



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
PROJECT MANAGEMENT DEPARTMENT**

**FACTORS INFLUENCING SUCCESS OF PRODUCTIVE
SAFETY NET PROJECT (PSNP) IN ADDIS ABABA:
*THE CASE OF GULELE SUB CITY***

**BY
ABRAHAM DARGIE**

**JUNE 2019
ADDIS ABABA, ETHIOPIA**

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**MASTER THESIS SUBMITTED TO THE DEPARTMENT OF PROJECT
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DECLARATION

I, declare that this work entitled “Factors Influencing Success of Productive Safety Net Project (PSNP) in Addis Ababa: *the case of Gulele Sub City*” is a result of my own effort and study and all sources of materials used for this study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of my research advisor.

Moreover, this study has not been submitted for any degree in this University or any other.

ABRAHAM DARGIE

Signature _____

Date _____

ENDORESEMENT

This is to certify that this study work, “Factors Influencing Success of Productive Safety Net Project (PSNP) in Addis Ababa: *the case of Gulele Sub City*” undertaken by ABRAHAM DARGIE for the partial fulfillment of Master of Arts (MA) Degree in Project Management in St Mary’s University, is an original work and not submitted earlier for any degree either at this University or any other.

Research Advisor,

CHALACHEW GETAHUN, PhD

Signature _____

Date _____

DEDICATION

I dedicate this research paper to my sister and brothers who have given meaning to the life I live now. Let this also be dedicated to my extended list of nieces and nephews, my children and everyone around me, whom God has blessed me with.

ACKNOWLEDGEMENT

First, I would like to thank Lord the Almighty for giving me the perseverance to go through the master's program. Without the guidance and assistance of my research advisor, Chalachew Getahun (PhD), this research work would not have been successful. Thus, his leadership and assistance deserve due recognition. Moreover, my special thanks goes to Desta Dargie, my elder sister, who has been my encouragement and continued inspiration since I started working on the academic program. My brothers, who are near and afar – I am always grateful for what you are to me. My wife, Fasika Mekie, and my daughter Sally Abraham – You get me through in with patience and understanding. Thank You!

My utmost gratitude also goes to my friend, Melesse Ayehu, who has been a continuous source of support, strength and determination while I was working on the academic program in the last couple of years. Without his extended hands of support, I would be nowhere! May God return the understating and help he has bestowed on me!

Not least is where my acknowledgement goes to the extended list of nieces and nephews who enlightened my life with hope and commitment – You are always a blessing to me!

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ACRONYMS AND ABBREVIATIONS

ADLI	Agricultural Development Led Industrialization
AIDS	Acquired Immuno-Deficiency Syndrome
CDG	Community Development Group
CGAC	Community Grievances' and Appeals Committee
CPIC	Community Project Implementation Committee
CTC	Community Targeting Committee
FGD	Focus Group Discussion
FPSA	Food Security & Productive Safety Net Agency
GFSPSO	Gulele Food Security & Productive Safety Net Office
GTP I	Growth and Transformation Plan I
GTP II	Growth and Transformation Plan II
IC	Institutional Capacity
M & E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoUDH	Ministry of Urban Development and Housing
MRA	Multiple Regression Analysis
PASDEP	Plan for Accelerated and Sustainable Development to End Poverty
PIM	Project Implementation Manual
PMBOK	Project Management Body of Knowledge
PMT	Project Management Team
PMTT	Project Management Tools & Techniques
PSNP	Productive Safety Net Project
SDGs	Sustainable Development Goals
SLIM	Sustainable Livelihood Implementation Manual
SNNPR	South Nations, Nationalities and Peoples' Region
T & T	Tools & Techniques
UDHR	Universal Declaration of Human Rights
UFSS	Urban Food Security Strategy
UNIDO	United Nations Industrial Development Organization
UPSNP	Urban Productive Safety Net Project
UPSNP-IM	Urban Productive Safety Net Project – Implementation Manual

W1FSPSO	Woreda 1 Food Security & Productive Safety Net Office
W4FSPSO	Woreda 4 Food Security & Productive Safety Net Office
W7FSPSO	Woreda 7 Food Security & Productive Safety Net Office
W9FSPSO	Woreda 9 Food Security & Productive Safety Net Office
WBG	World Bank Group
WBPCU	World Bank Project Coordination Unit

ABSTRACT

The Productive Safety Net Project (PSNP) has been implemented since 2017 across selected major urban centers in Ethiopia. It was expected that there would be problems related with the planning, executing and controlling activities of the project. Thus, this study was carried out to assess the factors influencing successful implementation of PSNP in Gulele Sub City, Addis Ababa. The study employed causal research design, and studied the factors that were identified to have an impact on the success of PSNP in Gulele Sub City. Independent variables (project success factors) and dependent variables (project success criteria) were identified. The major data collection method used was questionnaire; which was administered to 250 respondents. The collected data was analyzed using descriptive statistics, content analysis and regression. The Statistical Package for Social Sciences (SPSS version 20) was used. The findings revealed that the project success factors investigated namely Institutional Capacity, Monitoring & Evaluation and the use of Project Management Tools and Techniques accounted for 48.1%, 36.7%, 61.7% and 58.4% variability on the timely completion of the project, achievement of stakeholders' objectives, satisfaction of project beneficiaries and on the overall project success, respectively. According to the study, the project is on the right track though further improvements can be gained; hence, the study recommended for restructuring the implementing offices into projectized organizational structure, enhancing relevance of M & E activities and widening the identification and adoption of project management tools and techniques.

Keywords: *Food Security, PSNP, Project Success, Institutional Capacity, M & E, PMTT*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Project success can be defined as one which accomplishes complex endeavors that meet specific set of objectives within the constraints of resources, time and performance objectives (Thilmany, 2004). It has been an ongoing subject of research since long time; researchers identified plenty of its criteria, and researched and tested the external and internal variables that can affect it in different contextual perceptions (Lim & Mohamed, 1999). It has been quite challenging to determine whether or not a project is successful (Nyasimi, 2013). Traditionally, the most important factors of defining success of a project are the metrics of time, cost, scope and quality; nonetheless, more recently practitioners and scholars have determined that project success should also be measured with regard to its achievement of the project objectives (PMI, 2017). The views on project success have evolved over the years from simple definitions that were limited to a certain phase of the project, to a far more comprehensive, incorporating the needs of stakeholders and project beneficiaries (Jugdev and Muller, 2005). On top of achieving the conventional success criteria of projects, the project must meet the stakeholders' objectives and the project implementation process should satisfy the needs of stakeholders, particularly project beneficiaries (Petro, 2014). Project success does also include additional criteria linked to the organizational strategy and to the delivery of business results (PMI, 2017).

On the other hand, there are success factors which determine the successful completion of projects. Among others, the project success factors include the availability and adequacy of resources the project and project management team can use at their disposal; the availability and efficacy of monitoring and evaluation systems, use of project management tools and techniques and the development and use of appropriate project management strategies (Juli, 2011; Melton, 2007; Waithera and Wanyoike, 2015; Kamau and Mohamed, 2015).

Projects remain the foundational tools for achieving strategic objectives; and their need ranges from business to development with respective profit and humanitarian goals (PMI, 2017). Nowadays, humanitarian projects involve complex development efforts that require huge amount of financial aid. These projects are becoming international human rights instruments, notably the

1948 United Nations Universal Declaration of Human Rights recognized the need for social protection in every country, particularly its article 22 states that everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food and necessary social services. Development projects in health, education, food access, water and sanitation are being designed and deployed to deprived communities throughout the world (Pasquale, 2010). Safety net projects, with a particular emphasis on food security, has gained universal acceptance which refers to people's access to sufficient, safe and nutritious food, meeting their dietary needs and food preferences for an active and healthy life (FAO, 1996).

To benefit from the positive impacts of social safety nets, the Government of Ethiopia had launched a social safety net program which is called Productive Safety Net Program (PSNP) in rural areas since 2005 (Ministry of Agriculture Food Security Report, 2012). Relying on the implementation experience of the rural PSNP, the Government of Ethiopia has also, in 2016, designed urban Productive Safety Net Project to alleviate major socio-economic challenges that had been caused by development gains due to increasing population and unregulated growth coupled with high exposure to industrial waste (PSNPIM, MoUDH, 2016). Implementation of the PSNP in Addis Ababa had started in June 2017 in 35 selected Woredas across the ten sub cities of the Addis Ababa City Administration. Gulele Sub City is one of the project location in which beneficiaries were targeted in four Woredas, namely Woreda - 1, 4, 7 and 9; with a total of 14955 beneficiaries in public work and direct support subcomponents of the project.

Like any development project, the management of the PSNP needs to match contemporary project management requirements which takes into account the triple constraints of scope, cost and time. In Kenya (Nyasimi, 2013), a study revealed that food security projects failed to achieve expectations due to shortcomings in the project management strategies employed and inadequacy of resources. Besides, the availability and efficacy of monitoring and evaluation systems were found to have an impact on the success of development projects (Kamau and Mohamed, 2015). And also, a study (Sharew, 2018) on international development projects in Ethiopia found out that there is a significant correlation between project success and the use of project management tools and techniques. In line with the appropriateness of project management strategies, Muktano (2018) recommended that active communication should be enhanced and embraced throughout the organization so as to achieve development projects successfully. In particular, stakeholders and beneficiaries should be included during pre-implementation and inception meetings, and

their views should be incorporated in the planning and execution of projects for projects to become successful.

Thus far, little or no research has been undertaken on the factors that have an impact on the successful implementation of Productive Safety Net Project in Addis Ababa. Relying on theoretical, conceptual and empirical findings of previous studies on the implementation of similar development projects in Ethiopia and elsewhere, this study aims at finding out the factors which affect successful implementation of the Productive Safety Net Project in Gulele Sub City of Addis Ababa Administration. This chapter presents background of the study, statement of the problem, general and specific objectives of the study, the research questions, significance of the study, scope and limitations of the study and organization of the thesis.

