimportant and those who says it is very important and important cumulatively is about 55 % and 57.7%respectively.This shows that as per the workers attitude both variables are not as such success factor comparing with the other variables. Regarding adequate management Risk and opportunity majority (71.4%) says it is very important.

As shown in the table-5 above, all the respondents agreed on the importance of the variables for the failure of the projects with some slight weight difference. But on variables of unexpected events with no effective response, new and complex technology, project cost run over budget, and inadequate monitoring control comprise 78.6%, 74.6%, 73.2%, and59.5% respectively majority of the respondents says that is important. These shows that even if the respondents are on the same page on their importance, they didn't think they are very important as such.

On the contrary variables like wrong people assigned to the project, providing insufficient resource and not get loyal supplier majority of the respondents, 79.2%, 78.4%and 72.4% respectively, says it is very important and in relation with refusing sharing resource among staffs and staffs not accepting critics majority of the respondents, 48.6% and 28.3% respectively, says it is undecided b/n not important nor important. Therefore, this shows that the workers attitude and the association perspective towards these variables are as such not strong. Regarding complexity related to design and engineering majority (40.3%) says it is not important as critical failure factors. This shows that as per the workers attitude to minimize the failures of projects should be more focused on assigning human resource and enhance loyal material supplier than dismay for design and engineering.

4.3 Focus Group Discussion

 The discussion held by seven workers in the association at Ethio Gulf Development Association (EGDA) head offices, the participants comprises from two project manager, three project coordinators, project material purchaser and finance manager.

On the discussion the main ideas are involved on major challenges planning and management, quality, time, scope, cost and budget, human resource management practice and donors fund dalliance.

The participants raised point related with planning and management. Related with planning there are limitation on planning techniques , and there are no well clear and accepted development approaches, methods, tools and techniques, and generally the planning process is not well organized and some activities are missed from the planning process. These things come to the picture because planes are always done just for the sake of formality and they are not used for controlling purpose. Therefore there is a very poor quality of plan, poor project initiated and some projects the association involves directly without any feasibility study. The other thing related with planning is the ignorance of inputs purchasing time, which is the reason for most of the projects dalliance. With respect to the management issue there is lack of experience standardize project management, including change and risk management tools, techniques and methodology

The other challenge mentioned by the participants is relation with human resource management practices. There is unstable working environment, high staff turnover, assign wrongly person on projects, not financial incentives practices, for the staff not get timely self-development and other trainings, roles and responsibilities not cleverly/well defined, and high level of mobility from one project to another. Project manager are technical individuals and making them managers may force the association to lose competent technical personnel and on the other hand project managers are expected to real with some technical issues and it makes the project managers not to get enough time to carry out the tough management activities.

The other major challenge in project management which is missed by the association is related with project scope, time, quality and cost or budgeting. Related with quality, there are no quality standards and there is technical limitation on quality assurance and control techniques. In majority of the projects quality had not been planned and the focus is on the completion of the given project not on its quality. I some projects even if quality planning and quality control are not addressed separately; they have one project plan which includes both issues. Generally one can say that formal quality planning, quality assurance and quality control mechanisms are not incorporated. Regarding the project scope, time and cost or budgeting there is big problems with time estimation and there is blind budget cut. Almost majority of projects are not finalized within the budgeting

time and there is an attitude of disregarding time as far as results are attained. Since there is knowledge and technical limitation on cost estimation and budget planning initial plans are not well detailed, for that reason additional costs emerge most of time within the lifetime of the project kind there are projects which are delayed around for 3 (three) to 4 (four) years and the dalliance of more than a year is becoming common on most of project.

In addition to that since most projects are initiated by the association there is less used/beneficiary participation, lack of willingness and resistance to the project. Because of these and other problems and limitation the customer may commission the project just for the sake of commissioning and in some cases only the management is interested on the projects but not the final users. So since the final user is not interested in the project or since they didn't believe the project will solve their difficulty there are problems in the requirement gathering which are inputs for requirement analysis document (RAD). The other issue related with requirement analysis document (RAD) is in its preparation mostly new engineer is appointed from the association side. Since these new engineering are not experienced in requirement gathering it leads to the misunderstanding of customer requirements and because of this requirements are not collected in detail and there will be clarity problems on the requirements and it will not be all inclusive.

The other challenges of projects implemented by association are related with donor. in the participant opinion, because of most of the association projects depend on foreign donors especially Turkish and Quit most of time the promissory project funds delayed and also some time totally or partially not sent because of international fund transfer and other problem.

Because of this in addition to create conflict between the association and the project managers, most projects delayed from expected completion time and incur additional cost to finalize the promised project .