1.2 Statement of the Problem

No other severity of poverty can be expressed than the plight of people living under food insecurity (World Bank, 1986). Ethiopia is infamous for its long history of famine, drought and malnutrition over the last century which has become prevalent in the urban centers. To mitigate this situation, there are a wide range of development and humanitarian projects that have been put in place. Notably, the Government of Ethiopia (GoE) designed the (urban) Productive Safety Net Project in 2016, coupled with a 10-year Urban Job Creation and Food Security Program (UJCFSP). In June 2017, the Addis Ababa City Administration had officially started implementing the PSNP in 35 Woredas across 10 sub cities. In particular, the project is implemented in four Woredas of Gulele Sub City of the Addis Ababa City Administration.

However, there is a need to study whether the implementation of the PSNP matches the expectations of stakeholders and meets project objectives. It has been recognized that project management has been reduced to the implementation of the technical activities designed as part of the project's proposal for funding, while little effort is devoted to planning the overall management of the project (PM4DEV:2015, 6). Little is known whether the project is achieving its objectives within the expected quality, schedule, and budget while meeting the expectations of its stakeholders. Besides, it also necessitates whether the project objectives match the expectation of beneficiaries. In addition, it is vital to determine whether several factors including institutional capacity factors, monitoring and evaluation systems, resources and inputs which contribute to the success of the project are put in place.

Unfortunately, little has been done to identify factors that have an impact on the successful implementation of the urban Productive Safety Net Project in Ethiopia. However, research in other developing countries and in other related development projects gives us an insight on how to go ahead. For instance, (Nyasimi, 2013) undertook a study to determine factors that influence success of food security project management and came up with three factors such as institutional capacity, issues related with implementation strategies and inadequacy of resources. Similar studies (Yemisrach, 2018) undertaken in Ethiopia, on projects of NGOs had revealed that issues related with unavailability of M & E systems and lack of training on project management contributed to the poor performance of development projects. Furthermore, (Ali, 2012) emphasized on the need to integrate monitoring activities for the success of food security projects in Somalia. In addition, how the project has been undertaken including factors such as the process of project implementation - the targeting/selection of beneficiaries have become the point of contention (The Economist, 2018). These factors were found to have an impact on the successful implementation of projects in terms of executing projects according to schedule, achieving stakeholders' objectives and ensuring if the beneficiaries are satisfied with the processes of project implementation.

The Urban Productive Safety Net Project in Addis Ababa had started in June 2017. Due to its newness of implementation methodology at an urban level, there have been problems related with the project planning, strategizing, executing, controlling and deployment of resources. Thus, this study attempts to assess the factors that influence successful implementation of the Urban Productive Safety Net Project in Gulele Sub City of Addis Ababa City Administration. In particular, it aims at investigating the factors and sub-factors that have a major influence on the success of the PSNP such as institutional capacity of the implementing organizations, the adequacy and relevance of the inputs/resources deployed, Monitoring & Evaluation systems and the use of project management tools and techniques.

1.3 Objectives of the Study

1.3.1 General objective

The general objective of the study was to assess the factors influencing the success of Productive Safety Net Project in Gulele Sub City, Addis Ababa.

1.3.2 Specific objectives

- To determine the extent to which institutional capacity influences the success of PSNP in Gulele Sub City.
- To establish the extent to which M & E activities influence the success of PSNP in Gulele Sub City.
- To investigate the extent to which the use of project management tools and techniques influences the success of PSNP in Gulele Sub City.

1.4 The Research Questions

The study attempted to answer the following questions:

- How does the status of institutional capacity, monitoring and evaluation activities and the use of project management tools and techniques at the PSNP in Gulele Sub City look like?
- What are the effects of institutional capacity, monitoring and evaluation and the use of project management tools and techniques on successful implementation of PSNP in Gulele Sub City?

1.5 Significance of the Study

Nowadays ensuring food security of households is a major challenge among countries in sub Saharan Africa, especially in urban areas there is a growing number of food insecure households due to a high level of rural-urban migration and unemployment. Introducing, implementing and managing urban safety net projects are essential in realizing the food security of destitute households. Achieving the program objectives will have economic as well as social benefits.

The study, based on the findings, will enable the City Government of Addis Ababa in general, and Gulele Sub City in particular, to fill the gap by identifying the factors that affect the successful implementation of the Productive Safety Net Project there by achieving the project's intended objectives.

Besides, the project benefits will be enhanced in response to better management of the project (dealing with the factors identified as affecting project success) and realizing successful

implementation of the project. It was also hoped that the findings of the study will also be used as a lesson for other sub cities in Addis Ababa as well as cities and towns across Ethiopia which are implementing (plan to implement) the urban Productive Safety Net Projects in their respective constituencies.

1.6 Scope and Limitations of the Study

This research was delimited to study the first-round of PSNP woredas (1, 4, 7 and 9) in Gulele Sub City of Addis Ababa City Administration, solely focusing on the public work subcomponent of the PSNP project. The first-round of woredas were selected because they have longer duration of implementation (24 months) than the second-round of UPSNP woredas (12 months), indicating a relative maturity of project implementation in the first-round of UPSNP woredas, wherein data is available to support an in-depth research on the factors that affect successful implementation of PSNP.

As it is clearly indicated in the PSNP Implementation Manual, the project has two sub components, namely direct support and public work. The public work subcomponent of the project comprises 84% of the total project beneficiaries while 16% of them are households in the direct support subcomponent of the project. In terms of responsibility of managing the project, the Food Security and Productive Safety Net Offices are in charge of managing the public work subcomponent while Labor and Social Affairs Offices are mandated to implement the direct support subcomponents of the project.

As a result, the study was delimited to the public work subcomponent of the project in the first-round PSNP woredas (4 Woredas) in Gulele Sub City. In other words, the first-round, public work subcomponent of the urban PSNP which have been implemented by the respective Food Security and Productive Safety Net Offices were the focus of the study.

The project under study is still ongoing, completed 83 % of the project's resource deployment by the time of data collection, which set a limitation to entirely investigate the post-implementation (after project closeout) situation of the project.

1.7 Organization of the Thesis

The research was organized into five chapters. The first chapter dealt with the introduction part of the study, including background of the study, statement of the problem, objectives of the study, the research questions, significance of the study, as well as scope and limitations of the study were incorporated.

In the second chapter, conceptual, theoretical and empirical literatures were provided while research methodology and design was discussed in the third chapter. The fourth chapter covered data analysis, presentation and interpretation of the findings. Finally, discussions, conclusions and recommendations were discussed in the fifth chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 The Concept of Project Success

Project success, among scholars and researchers of project management, lies in the dichotomy of views (Evrin, 2011). The conventionalists view project success solely in terms of the traditional objectives of time whereas the contemporary view on project success considers success criteria as the product criteria of meeting the owner's needs. The success of a project can be determined from the perspective of the project itself or what the project intends to achieve (Bannerman, 2008). Depending on the nature of the project, its success varies with the needs of the stakeholders; expectations of what the project was to achieve and perceptions of whether it achieved them often vary among stakeholders. This makes determination of project success highly contingent upon the expectations and perceptions of different stakeholders, and when the assessment is made (De Wit, 1988). Knowing how success is defined is a necessary precursor to determining where and how project effort should be focused to meet performance goals; and knowing where to focus project management effort is guided by an understanding of the drivers of project success and failure. Having a common definition of project success also facilitates agreement on whether, in the face of disparate interests and perspectives, success has been achieved (Bannerman, 2008).

Most projects have multiple stakeholders with different views on the project's purpose and different expectations of what the project must achieve (Lyytinen & Hirschheim, 1987). These stakeholders might include the people who originally identified the need for the project, those who fund the project, and those who stand to benefit from the project, the people who are impacted by the project and its outputs, the project team members, and the people who have to oversee the project. Some researchers suggest that success criteria should be project-specific and therefore determined by stakeholders at the start of each project (Baccarini, 1999; Nelson, 2005; Turner, 2004). This view has considerable merit because of the broad range of project types, project objectives, and other variables that can contribute to project outcomes.

Institutional Capacity on Project Success

Project implementation is concerned with the integration of knowledge and people in the context of a large cross-functional project implementation involving multiple organizations (PMI, 2017). And hence, the project manager needs to be aware of the project context; especially communications planning and knowledge management for successfully guiding the project team. Project implementation requires skilled staff with integrated management and technical skills to allocate resources and harness skills needed to implement project plans (Mwangi, 2006).

The project implementation design should also include project stakeholder management; including the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. The processes support the work of the project team to analyze stakeholder expectations, assess the degree to which they impact or are impacted by the project, and develop strategies to effectively engage stakeholders in support of project decisions and the planning and execution of the work of the project (PMI, 2017).

Good management and leadership skills are critically important to ensure project success. (Juli, 2011) underscored that the right and appropriate project management skills are crucial. In addition, a project manager must have an understanding of basic leadership principles, as a combination of project management and leadership principles yields project leadership. Putting a thorough human resource plan with detail and clear recruitment and selection procedure will enable to populate the project with staff having the desired caliber and competence to undertake their assignment up to expectations; thereby ensuring project success (Armstrong, 2010). PMI (2017) defines a project team as consisting of individuals with assigned roles and responsibilities who work collectively to achieve a shared project goal. Similarly, the project manager should invest suitable effort in acquiring, managing, motivating, and empowering the project team. Although specific roles and responsibilities for the project team members are assigned, the involvement of all team members in project planning and decision making is beneficial.

Locker and Gordon (2009) discussed that effective project implementation requires several factors and considerations. These include, having a clear implementation plan required to carry out the activities according to a predefined schedule. This also needs to include information

management system that facilitates the collection, preservation and dissemination of information as it is needed. In addition, it requires development of project management team with clear responsibilities and sufficient authority. Procedures and guidelines that govern the team must be in place. Having an effective and efficient communication plan is a must have component of a project implementation strategy.

The Project Management Institute (PMI) Guide to Project Management Body of Knowledge (2017) defines project resource management as involving the processes to identify, acquire, and manage the resources needed for the successful completion of the project. It further notes that these processes help ensure that the right resources will be available to the project manager and project team at the right time and place.