In addition to that the promissory fund also not properly considers the admin expense and the country current construction and other material price. This also mostly leads to minimize the quality and durability of the projects, in addition to create misunderstanding between the donors and the Director of association

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Based on the results obtained from the study, summary of major findings and conclusions as well as recommendation to the study in the line with the objective of the study are presented in this chapter.

5.1 Summary of Major findings

- Regarding success factors that have played an important role in the success of projects and failure factors that contribute and important role in the failure of projects the project managers have good understanding with some deficiencies, specifically, the project managers attitude towards of the effect of Minimal bureaucracy related to project on the project success factor is somehow less important from the expected.

- Related with planning there are limitation on planning techniques, and there are no well clear and accepted development approaches, methods, tools and techniques, and generally the planning process is not well organized. Mostly, plans are done just for the sake of formality and they are not used for controlling purpose. There is a very poor quality of plan, poor project initiation and in almost most projects the association involves directly without any feasibility study. Another issue related with planning is input materials /services purchasing time is ignored in the plan of majority of the projects and because of this most of the project is delayed.

- Even if the association is trying to adopt some standard project management methodologies, tools and techniques, (like PRINCE2, PMBOOK, a combination of two or more and in house tools and techniques) there is lack of knowledge and experience about standardized project management, including change and risk management tools, techniques and methodology.

- Risk management strategy also not developed and incorporated in the plan, but in some projects identifying risk is done by copying from the previous one which is good but can lead to false conclusion, may not incorporate current situation and cannot be all inclusive.

There is dominant attitude of being more reactive to risks rather than being proactive and project managers and top management are most of deals with those risks that already happened. The common risks are scope risk, human resource risk because there is high staff turnover, procurement delay and the difficulty of adapting of new technologies.

- In relation with human resource management roles and responsibilities are not clearly /well defined, and high level of mobility from one project to another is observed. Moreover project managers are technical individuals and making them managers may force the association to lose competent technical personnel and on the other hand project managers are expected to deal with some technical issues and it makes the project managers not to get enough time to carry out the tough management activities.

- Pertaining to protect scope, time, quality and cost or budgeting they are not professionally estimated, are not given due emphasis and in some projects there is blind budget cut. Since there is limitation of knowledge and technical on cost estimation and budget planning initial plans are not well project and there are projects which are delayed around for 3 (three) to 4(Four) years and the dalliance of more than a year is becoming common most projects. Related with quality there are no quality standards and there is technical limitation on quality assurance and control techniques. Is majority of the projects quality had not been planned and the focus is on the completion of the given project not on its quality. Generally formal quality planning, quality assurance and quality control mechanisms are not incorporated and project managers major focus is on outcome only, so quality, budget, time and even outcome (since they are interrelated) are less managed in most of the projects.

- The other problem is on the part of user/customer. There is less used/beneficiary participation, lack of willingness and resistance to the project. Because of these and other problems and limitation the customer may commission the project just for the sake of commissioning and in some cases only the management is interested on the projects but not the final users. So since the final user is not interested in the project or since they didn't believe the project will solve their difficulty there are problems in the requirement gathering which are inputs for requirement analysis document (RAD).

- The other problem related with donor. Because of most of the association projects depend on foreign donors especially Turkish and Quit, most of time the promissory project funds delayed and also some time totally or partially not sent because of international fund transfer and other problem.

5.2 **Conclusions**

From the above major findings the researcher concludes that

- The major and criteria failure factors for the association projects are

    o Poor communication with customers and stakeholders, insufficient requirement gathering and lack of user involvement.

    o Limitation on quality planning. Quality control and quality assurance tools and techniques.

    o Limitation on planning of schedule, lack of practice application of planning tools and controlling techniques. Because of this planning problem, millstones are not met and progresses are not managed properly.

    o Limitation on risk and human resource management

    o The absence of domain experts, a person who have special knowledge or skills in particular area, as well defined project acceptance criterion which is defined before the project is started.

    o unexpected events with no effective response, wrong people assigned to the project, providing insufficient resource and not get loyal supplier

    o Most of time the promissory project funds delayed and also some time totally or partially not sent because of international fund transfer and other problem.

    o Lack of Risk and opportunity management strategy

- The major and criteria success factors of the Association are motivation of staffs, set proper plan, Project financing guaranteed, Executive management support and good inter organizational learning.

- Even if the Association is trying to adopt some standard project management methodologies, tools and techniques, (like PRINCE2, PMBOK, a combination of two or more and in house tools and techniques) there is lack of knowledge and experience.

- Most of the customers have limitation on technical capability, knowledge and skill. In addition to that since most projects are initiated by the agency there is less/customer participation, lack of willingness and resistance to the project.

5.3 Recommendations

It is recommended, based on those major findings and conclusions that the association should take the following measures.