It begins with the planning of resources, including the process of defining how to estimate, acquire, manage and utilize physical and team resources. In line with this, activity resources should be estimated such as team resources, types and quantities of materials, equipment, and supplies necessary to perform the work. In accordance, what had been planned should be acquired – team members, facilities, equipment, materials and supplies. Regarding human resources, team development should be undertaken such as improving competencies, team member interaction and the overall team environment to enhance the chance of project success. The project management team should also be well managed through tracking of team member performance, providing feedback, resolving issues and managing team changes to optimize project performance. Controlling of resources also desired to ensure the physical resources assigned and allocated to project teams are being used according to plan.

Monitoring & Evaluation on Project Success

PMI (2017) explains that monitoring and control of project work is “the process of tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan”. Monitoring is the on-going collection and analysis of data that informs project managers if progress toward established goals is being achieved. Evaluation is a comprehensive appraisal that looks at the long-term impacts of a project and exposes what worked, what did not, and what should be done differently in future projects. It further explains that monitoring includes status reporting, progress measurement, and forecasting. Performance

reports provide information on the project's performance with regard to scope, schedule, cost, resources, quality and risk, which can be used as inputs to other processes.

Monitoring and evaluation (M&E) has become an increasingly important tool within the global efforts in achieving environmental, economic and social sustainability (Waithera and Wanyoike, 2015). At national and international scales, the sustainability criteria and indicators for M&E are very crucial in defining, monitoring and reporting on ecological, economic and social trends, tracking progress towards goals and influencing policy and practices (Behn, 2003). Monitoring and evaluation (M&E) helps those involved with projects to assess if progress is being achieved in line with expectations. Gwadoya, (2012) found that there was a shared need for proper understanding of Monitoring & Evaluation practices in donor funded projects.

According to San Cristobal Mateo (2015), projects are highly unlikely to proceed according to plan. In order to be able to identify and measure the differences between the plan and the actual work performance, progress on the project is required to be controlled and monitored. The monitoring and control of projects involves four stages. They are:

- Measuring the state of the project
- Compare actual and planned parameters
- Report the variables between these parameters
- Take corrective actions

On the other hand, the author defined evaluation can be regarded as a joint learning process for all the agents involved in the project, generating useful and relevant information and knowledge to assess the relevance, efficiency, and effectiveness of projects. Evaluations, other than the monetary metrics of measurement, can use safety and quality features.

Kamau and Mohamed (2015), found out that with proper enhancement and capacitating of the monitoring teams, there would be more team work and hence more productivity; signaling project success. In addition, the researchers had found out the number of monitoring staff, monitoring staff skills, frequency of monitoring, relevance of M&E activities, stakeholders representation, information systems and power of M & E team are essential elements to realize project success. Most of the studies carried on project's critical success factors, M & E was found to be the major contributor to project success (Kamau and Mohamed, 2015). Monitoring and Feedback was reported to be one of the factors leading to project success. In addition, study

findings showed that probability of achieving project success seemed to be enhanced among other factors, by constantly monitoring the progress of the project (Prabhakar, 2008).

The two most important considerations while planning for M & E are availability of resources as well as participation of stakeholders in the design and execution of M & E (Hettmut, 2002). Regarding strength of the monitoring team, it was noted that if the M & E team or section is associated with significant power in terms of decision-making, it is more likely to be taken seriously. This means that the monitoring team needs to be enhanced and strengthened in order for it to have more power which will increase its effectiveness.

Project Management Tools & Techniques on Project Success

Studies on the use of project management tools and techniques have confirmed that they enhance chances of project success (Besner & Hobbs, 2008; Petro, 2014). The Project Management Institute publishes a range of tools and techniques with respect to project management knowledge areas and the activities therein. According to (PMI, 2017), the project life cycle is managed by executing a series of project management activities known as project management processes that produces one or more outputs from one or more inputs by using appropriate project management tools and techniques. Thus, project management tools and techniques are essential intermediaries between inputs and outputs of project activities.

Petro (2014) sets a demarcation line and define what a “tool” is and what a “technique” could be. Tools of project management are those tangible, able to touch, tools, software, forms and templates which assist in defining, codifying and logging and monitoring the necessary project management practices. Such tools could be a change order form, a Gantt chart or WBS monitoring software. A technique, on the other hand, is an intangible production of a practice such as a methodology, or a way of applying a tool or a practice. Techniques could be in the form of having a methodology of applying changes to projects, the communication protocols via either reporting or meeting stakeholders. The role of project management tools and techniques depends on the experience of practitioners in using the assigned tools plus the team-buy into those tools (Thamhain, 1998).

Many tools and techniques are being used to enhance the value delivery for projects; such as the value analysis tools and value engineering techniques. Some other tools allow the project

manager to measure and monitor cost and time efficiencies, such as the earned value management tools and techniques (Benser & Hobbs, 2006). Besides these decision making tools, there are other tools and techniques which are perceived by project managers to have a direct value and a great potential in contributing to and enhancing the project success, such as the risk management tools (Raz and Michael, 2001).

According to PMI (2017), there are six basic groups of tools and techniques that are outlined below:

Data gathering techniques – Used to collect data and information from a variety of sources. There are nine data gathering tools and techniques.

Data analysis techniques – Used to organize, assess, and evaluate data and information. There are 27 data analysis tools and techniques.

Data representation techniques – Used to show graphic representations or other methods used to convey data and information. There are 15 data representation tools and techniques.

Decision-making techniques – Used to select a course of action from different alternatives. There are two decision-making tools and techniques.

Communication skills – Used to transfer information between stakeholders. There are two communication skills tools and techniques.

Interpersonal and team skills – Used to effectively lead and interact with team members and other stakeholders. There are 17 interpersonal and team skills tools and techniques.

For the purpose of this research, the tools and techniques identified to determine their impact on project success are presented below according to their major application on project management knowledge areas.

Table 2.1 Description of Project Management Tools & Techniques

Project Management Knowledge Areas	Tools & Techniques (Commonly Used)
Project Scope Management	Log frame, Benchmarking, Brainstorming, Nominal Group Techniques, PMIS
Project Time Management	Critical Path Method (CPM), Program Evaluation and Review Techniques (PERT), Gantt Chart, Precedence Diagramming Method (PDM), Decomposition
Project Cost Management	Earned Value Analysis (EVA), Bottom-up estimating, Analogous estimating, Funding limit reconciliation
Project Quality Management	Pareto Charts, Cost-Benefit Analysis, Quality Audits, Statistical Sampling
Project Integration Management	Data Analysis Techniques, Facilitation Techniques, Change Control Tools
Project Stakeholder Management	Stakeholder Analysis, Meetings, Records Management Software
Project Communication Management	Communication Technologies, Communication Methods & Tools, Project Reporting Techniques
Project Risk Management	SWOT Analysis, Checklist Analysis, Documentation Reviews, Monte Carlo Analysis
Project Procurement Management	Source selection analysis, Bid evaluation techniques, bidder conferences
Project Resource Management	Expert Judgments, Trainings, Resource Estimating Techniques

2.1.2 The Concept of Food Security

Food security has had several definitions but it is basically defined as the availability of food and one's access to it. Stages of food insecurity range from food secure situations to full-scale famine (FAO, 2009). Household food security is the application of this concept to the family level, with individuals within households as the focus of concern. Food insecurity exists when people do not have adequate physical, social or economic access to food (Lewis, 2005).

One of the greatest challenges that society faces today on a global scale is the provision of access to sufficient, safe, nutritious food to maintain a healthy and active life (Sheeran, 2009). According to FAO, as it is stated in its annual report in 2009, the number of undernourished people in the world has reached to 1.2 Billion or 16% of the world population. Among this, 98% of the total malnourished people in the world live in the developing countries.

Barilla Center for Food and Nutrition (2010) stresses that food access issues should be approached by integrating two different analysis perspectives: on the one hand, food security must be considered as a requirement for guaranteeing the availability of food to the growing

masses of the population, especially in developing countries, and, on the other hand, the absolute quality and safety of the food produced and distributed must be guaranteed. Based on the aforementioned definitions of food security; food security projects are intended to address all the beneficiaries of the food security projects, at all times, having physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active healthy life after the food security projects are implemented.

2.1.3 Food Security in Ethiopia

Ethiopia has been registering impressive socio-economic transformation in the last decade, around 10 % GDP growth (IMF, 2016). Thirty years after the 1984 calamity, the country's per capita income has increased, poverty has fallen, food security has improved, and the groundwork has been laid for sustained economic growth (Dorosh, 2013).

This resulted in poverty levels from 46% in 1996 to 39% in 2006. The country has also shown improvement in other development indicators, including reduction of child mortality by 50%, doubling of clean access water from 25 % to 54%, and primary school enrollment tripled (World Bank, Ethiopia Report, 2008).

Declining landholding, households compelled to clear and cultivate marginal lands on steep hillside, overgrazing, inability to feed and maintain livestock, rapid dependence on deforestation due to household fuel and other related factors are some of the key challenges behind the food insecurity of households in rural areas. Besides, farming in Ethiopia is highly dependent on rain fed agriculture in which 80 % of arable land is under rain fed agriculture, mono-cropping, lack of crop diversification, declining crop yields due to poor natural resource base and low input to agricultural activities. This coupled with lack of on-farm technological innovation that enhances productivity hugely contribute to the current plight of Ethiopian farmers (Assefa, 2013).

The bases for food security strategy, in Ethiopia, are the Agricultural Development Led Industrialization (ADLI) strategy and the Plan for Accelerated and Sustained Development to End Poverty (PASDEP). The three basic pillars of food security include increased availability of food through increased production, ensuring access to food for food deficit households and strengthening emergency response capacity.

The essential elements of food security strategy are:

- Agricultural production, marketing and credit
- Entitlement/access to create HH asset
- Nutrition and health intervention
- Emergency capability
- Institutional strengthening and capacity building

PASDEP stipulates land water management as a key strategy to mitigate the risk of climatic variability and to enhance socio-economic development. In addition, enhancing technological innovations to increase rainfall use efficiency and diversification of livelihood systems to reduce dependency on rain-fed agriculture are also integral parts of the strategy.

The primary food security initiatives including HH water harvesting projects, Sustainable Land Management (SLM) projects at watershed level to prevent land degradation, adaptive on-farm research to technological packages for crop diversification, adoption of community extension approaches and streamlining institutions for effective service delivery to farmers (Assefa, 2013). To effectively implement the food security strategy, it was designed to integrate participatory design and community ownership of irrigation systems, adoption of community extension approaches, supporting institutional development for effective service delivery to farmers and capacity development at the regional, woreda and farmer levels (FSS Strategy, 2005).

According to (Dorosh, 2013), addressing food insecurity problems and promoting economic progress require initiatives in five areas, including but not limited to:

- a) Sustaining growth in crop and livestock production;
- b) Increasing market efficiency;
- c) Providing effective safety nets;
- d) Maintaining macroeconomic incentives and stability; and
- e) Managing the rural-urban transformation.

2.1.4 Productive Safety Net Project

The Productive Safety Net Project (PSNP) aims to reduce the number of people who rely on annual humanitarian appeals, by providing predictable and timely cash and food transfers (DFID, 2007). It aimed at shifting away from a focus on meeting short-term food needs through emergency relief to addressing the underlying causes of household food-insecurity. The PSNP,

started in 2005, has been supporting 7.2 million Ethiopians who are vulnerable to shocks such as droughts and floods. The program tries to reduce the vulnerability of households that do not have enough to eat even when the weather and harvest is good (FAO, 2006).

The PSNP has special features such as: types of transfers, specific objectives, basic principles, basic components, and targeting principles. The type of transfer may be cash only, both cash and food or food only based on specific situation of the safety net areas. The specific objectives of the cash and food transfers provided through the PSNP are: (1) to smooth household consumption – to bridge production deficits in chronically food insecure farming households that are not self-sufficient, even in good rainfall years; (2) to protect household assets – to prevent poor households from falling further towards destitution, vulnerability to future shocks and chronic dependence on external assistance; and (3) to create community assets – by linking the delivery of transfers to activities that are productivity-enhancing, in order to promote sustainable developmental outcomes (MoA, 2006).

The PSNP are based on two crucial basic principles. (1) Predictability – A safety net delayed is a safety net denied. Consequently, resource flows must be predictable (2) avoiding dependency – This can be achieved by requiring able-bodied beneficiaries to provide labor in exchange for program transfers (MoA, 2006). The PSNP has also two components. The first component popularly known as public works is aimed at the provision of counter-cyclical employment on rural infrastructure projects such as road construction and maintenance, small-scale irrigation and reforestation. The second component referred as direct support is aimed at provision of direct unconditional transfers of cash or food to vulnerable households with no able-bodied members who can participate in public works projects (Dorosh, 2013).

Graduation is another important issue that should be defined in relation to PSNP implementation. PSNP beneficiaries are expected to be resilient from chronic food insecurity and graduated from the PSNP within three to five years (MoUDH, 2010).

(i). Rural Productive Safety Net Project (RPSNP)

The Productive Safety Net Project (PSNP), introduced in 2005 as an alternative to annual emergency-food-aid distribution, has proven very effective in targeting poor households with food and cash transfers, as well as building local infrastructure through a work requirement for

those recipients who are able to work. Econometric estimates derived from household surveys indicate that households in the poorest 40 percent of the household expenditure distribution receive more than 60 percent of total PSNP transfers. Research has also shown that programs to offer credit, skills training, and other services have been effective as complements to cash and food transfers in building participant households' assets and livelihoods (MoA, 2012).

While it may not be the dominant policy instrument to address major production shortfalls, emergency food aid likely will still be required in some years. A decentralized public response system is also necessary to ensure timely responses to serious hunger threats before dire famine conditions emerge. Along with such public support, commercial imports can make a major contribution to the food supply, provided that government policies on the timing and levels of food-aid inflows and distribution are transparent, so as to provide clear signals to the private sector (PSNP PMI, Revised, 2015).

Model simulations suggest that if agricultural growth can be maintained at 6 percent per year, an additional 3.7 million people would be lifted out of poverty by 2015, as compared with a business-as-usual scenario. Achieving this high rate of agricultural growth will require considerable effort, however. Land and water constraints will make it difficult to achieve both crop or livestock production gains in the highland regions, where most Ethiopians live, without major investments in productivity-increasing technologies such as improved seeds and veterinary services, extension, and small-scale irrigation (Assefa, 2013).

As (Dorosh, 2013) stated, in drought-prone highland areas, promoting nonfarm activities may be the best way to increase food security. Newly cultivated lands in non-highland rainfall-sufficient areas offer some prospects for national production gains, but infrastructure and marketing constraints must be overcome, and great care will be required in those areas to avoid environmental degradation.

(ii). Urban Productive Safety Net Project

The Government of Ethiopia (GoE) has completed the first Growth and Transformation Plan (GTP I) (2010/11–2014/15), which set a long-term goal for Ethiopia to become a lower middle-income country by 2025. The growth rate of at least 11.2 percent per year was set and achieved during the plan period. The second phase of the GTP (GTP II 2016-2020) is essentially a

continuation of GTP I objectives and priorities are given to key sectors such as industry and agriculture as drivers of sustained economic growth and job creation. The GTP II also reaffirms the GoE's commitment to human development. The programs of development partners (DPs) are broadly aligned with the GTP II priorities.

There is strong record of reducing extreme poverty in recent years. The main drivers of this progress have been rural based namely, agricultural growth, provision of basic services, and rural safety nets. However, the structural transformation that is needed in value addition (a shift from low value/wage to high value/wage sectors) has been inadequate to make significant contribution to poverty reduction (PSNP PMI, 2015).

Although Ethiopia remains predominantly rural, urbanization is taking place, and as Ethiopia urbanizes, poverty becomes more urban. In 2000, 11 percent of Ethiopia's poor lived in cities, but this rose to 14 percent in 2011. The urban population reached 11.9 million by the last census in 2007 and was estimated to reach 16.7 million in 2014, with an average population growth rate of 3.8 percent. Urban population is projected to triple by 2034 reaching 30 percent of the total population (World Bank Ethiopia Urbanization Review, 2015). As more of the urban poor live in large urban centers, expanding development programs to address key challenges to urban poverty reduction is imperative.

Although urban poverty rates in Ethiopia are quite high, particularly in the large cities, the urban-rural poverty rate differential is low in comparison to other countries. The total national poverty head count in 2011 was 29.6 percent (30.4 percent in rural Ethiopia and 25.7 percent in urban areas). Poverty rates in Addis Ababa and Dire Dawa were as high as 28.1 percent and 28.3 percent, respectively (UNDP Ethiopia Report, 2012). The poverty gap index is estimated to be 8 percent in rural Ethiopia and 6.9 percent in urban Ethiopia. In large cities, poverty has been falling, but not as fast as in rural areas and smaller urban centers. One-fifth of Ethiopia's urban population lives in Addis Ababa and reducing poverty rates in this and other large urban centers is a key priority toward addressing poverty reduction in Ethiopia in general.

The problem of food insecurity in urban settings is chronic and complex. Moreover, the marketing system for agriculture products is not well developed to promote the growth of industrialization; boost employment opportunities and linkage with the rural areas is improving

but still at an infant stage due to the slowly expanding infrastructure and services. Unless urban centers become centers of modern market exchange, technology transfer, and good governance, they may negatively affect and slow down the overall development of the country. In order to improve this situation in urban areas, the government of Ethiopia has designed urban food security strategy and job creation and food security program. Urban Productive Safety Net Program (UPSNP manual, 2016 p. 2).

Due to aforementioned problems, a significant number of people in urban areas are unemployed and underemployed and as a result, they are facing food insecurity and living in difficult circumstances. Moreover, the number of street dwellers, beggars, people with mental disorder, juvenile delinquency, disadvantaged groups and other victims of social problems and evils are increasing from time to time (UPSNP PAD, 2016).

The Ministry of Urban Development and Housing (MOUDH), as key Government executive organ, is given the mandate to tackle the urban food insecurity and poverty. To this end, the ministry has developed Urban Job Creation and Food Security Strategy and Program as part of the National Social Protection Policy and Strategy of the country. The initial phase of the program is implemented in collaboration with various stakeholders and the World Bank as development partners financing the program (UPSNP PIM, 2016).

The rural PSNP, which has been implemented since 2005, has demonstrated that safety nets are important tools for addressing chronic food insecurity. Based on these experiences, the MOUDH has led the design of a systematic productive urban safety net and livelihood support intervention which was designed to be implemented through a 10-year program framework. The long-term program framework has an objective of reaching 4.7 million poor in 972 urban areas by implementing productive and predictable urban safety nets and complimentary livelihood interventions. The first phase supported by the UPSNP runs from 2016/17 to 2020/21 in 11 cities (Addis Ababa, Adama, Dessie, Mekele, Hawassa, Dire Dawa, Harari, Gambella, Asosa, Jigjiga and Asayita) and will focus on putting in place basic safety net building blocks, including productive and predictable transfers through public work (PW), livelihood interventions and capacity building (PMI, 2016).

(iii). Urban Productive Safety Net Project (U-PSNP) in Addis Ababa City

Addis Ababa is the capital and largest city of Ethiopia. The city is sub divided in to 10 sub cities and 116 woredas to organize and create conducive administrative systems. According to the 2007 population census conducted by the Ethiopian Central Statistics Agency (CSA, 200), the population of the city is estimated to be 3,384,569 million with 3.8% annual growth rate.

The national unemployment rate in urban areas is 17.1% but this is higher in Addis Ababa and also population under poverty rate in 2015 was estimated to be 18.9%. This unemployment and population increment in Addis Ababa results in food insecurity (UNDP Ethiopia Report, 2016). To address these challenges and to reduce poverty, the government initiated the Urban Productive Safety Net Project with 70 % financial contribution from World Bank.