➢ In order to solve the problems or limitation related with planning and management, the association should define project management process, introduce/adopt standardized project management tools, framework and methodologies, and customize them in to the agency environment. Separating operational works from projects and treating projects separately from maintenance should also be given due emphasis. Feasibilities study needs to be conducted before the project is started and project charter should be properly. Centralized change, risk, and communication management system should be developed and specifically to risk management, risk check lists should be developed.

➢ With regard to human resource management, continuous trainings should be given for those who are involved in the project and for the project managers in order to fill above mentioned gaps and the emphasis should be in creating and developing specialization. In addition to roles and responsibilities should be clearly defined the human resource management practicing like financial incentive, making work environment favorable, by considering the current inflation and cost of living standards making annual salary adjustment etc...

- On the way to solve the problems related with quality standard, assurance and control, the association should work on developing quality standards and procedures, and working towards those standards with continues trainings and specialization is mandatory. Having domain expert along with the development team (business experts) in the side of the association and pushing the customer to incorporate consultants and competent technical representative in their side, incorporating quality requirements in agreements with the customer availing quality control role and quality management structure, and usage of scientific technical methodologies are also the required jobs to be done.

- Concerning scope, time, and cost/budgeting emphasis should be given and the association should work towards selecting methodologies, tools and techniques. Requirement gathering and analysis document should be prepared in detail which leads to clear and realistic estimating of time and cost.

- Procurement of materials and related service should be planned as one part of the project plan and loyal supplier partnership should be considered

- In working with the customer for the success of the project, the association should create awareness about the service they will provide, accept feedback from the beneficiary should make sure that the service is really needed and really important by the users before beginning the projects acceptance.

- Before beginning any project for community should be make assessment and discuss with community about the feasibility and should make sure that the service is really needed and important by the beneficiary and should get feedback on what is understood on the gathered requirements. Having accepted users requirement facilitates the final project acceptances.

- To reduce the challenging and risk of the foreign budget issue the association should be enhance and practice local fundraising events and make additional contingency plan to cover the foreign project budget deficiency, to settle unexpected economic changes and to cover administration cost.

5.4 Limitation of the Study

Since the researchers are not a full time students, the study not included all projects done by organizations which needs huge amount of money and a long period of time. Despite all these problems, the study tries its best to utilize the appropriate techniques to come up with reliable findings.

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Population Size	Sample Size		Population Size	Sample Size	
	95% Confidence Level 90	90% Confidence Level 90		95% Confidence Level 90	90% Confidence Level 90

Population Size	95% Confidence Level 90	90% Confidence Level 90	Population Size	95% Confidence Level 90	90% Confidence Level 90
10	10		275	163	74
15	14		300	172	76
20	19		325	180	77
25	24		350	187	78
30	28		375	194	80
35	32		400	201	81
40	36		425	207	82
45	40		450	212	82
50	44		475	218	83
55	48		500	222	83
60	52		1000	286	91
65	56		2000	333	95
70	59		3000	353	97
75	63		4000	364	98
80	66		5000	370	98
85	70		6000	375	98
90	73		7000	378	99
95	76		8000	381	99
10	81	51	9000	383	99
125	96	56	10000	385	99
150	110	61	15000	390	99
175	122	64	20000	392	100
200	134	67	25000	394	100
225	144	70	50000	397	100
250	154	72	100000	398	100

QUESTIONNAIRE

St.Mary University
School of Graduate Studies
Masters of GM in Business Administration

Dear respondent

My name is HayderAbdo. I am a post graduate student in St. Mary. I am doing a research in partial fulfillment of the requirement for my degree of Master of MBA-GM, entitled An Assessment of Success and Failure Factor of Projects, A Case Study of Ethio Gulf Development Association (EGDA)

The questionnaires was developed by the researcher to collect data which helps him to indicate factors which are critical to project success/failure, project management methodology and practice implemented by the organization and also assess the planning process and their effects for different projects implemented by the association. I would be very grateful if you could take a few minutes to fill this question. Your feedback is very important and your answers will be kept in strict confidence. Therefore, no provision is made on the questionnaires for you to write down your name.

This questionnaire has two parts. Part I. is designed to assess the organizational and respondents general profile Part II is designed to identifying the Rate the failure factors that contribute an important role in the failure of your project using scale. Values will vary from very important to unimportant.

Thank you in advance for your cooperation!

St. Mary University
School of Graduate Studies
Masters of GM in Business Administration

Instruction 1: For each of the questions, please tick[x] in the provided space the most suitable answer using the given scale. Please also answer all the questions to enhance the objectivity of the research

General Information
1. **Education level**

a) Elementary	( )	e) Post graduate (Master's Degree)	( )
b) High school	( )	f) PHD and more	( )
c) Preparatory	( )	g) Other ………………	
d) College/university	( )		

2. **Gender**

a) Male	( )	b) Female	( )

3. **Age**

a) 15 – 25	( )	c) 40 -49	( )
b) 26 – 39	( )	d) 50 and above	( )

4) **Marital status**

a) Married	( )	c) Widowed	( )
b) Divorced	( )	d) Other_____	

5) **Your position in the company:**

a) Manager Level	( )	c) Senior Officer Level	( )
b) Supervisor\ coordinator level	( )	d) secretary	( )
e) Other………………….			