The program aimed to support the Government of Ethiopia and enabling its urban poor facing chronic food insecurity to resist shocks, to create assets and become food self-sufficient through providing income (cash) transfer (direct support) program, creating employment opportunities (public works) and livelihood support. This activity comprises three components; the first component is safety net support; this component supports the delivery of a predictable, timely, and productive safety net through conditional and unconditional safety net transfers. The conditional safety net transfer consists of five sub-projects including urban integrated water shade development, creating conducive urban agriculture, social infrastructure and services, solid waste management and disposal and urban beautification and greenery activities. The second component is the livelihood support; this holds wage employment, self-job creation, and direct money support. The third one is institutional strengthening and program leaders' support; it holds beneficiaries targeting, support and monitoring, facilitation payment norm, community participation, human resource capacity building and safe guard issues, this component helps to actively run and manage the above two components. In Addis Ababa, the first phase of the program involved 123,918 target groups of beneficiaries. Among this number, 84% of beneficiaries had been participating in public work while the remaining is engaged in direct cash transfers. (PSNP PIM, 2016).

Gulele Sub City is one of the highly populous sub cities in Addis Ababa, and known for increasing rate of population, urban flooding, high unemployment, fire, water scarcity, high sanitation problem and social vulnerability (EMI, 2012). In the first phase of the PSNP

implementation, 14955 beneficiaries have started participating in the project across selected four wordas. Out of the total number of beneficiaries, 12562 have been taking part in the public subcomponent of the project; hence the main focus of this study.

2.2 Theoretical Literature

2.2.1 Project and Project Management

In order to understand project management, one must start with the definition of a project (Kerzner, 2009). A project can be well thought-out to be any sequence or series of activities and tasks that have a specific objective to be completed within certain specifications; have specified scopes, which have defined start and end dates and consume resources. Projects are unique, specific, temporary endeavors undertaken to achieve a desired outcome.

Projects can also be defined as a unique set of co-ordinate activities, with defined starting and finishing points undertaken by individuals or organizations to meet specific objectives with in defined schedule, cost and performance parameter. The word unique points out that every project has its own genuine nature in the sense that there may not be a pre-existing blue print for the project's execution and there may not be a need to repeat the project once completed. Its primary goal is achieving any stated objectives or solves a particular problem while its temporary nature signifies a discrete, definable commencement and conclusion (PMI, 2006). In a related explanation, (Kerzner, 2009) defines a project as a series of activities and tasks that have specific objectives, defined start and end dates, funding limits, and it also has characteristics of being multifunctional i.e. cut across several functional lines.

Project management is the process by which projects are defined, planned, monitored, controlled and delivered such that the agreed benefits are realized. Projects bring about change and project management is recognized as the most efficient way of managing such change. Project management, on the other hand, involves project planning, monitoring and includes such items as: Project definition of work requirements, definition of quantity and quality of work, description of resources needed, project monitoring, tracking progress, comparing actual outcome to predicted outcome, analyzing impact, making adjustments (PMI, 2017).

According to Project Management Institute (PMI, 2013), project management is the application of knowledge, skills, tools, and techniques to a program in order to meet the program requirements and to obtain benefits and control not available by managing projects individually.

2.2.2 Project Management Knowledge Areas

The PMBOK Guide groups ten separate project management knowledge areas. A Knowledge Area represents a complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specialization. These are the core technical subject matter of the project management profession, and they bring the project to life. Brief description of project management knowledge areas are provided below:

Project Integration Management - contains the tasks that hold the overall project together and integrate it into a unified whole.

Project Scope Management - involves the project scope, that is, the work that is included within the project. Since scope changes are one of the top causes of project changes and grief in general, it is very important that the boundaries of the project be well defined from the outset and monitored rigorously.

Project Schedule/Time Management - This is usually the most time consuming of the knowledge areas. During planning, the project manager must divide the project into tasks and create both a schedule (start and finish dates for each task) and budget for each task. Because most project changes involve a change to the schedule, it must be continuously re-baselined and the project management plan updated (and approved by the project sponsor).

Project Cost Management - The project budget is usually one of the most sensitive parts of a project. The budget must be established through rigorous estimating techniques and monitored to ensure there are no unnecessary changes which are not in line with the requirements of the stakeholders.

Project Quality Management - is one of the triple constraints of Time, Cost, and Quality. Since they are integral, when you need better quality you need to put in more time or cost. The quality level should be established during project planning and specified within the project management plan.

Project Resource Management - The project team is usually one of the most important factors in the success of a project. If you have a good team, you will have a successful project. This knowledge area is concerned with acquiring the right team, ensuring their satisfaction, and tracking their performance.

Project Communications Management - Communication with stakeholders is often the key factor that allows stakeholders to be satisfied even when unexpected changes happen. It is essential to develop a communications plan to keep all stakeholders “in the loop” throughout the project and communicate early and often when unexpected issues occur.

Project Risk Management - Major risks have to be identified up front and analyzed within the project management plan.

Project Procurement Management - Almost all projects have some form of outside procurement. Hiring subcontractors can get the job done quicker or with better expertise but sacrifices the ability to control the quality, schedule, or other factors. Also, the fine print often results in budget and schedule overruns that were not envisioned.

Project Stakeholder Management - The stakeholders should be actively managed and addressed within the project management plan.

2.2.3 Theories of Project Success

Project success lies in the dichotomy of views. The conventionalists view project success solely in terms of the traditional objectives of time whereas the contemporary view on project success considers success criteria as the product criteria of meeting the owner’s needs. The success of a project can be determined from the perspective of the project itself or what intends to achieve (Bannerman, 2008). Depending on the nature of the project, its success varies with the needs of the stakeholders; expectation of what the project was to achieve and perceptions of whether it achieved them often vary among stakeholders. This makes determination of project success highly contingent upon the expectations and perceptions of different stakeholders, and when the assessment is made (De Wit, 1988). Knowing how success is defined is a necessary precursor to determining where and how project effort should be focused to meet performance goals; and knowing where to focus project management effort is guided by an understanding of the drivers of project success and failure. Having a common definition of project success also facilitates agreement on whether, in the face of disparate interests and perspectives, success has been achieved (Bannerman, 2008).

Most projects have multiple stakeholders with different views on the project’s purpose and different expectations of what the project must achieve (Lyytinen & Hirschheim, 1987). These stakeholders might include the people who originally identified the need for the project, those

who fund the project, and those who stand to benefit from the project, the people who are impacted by the project and its outputs, the project team members, and the people who have to oversee the project.

Some researchers suggest that success criteria should be project-specific and therefore determined by stakeholders at the start of each project (Baccarini, 1999; Nelson, 2005; Turner, 2004; Wateridge, 1998). This view has considerable merit because of the broad range of project types, project objectives, and other variables that can contribute to project outcomes.

2.3 Empirical Literature

Depending on the conceptual and theoretical reviews presented in the preceding sections, the author had reviewed empirical literatures that have relevance on the study “Factors Influencing Success of PSNP in Addis Ababa: the case of Gulele Sub City”.

In order to ensure effective and efficient project management in the development sector, there has to be a reliable resource supply including human and non-human resources. In his study, Beyene (2014) found out that development projects must have the resources desired in order to fulfill all the logistical requirements of the project as well as procure employees with the highest caliber who can satisfy the project needs. Thus far, resource shortages have not been observed among projects that are financed by the World Bank (including PSNP project) though it has been a common experience for small scale projects which are run by international and local NGOs (Addis, 2018). In addition, technological input factors such as the use of office equipment as well as resources needed for public work activities determine the success of food security projects (Nyasimi, 2013).

While implementing a development a project such as PSNP, there needs to be several strategies that set the direction for the project team and its beneficiaries. In the study undertaken by Nyasimi (2013), most of the respondents affirmed the extent to which clear project plans known to all stakeholders is very low while 54.7% indicated that scheduling of activities was done to a very low extents. The extent of resolving the concerns of beneficiaries is also low. This implies that the strategies adopted as means of delivering the projects successfully are low; implying that food security projects are not successfully implemented according to plan in the study area – Mbooni East District Makueni County.

The results of a study (Sharew, 2018), on the use of PM tools and techniques in selected NGOs in Ethiopia showed that logical framework and progress report are widely used among project managers (respondents of the study) while others such as Critical Path Method and Earned Value Method have little or no use. It was also revealed that most of the project managers don't use (show little interest) the tools and techniques due to lack of knowledge and skills. The study also concluded that most of the project managers under study believe that the use of project management tools and techniques would enhance a project's performance.

In a related token, Demissie (2014) found out that lack of Monitoring and Evaluation activities are one of the main challenges behind the implementation of development projects in Ethiopia. Monitoring & Evaluation units lack support in terms of budget, training and appropriate information systems. In addition, lack of M&E strategy has contributed to poor practices of project controlling activities in development projects in Ethiopia.

The institutional capacity of a project implementing organization plays an important role in determining the extent in which the project satisfies stakeholder expectations. A study in Kenya (Ochieng, 2016) found out that leadership skills have huge contribution to the success of development projects; a project manager who is endowed with basic leadership skills is most likely motivate and inspire the project team to achieve project objectives. Similarly, concerning the influence of decision-making on project performance, respondents affirmed that effective decision-making does affect project performance, while inadequate or ill-informed decision-making process negatively affects overall organizational output as well as project performance (Ochieng, 2016).

The same study also revealed that departmentalization or aligning small manageable units of work together can contribute to managing projects in the most efficient way. And also, the organizational type in which the project is implemented was found to have an impact on the overall management and performance of a project.

2.4 Synthesis

Relying on the aforementioned review of the conceptual, theoretical and empirical literature, the author attempted to make synthesis of the existing body of knowledge and its implication on the study at hand.

Productive Safety Net Project has been implemented in Addis Ababa since June 2017. Though the project involves a large amount of money, beneficiaries and complex governance structure, no direct research has been conducted to assess the factors influencing success of the project implementation in the city in general, and in Gulele Sub City in particular. Due to its nature, PSNP is categorized as a development project; having its own unique project characteristics and requirements. As it was discussed in the theoretical review section, several projects adopt different but related project lifecycle models with respect to the nature of projects. For instance, manufacturing projects adopt UNIDO project lifecycle models. Public or private infrastructure projects most often adopt the PMBOK project lifecycle model. Development or humanitarian projects, such as Productive Safety Net Project, adopt Baum (World Bank) Project Lifecycle Model. The different project lifecycle models are interlinked; other than few differences that cater the differences in the nature and characteristics of the projects.

The Urban Productive Safety Net Project, at its current stage of project implementation, involves the basic the planning, implementation and control activities, several related literatures had been reviewed. The reviews include empirical literatures, or research studies on the successful implementation of projects by Non-Governmental Organizations. Though sufficient empirical literature on urban PSNP is lacking, the empirical literature on other development projects reveal the same issues due to the similarity in the nature of projects. Thus, the study attempts to find out:

- (i) **Institutional capacity** - the role of institutional capacity building in terms of the PSNP project management – issues such as leadership, training, decision making and departmentalization over functional units were researched. In addition, attempts were also made to determine if the PSNP project has all the resource required at its disposal – including the resources that ensure effective and efficient project management. Resources included the human and non-human resources such as competent professionals, technological inputs, office equipment and the like.

- (ii) **Monitoring & Evaluation** – Determining if a sound monitoring and evaluation system was in place. This included availability of M&E professionals, supportive organizational culture, frequency of M&E, feedback, corrective actions and the like.

- (iii) **Project Management Tools & Techniques** – Assessing whether the PSNP was making use of project management tools and techniques including log frame, Checklists, PM software, Critical Path Method, EVM, etc.

Previous research on the factors affecting success of food security project had identified the aforementioned points as having an impact. However, no research had been carried out (at least to the optimal effort of the author) to find out the impact the preceding points have on the urban Productive Safety Net Project. Thus, this study was conducted to fill the knowledge gap on how the six points identified above influence the successful implementation of the Productive Safety Net Project in Addis Ababa, with a particular focus on Gulele Sub City.

INDEPENDENT VARIABLES

DEPENDANT VARIABLES

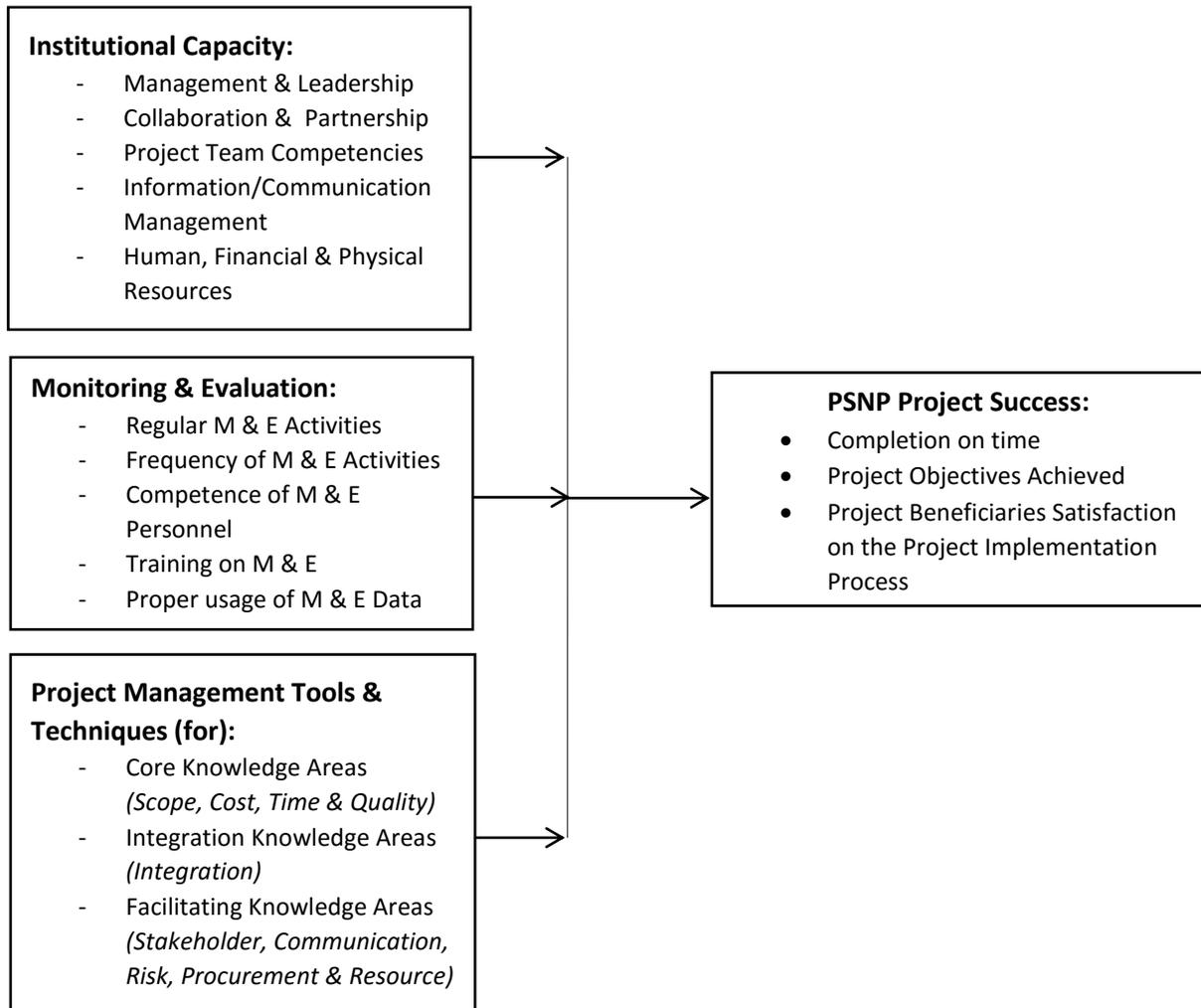


Figure 2.1 Conceptual framework

The conceptual framework depicted in fig 2.1 shows the relationship between the independent and dependent variables. The independent variables identified for this study are institutional capacity, Monitoring and Evaluation and the use of Project Management Tools & Techniques. The dependent variable is project success which is measured using the metrics of timely completion of the project, achievement of stakeholders' project objectives and satisfaction of project beneficiaries.

CHAPTER THREE

RESEARCH METHODOLOGY AND DESIGN

3.1 Research Approach

Kothari (2004) stated the fact that there are two basic approaches to research, viz., quantitative approach and the qualitative approach. The former involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion. On the other hand, qualitative approach is a research that examines types and characteristic features of an issue or a behavior using an instrument that yields a non-numerical data to be analyzed with non-statistical techniques (Belay & Abdinasir, 2015). In addition, a mixed research approach that combines both quantitative and qualitative methods will be used to study research problems that require investigation of numerical as well as non-statistical data.

Assessing the factors that affect the successful implementation of Productive Safety Net Project requires gathering survey data from respondents of the study as well as analyzing project documents and views of key informants. Thus, the research had employed a mixed research approach that subsumes the techniques and use of both quantitative and qualitative research approaches.

3.2 Research Design

Designing a research is making a road map which depicts the processes and steps that must be undertaken (Kothari, 2004). A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Scientific research has the specific concerns of describing, evaluating, explaining, predicting, controlling and comparing phenomena (Belay & Abdinasir, 2015).

This study employed a causal research design; as the researcher can test the hypotheses of causal relationships between variables (Kothari, 2004). Using causal research design, the researcher was able to identify the factors that have an impact on the successful implementation of the PSNP (Schatzman and Straus, 1973). A concept which can take on different quantitative values is called a variable. If one variable depends upon or is a consequence of the other variable, it is termed as a dependent variable, and the variable that is antecedent to the

dependent variable is termed as an independent variable (Kothari, 2014). Thus, the research had identified three independent variables namely institutional capacity, efficacy of M & E systems and the use of project management tools and techniques; on the other hand the dependent variable was project success as it was measured by timely completion of the project, achieving stakeholders' objectives and ensuring satisfaction of project beneficiaries on the implementation process.

3.3 Research Methods

Research methods may be understood as all those techniques that are used for conducting research or the methods the researchers use in performing research operations. In other words, all those methods which are used by the researcher during the course of studying his research problem are termed as research methods (Kothari, 2004). According to the same author, research methods at least fall into two categories. Firstly, those which are concerned with the collection of data and the second group consist of those statistical techniques which are used for establishing relationships between the data and the unknowns.

The study used variations of non-probability sampling techniques. For sampling the project management team, purposive sampling was used to identify those employees of the project who are at the forefront of the project implementation and have knowledge of the issues for the research question at hand. Accordingly, project management team members at central level (Addis Ababa City Administration), sub city (Gulele Sub City) and target woredas in Gulele Sub City (Woreda 1, 4, 7 & 9) and employees of World Bank Project Coordination Unit were purposively selected to be respondents of the study. Community Project Implementation Committees are formed of three sub committees at each community; they are Community Development Groups (30 members each), Community Targeting Committees (9 members each) and Community Grievance and Appeals' Committees (7 members each). All Community Project Implementation Committees were included to be part of the study; however respondents of each were purposively selected.

3.3.1 Sampling Techniques and Sampling Size

Target Population

The target populations of the study were drawn from two major sources. They were:

i) Community Project Implementation Committee – The project implementation committees are composed of three separate committees, namely Community Development Groups, Community Targeting Committees and Community Grievance and Appeals’ Committees. Their number varies according to the number of project beneficiaries and the number of communities in each target woreda. In the section below, the sample size and the respondent who were selected to be respondents of the study are discussed.

(a) Community Development Groups (CDGs) – These are project beneficiaries who were made to form community development groups having members of 30 households each. As it can be seen from the table below, the total beneficiary households are 3856 which has a total of 128 CDGs.

Table 3.1 Number of HHs and CDGs

Woreda	Number of Communities	HHs in the PSNP	Community Development Groups (Each having 30 members)
1	8	1309	43
4	4	528	18
7	10	1235	41
9	6	784	26
Total	28	3856	128

In sampling, the entire Community Development Groups, 128, were included to be part of the study. Each community group has 30 members, having group chairperson and secretary of CDGs. Thus, chairperson or secretary of the CDGs was selected as respondent of the study. Choosing chairperson or secretary was dependent on their availability. If both of them were available to respond for the study, preference was given to the chairperson. Chairpersons or secretaries have an in-depth knowledge on the workings of the PSNP project. They are important members of the Community Project Implementation Committee which plays an intermediary or managerial role between the beneficiaries and the project management team. It was believed that they would provide critical views and insights that were used to assess the factors that have been identified to affect the successful implementation of the project.