Instructions 2: Please tick (×) in the provided space the most suitable answer using the given scale by identifying Rate the FAILURE factors that have played an important role in the failure Of your project. Please also answer all the questions to enhance the objectivity of the resear

	variables	Very Important	important	Undecided	Unimportant	Very Unimportant
1	Bad communication between stakeholders					
2	Lack of planning of scheduling, resource and activities					
3	Lack of proper quality control system					
4	Poorly defined project scope					
5	Inadequate coordination of resources					
6	Project being run over budget					
7	Inadequate monitoring and control on project progress					
8	refusing share resource with others					
9	Providing insufficient resource					
10	Lack of clear accountability for measured results					
11	Not get loyal suppliers					
12	new or complex technology					
13	Unexpected events with no effective response					
14	Conflicts of interest betweendifferent departments					
15	Political instability					
16	Wrong number of people assigned to the project					
17	Project team members not willingness to accepting critics					
18	Economic instability					
19	Complexity related to design and engineering					
20	Inaccurate cost estimations					
21	Project location not favorable for supervision					
22	Overall poor management					

Is there any other FAILUR factor that you have identified?

No   [   ]

Yes …….. [   ]… (Please specify) …………………………………………………..
                                                        …………………………………………………..
                                                        …………………………………………………..

Instructions 3: Please tick (×) in the provided space the most suitable answer using the given scale by identifying Rate the SUCCESS factors that have played an important role in the success of your project. Please also answer all the questions to enhance the objectivity of the research.

		Very Important	Important	Undecided	Unimportant	Very Unimportant
1	Executive management support					
2	Set clearly detail Project requirement					
3	Proper understanding on cultural issues.					
4	Employ experienced project manager					
5	Estimate accurate completion time					
6	Competent staff					
7	Set clear vision and objective					
8	set well defined project scope					
9	Acceptance of technological change					
10	Set of contingency plans					
11	Minimal bureaucracy					
12	Project financing guaranteed					
13	Set accurate cost estimations					
14	Fluent and frequent communication					
15	Community involvement					
16	Performing of quality checks in all project phases					
17	Financial incentives					
18	Internet access availability					
19	Adequate management Risk and opportunity					

20	Project location is favorable for supervision					
21	Establishing and supporting other project groups					
22	Enabling immediate report & feedback					
23	Governments incentives(e.g. Tax deduction					
24	Economic stability					
25	Adequacy of training for staffs					
26	Set proper plan					
27	Good inter organizational learning					
28	Motivation of staffs					

Is there any other success factor that you have identified while successfully completing your project?

No ………… [ ]

Yes …….. [   ]… (Please specify) ………………………………………

………………………………………….

Thank you very much!!

Table 6: Item-Total statistics

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
1	53.29	18.551	.778	.684	.836
2	53.56	20.227	.655	.502	.848
3	52.68	22.865	.350	.209	.869
4	53.33	18.781	.760	.663	.838
5	53.80	20.464	.580	.426	.854
6	53.71	20.723	.511	.375	.859
7	53.12	18.965	.730	.602	.841
8	54.12	20.986	.349	.239	.877
9	53.81	20.909	.534	.358	.857
10	53.22	20.412	.593	.464	.853

1= Exec management support
2= Set clear vision and objective
3= Financial incentives
4= Performing of quality checks in all project phases

5= Project financing guaranteed
6= Adequate management Risk and opportunity
7= Set proper plan

8= Governments incentives(e.g. Tax deduction
9= Good inter organizational learning
10= Motivation of staffs

Table 8: Item- Total Statistics

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
1	58.67	12.266	.559	.411	.795
2	58.52	13.091	.578	.738	.793
3	57.81	14.522	.421	.240	.808
4	58.51	12.855	.520	.620	.799
5	58.74	13.246	.525	.664	.798
6	59.00	13.806	.556	.460	.797
7	58.45	12.895	.518	.599	.799
8	58.50	12.532	.672	.727	.782
9	59.14	14.658	.321	.844	.815
10	59.01	14.828	.270	.132	.819
11	59.18	14.537	.364	.849	.812
1=Bad Communication **2**= Lack of planning of scheduling, resource **3**= Lack of proper quality control system	**4**= Project being run over budget **5**= Providing insufficient resource **6**= Not get loyal suppliers **7**= Unexpected events with no effective response		8=Wrong number of people assigned to the project **9**= Inaccurate cost estimations **10**= new or complex technology **11**= Overall poor management	