The total sample size for CDGs is 128 – one respondent from every CDGs across all woredas in the first round, PSNP in Gulele Sub City.

(b). *Community Targeting Committees (CTCs)* – These are nine member targeting committees which were formed per community to facilitate registration and selection of project beneficiaries. The following table depicts the number of CTCs across project woredas and communities.

Table 3.2 Number of CTCs

Woreda	No of Communities in Each Woreda	No of CTC Members in Each Community	Total No of CTC Members in Each Woreda
1	8	9	72
4	4	9	36
7	10	9	90
9	6	9	54
Total	28	9	252

While sampling, one respondent was selected from 28 CTCs within each community. Each CTC has a chairperson, deputy chairperson and secretary. The preferred respondent of the study was the chairperson. In his/her absence the deputy or secretary was chosen to respond to survey questions. The chairperson or deputy chairpersons or secretaries were selected to be respondents in the assumption that they have better knowledge and understanding regarding the PSNP implementation in their respective communities. It was also observed that chairpersons, deputy chairpersons or secretaries have better literacy than other members which enable them to better understand the study objectives, the survey questions and provide due responses.

(c). *Community Grievance & Appeals' Committees (CGACs)* – These are seven member grievance and appeals' committees which were formed per community to receive grievance and appeals from beneficiary and non-beneficiary communities and duly resolve their issues. The following table depicts the number of CGACs across project woredas and communities.

Table 3.3 Number of CGACs

Woreda	No of Communities in Each Woreda	No of CGAC Members in Each Community	Total No of CGAC Members in Each Woreda
1	8	7	56
4	4	7	28
7	10	7	70
9	6	7	42
Total	28	7	196

For the CGACs, a purposive sampling of one respondent from each CGAC was made, making the total sample size 28. CGACs have seven members each, having a chairperson and secretary. The chairperson and secretaries are responsible for managing the process of accepting grievance, investigating and resolving appeals. Thus, the chairperson or secretaries were deliberately identified to be respondents of the study. Preference was given to chairperson of CGACs. In his/her absence, the secretary was chosen as a respondent of the study. CGACs are at the forefront of identifying, filing and resolving/recommending process related issues in the course of PSNP implementation.

Sample Size Summary for Community Project Implementation Committees

Below is a summary of the respondents from each member of the Community Project Implementation Committees (CPICs).

Table 3.4 Sample Size of Respondents for CPICs

Woreda	Number of Communities	Sample Respondents from Community Project Implementation Committees			Total Number of Respondents
		CDGs	CTCs	CGACs	
1	8	43	8	8	59
4	4	18	4	4	26
7	10	41	10	10	61
9	6	26	6	6	38
Total	28	128	28	28	184

ii) Project Management Team – The project management teams, in their respective governance locations, were also the target populations of the study. In other words, the project management team refers to the employees of World Bank Project Coordination Unit, Food Security and

Productive Safety Net Offices at City level, Sub City level and those Woredas (1, 4, 7 and 9) in which the first-round PSNP project is being implemented.

Table 3.5 Sample Respondent of the Project Management Team

Position	World Bank Coordination Unit (X1)	City (X1)	Sub City (X1)	Woreda (X4)
Head, Job Creation & Food Security Office	-	-	1	4
Team Leader, Community Participation & Networking		1	1	4
Community Participation & Networking Officer		2	2	8
Team Leader, Sustainable Livelihood Improvement		1	1	4
Livelihood Improvement & Credit Facilitation Officer		2	2	8
Team Leader, Public Works & Project Planning, M&E		1	1	4
Project Planning, M & E Officer		2	2	8
Project Coordinator	1			
Livelihood Development Advisor	2			
Community Engagement Advisor				
M & E Officer	2			
Finance Officer	2			
Total	7	9	10	40
Total Number of Respondents (World Bank Coordination Unit, City, Sub City & Woredas)	66			

Here again, purposive sampling was used to select respondents who have an in-depth knowledge on the planning and implementation of the project. Ancillary staff of the project was excluded as they have little or no contribution to the study. Thus, the total size of the project management team was 66.

In summary, the total sample size of the study is presented in Table 3.6.

Table 3.6 Total sample size of the study

Target Population	Number of Respondents	Notes
Community Project Implementation Committees	184	Respondents are heads of CDGs, CTCs and CGACs
Project Management Team	66	Employees of World Bank Project Coordination Unit and Food Security & Productive Safety Net Offices at City, Sub City and Woreda levels.
Total Sample Size of the Study	250	

3.3.2 Data source, collection tools and procedures

Data Source

In order to come up with appropriate responses to the research problem at hand, several data collection methods were used to gather both primary and secondary data. The methods of data collection used were questionnaire, interview, FGD; and secondary types of data were collected through review and analysis of literature.

a) Primary data

The researcher used primary data collection technique namely questionnaire, interview and Focus Group Discussion in order to address the extent of the program implementation in the sub city, and determine satisfaction level of project beneficiaries and stakeholders.

b) Secondary Data

To collect secondary type of data, the researcher reviewed published and unpublished literature, periodic reports, M & E findings as well as policy documents. Reviewing literature and the corresponding findings set the basis for organizing thematic areas and analyzing the issues in relation with the factors affecting the successful implementation of Productive Safety Net Project in Gulele Sub City of Addis Ababa.

Data collection techniques

a) Questionnaire

Generic questionnaire was used as the main instrument to collect data from the Community Project Implementation Committees and the Project Management Team. Questionnaire is the best

method of data collection to standardized questions that will be interpreted the same way by all respondents (Robson, 2002). It is preferred to other methods of data collection hoping that it may provide an opportunity for obtaining reliable and valid information from more number of respondents. It is a technique of data collection in which each person is asked to respond to the same set of questions in a pre-determined order (deVaus, 2002). Regardless of their position or place of work, the researcher administered the same questionnaires to a total of 250 persons who were purposively identified to be respondents of the study. In the questionnaire, both open-ended and close-ended questions were included. In this study, a five (5) point Likert scale was used for items requiring response; namely 5 for Very High; 4 for High; 3 for Moderate; 2 for Low and 1 for Very Low. For the Project Management Team (66 of 250 total sample size), the questionnaire was self-administered whereas for the Community Project Implementation Committees (184 of 250 total sample size), they were administered by four assistants, who were trained for this purpose. Moreover, (Zikmund, 2008) due to the low educational level of respondents, the questionnaire was translated in the language they easily understand, Amharic, especially for members of Community Project Implementation Committees. For respondents of the Project Management Team, the English version of the same questionnaire was self-administered.

By carefully designing the questionnaire, every effort was made to augment the response rate, the reliability and validity of the data to be collected. This included, but not limited to clear layout of the questionnaire, Cronbach's alpha testing, well-planned execution and administration (Saunders, 2007).

b) Focus Group Discussions

A focus group method is a focused group interview. There will be several participants. Sizes of focus groups are ideally between six to eight members. It helps to inquire information on specific topic on which discussion is to be held than a whole series of questions (Greener, 2008). During group discussion, the facilitator will construct meaning around topic and see group dynamics and how interaction works in the process.

In this study, the researcher served as a facilitator in a group discussion of eight participants; two representatives of Community Project Implementation Committees from each of the target woredas (Woredas 1, 4, 7 and 9). Focus group discussants were selected by the respective heads of the Food Security and Productive Safety Net Offices, considering the fact that they have

knowledge of project beneficiaries who are capable and conversant, and can provide better information during group discussions.

c) Interview

To acquire information which was not possibly gathered through questionnaire, interview was conducted to the heads of Gulele Food Security and Productive Safety Net Office and heads of the target woredas (Woredas 1, 4, 7 and 9) Food Security and Productive Safety Net Offices.

3.3.3 Data analysis techniques

Depending on the research approach, both qualitative and quantitative data analysis techniques were employed to analyze data. Primarily descriptive analysis techniques were used to analyze data. Regression analysis was also the main statistical tool that was used to determine the relationship between the independent and dependent variables. In addition, findings of the study were categorized and presented under several thematic areas and content analysis techniques were also used for responses gathered through questionnaire and FGD. The software tool that was used for analyzing data is Statistical Package for the Social Sciences (SPSS - V20).

Once the questionnaires were completed by the respondents identified for the study, individual question items were encoded into SPSS software using codebook. The data collected was then presented into frequency tables and descriptive statistics. In line with the study objectives, linear regression analysis was done as a second level test to determine relationships between the dependent and independent variables. In the same token, content analysis was used to analyze information collected through focus group discussion, interview and document review.

Using the data collected in response to the five (5) point Likert scale, Multiple Regression Analysis (MRA) was performed to show the relationship between independent variables and the dependent variable. According to Kothari (2004), MRA is adopted when the researcher has one dependent variable which is presumed to be a function of two or more independent variables. The objective of this analysis was to make a prediction about the dependent variable based on its covariance with all the concerned independent variables. In this study, MRA was used to get multiple coefficient of determination, to give a measure of the proportion of the PSNP success which was explained by the independent variables (Institutional Capacity, M & E and Project Management Tools & Techniques) combined. T-test figures were used to answer the question

whether there are significant relationships between the explained (dependent) variable Y and the explanatory (independent) variables X1, X2 and X3 suggested by the regression equations under consideration. Thus, four regressions models were used.

Regression Model – 1

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Where, Y represents one of the dependent variable **Project Completion on Time**.

X1, X2, and X3 represents the independent variables (predictors),

Institutional Capacity (IC), Monitoring & Evaluation (ME) and Tools & Techniques (TT), resp.

β_1, β_2 and β_3 represent the **regression coefficients** of the independent variables **X1, X2 and X3**.

e represents the error term.

β_0 represents the Y - intercept.

Regression Model – 2

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Where, Y represents one of the dependent variable **Achievement of Stakeholders' Objectives**.

X1, X2, and X3 represents the independent variables (predictors),

Institutional Capacity (IC), Monitoring & Evaluation (ME) and Tools & Techniques (TT), resp.

β_1, β_2 and β_3 represent the **regression coefficients** of the independent variables **X1, X2 and X3**.

e represents the error term.

β_0 represents the Y - intercept.

Regression Model – 3

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Where, Y represents one of the dependent variable **Satisfaction of Project Beneficiaries**.

X1, X2, and X3 represents the independent variables (predictors),

Institutional Capacity (IC), Monitoring & Evaluation (ME) and Tools & Techniques (TT), resp.

β_1, β_2 and β_3 represent the **regression coefficients** of the independent variables **X1, X2 and X3**.

e represents the error term.

β_0 represents the Y - intercept.

Regression Model – 4

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Where, **Y** represents one of the dependent variable overall **Project Success**.

X1, X2, and X3 represents the independent variables (predictors),

Institutional Capacity (IC), Monitoring & Evaluation (ME) and Tools & Techniques (TT), resp.

β_1, β_2 and β_3 represent the **regression coefficients** of the independent variables **X1, X2 and X3**.

e represents the error term.

β_0 represents the Y - intercept.

Hypotheses

The study uses the following null hypothesis which will be accepted or rejected based on the outcome of the study.

Hypothesis - 1

H₀₁: The project success factors Institutional Capacity, M & E and the Use of Project Management Tools and Techniques don't influence the project success criteria, Project Completion on Time.

Hypothesis - 2

H₀₂: The project success factors Institutional Capacity, M & E and the Use of Project Management Tools and Techniques don't influence the project success criteria, Achievement of Stakeholders' Project Objectives.

Hypothesis - 3

H₀₃: The project success factors Institutional Capacity, M & E and the Use of Project Management Tools and Techniques don't influence the project success criteria, Satisfaction of Project Beneficiaries.

Hypothesis - 4

H₀₄: The project success factors Institutional Capacity, M & E and the Use of Project Management Tools and Techniques don't influence Project Success.

Validity and Reliability

Validity refers to the extent to which the results of the study were accurate. Findings of the study were expected to be based on actual results. Furthermore, to minimize any possible biasing effect and error, Software Package for Social Sciences (SPSS) was applied in analyzing data collected through questionnaires.

Ethical Considerations

The researcher was using different data collection instruments from different sources. Utmost effort was exerted to acknowledge materials cited while taking all the responsibility to keep confidentiality of respondents' opinions and reliability of the rest of the information.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The study was aimed at assessing the factors that affect the success of Productive Safety Net Project in Gulele Sub City of Addis Ababa. The primary factors identified to have an impact on project success are institutional capacity, the efficacy of the Monitoring & Evaluation system; and the availability and use of project management tools and techniques. To establish the extent to which the impact these factors have on the success of the PSNP, several data collection mechanisms were employed. In this chapter, the data collected were analyzed and presented.

4.2 Pilot Test Results

A pilot study was conducted to examine the reliability and validity of the questionnaire. A sample of 25 respondents (75% of them were members of community project implementation committees) was picked and the return rate was 100%. The Cronbach's Alpha Test was conducted on all measures for the independent and dependent variables with a threshold of 0.7%. All the variables gave a Cronbach's alpha of more than 0.7.

Table 4.1 Cronbach's Test Results

Variable	N	Cronbach's Alpha
Institutional Capacity	25	0.812
Monitoring & Evaluation System	25	0.798
Use of Project Management Tools & Techniques	25	0.901
Project Success	25	0.853

Source: Own survey data (April, 2019)

4.3 Respondents' Response Rate

Questionnaire was distributed to 250 respondents; samples purposively selected from two groups of the target population namely the Project Management Team – full time employees who are responsible for implementing the project; and Community Project Implementation Committee – a group of people at community level which comprises sub-committees including

Community Development Groups (CDGs), Community Targeting Committees (CTCs) and Community Grievances and Appeals Committees (CGACs). The researcher employed two field assistants who assisted in administering the questionnaire to respondents from the Community Project Implementation Committee whereas questionnaire for the Project Management Team were self-administered. Facilitation of focus group discussion sessions as well as reviewing of documents was undertaken by the researcher himself. A little over 90 percent of the questionnaires were returned, creating a confidence level for further analysis on the factors.

Table 4.2 Respondents' Response Rate

Response	Frequency	Percentage
Questionnaire Returned	231	92.4
Questionnaire Non-Returned	19	7.6
Total	250	100

Source: Own survey data (April, 2019)

The project implementing body, the Food Security & Productive Safety Net structures, at respective governance levels have contributed a lot in the planning, communicating and executing the data collection activities and focus group discussion sessions. Their role was instrumental in ensuring higher response rate and facilitating the process which resulted in only few missing samples and variables.

4.4 Demographic Characteristics of the Respondents

The study targeted stakeholders from a cross-section of different professional and local communities that have a stake, in one way or another, in the Productive Safety Net Project. The primary section of the questionnaire was used to gather the respondents' demographic data. The collected data on gender, age category and highest educational level are presented in the sections under here.

4.4.1 Gender of the Respondents

Based on the data collected, it was possible to determine the mix of respondents in terms of their gender as it is presented in the table below.

Table 4.3 Gender of the Respondents

Gender	Frequency	Percent
Male	91	39.4
Female	140	60.6
Total	231	100.0

Source: Own survey data (April, 2019)

According to the results obtained, 60.6 % of the respondents were females while 39.4 % were males. More than half of the target respondents were project beneficiaries, and considering that most of the women population are vulnerable to food insecurity; and hence were recruited to be beneficiaries of the PSNP. This is in line with the higher number of female respondents, 140, in comparison with, 91, for male respondents. The study also targeted the Project Management Team which is dominated by male employees, showing the gender imbalance for professional roles unlike the case with project beneficiaries/vulnerable householders which accounted for higher proportion of females.

4.4.2 Age of the Respondents

The researcher attempted to show the age of respondents by asking them to indicate the age category they are in. The age variable was so important considering the fact that it has correlation with literacy levels; generally the older a community group the higher illiteracy rate and vice versa. The results obtained are presented in the table below.

Table 4.4 Age of the Respondents

Age Group	Frequency	Percent
18 - 29 Years	47	20.3
30 - 39 Years	75	32.5
40 - 49 Years	79	34.2
50 - 59 Years	27	11.7
60 Years and Above	3	1.3
Total	231	100

Source: Own survey data (April, 2019)

According to the study results, 34.2 % of the respondents were between the age range of 40 and 49 years while 32.5% of the respondents were between the age range of 30 and 39. These findings imply that the majority of food security project implementers (66.7 %) are in the mid-

aged category between the ages of 30 and 49. There were also a significant number of youths (20.3%) who were taking part in the implementation of the PSNP.

4.4.3 Educational Level of the Respondents

The study attempted to find out the educational level of respondents who are engaged with the implementation of the PSNP project; and were part of respondents to this study. Overall, it was believed that having an adequate level of literacy is essential to mastery of the project requirements and the project implementation activities thereof. The following table illustrates the educational level of respondents of the study.

Table 4.5 Educational Level of the Respondents

Education Level of Respondents	Frequency	Percent
Primary	9	3.9
Secondary	73	31.6
TVET	38	16.5
University	107	46.3
Other	4	1.7
Total	231	100.0

Source: Own survey data (April, 2019)

The results showed that the majority of the respondents (46.3%) attended university level education whereas 3.9% of the respondents only attended primary level education. Those who attended TVET and university education, in total, comprise more than 60% of the respondents. From this, it can be concluded that most of the implementers of the PSNP have acquired educational training at tertiary level. Small percentage of the respondents (1.7%) indicated they have a certain form of literacy, presumably religious education, other than the regular levels set by the formal education system. Notably, the majority of the project implementers have a technical and academic education which enables them to conceptually plan and authoritatively respond to issues and practices. This finding was in line with Katz's (1992) finding which states that those with higher education are more successful as they have the knowledge and managerial skills making them more conscious of the reality of the development work.

4.4.4 Duration of Engagement with the Project

The respondents were asked to indicate the number of years or months they have been working with this particular project. The longer the duration of their engagement, it is believed; they

could clearly understand the factors that have an impact on the successful implementation of the PSNP. Since the PSNP is an ongoing project which has been in implementation for about 2 years, most of the parties can have a maximum of 2 years work experience on this particular project. However, there were employees at WB Project Coordination Unit or those who have managerial roles who were engaged even before the commencement of the project in June 2017. The following table illustrates the duration in which the respondents were engaged with the project implementation.

Table 4.6 Respondents' Duration of Engagement with the project

Duration of Respondents' Engagement with the Project	Frequency	Percent
Less than 6 Months	13	5.6
6 - 12 Months	17	7.4
13 - 18 Months	65	28.1
19 - 24 Months	111	48.1
More than 24 Months	25	10.8
Total	231	100.0

Source: Own survey data (April, 2019)

As it can be seen from the table above, the majority of the respondents (48.1%) have been engaged with the activities of the project for more than one and half years. Only 5.6% of the total respondents have started working for the project in the past six months. In general, 3/4th of the respondents have been working in the project at least for one year. Thus, it can be concluded that the majority of the respondents have complete understanding of the nature and activities of the PSNP in their respective project assignments. Given that most of the implementers of PSNP have longer duration of engagement with the project, it can be drawn that the implementers have better knowledge on the project; and thus be able to contribute to its success. In line with this Nyiasmi (2013) underscored that those members of the project who have longer duration of assignment, especially on technical and managerial roles, most likely make successful contribution to the project which is usually explained through efficiency and productivity.

4.4.5 Respondents' Work Location

Since the respondents were drawn from different administrative structures as the PSNP implementation requires, the researcher asked to identify the administrative location in which they are responsible to carry out the activities of the PSNP. The project is composed of

hierarchically assigned project management team, ranging from the top (WB Project Coordination Unit) to the grassroots community level. The table presented below provides the distribution of respondents in terms of the locality or administrative location they are responsible to undertake project work.

Table 4.7 Respondents' Work Location

Organization/Place of Work	Frequency	Percent
WB Project Coordination Unit	7	3.0
City Food Security & Productive Safety Net Agency	7	3.0
Sub City Food Security & Productive Safety Net Office	8	3.5
Woreda Food Security & Productive Safety Net Office	37	16.0
Community Project Implementation Committee (CDGs, CTCs, CGACs)	172	74.5
Total	231	100.0

Source: Own survey data (April, 2019)

In consistent with the target population of the study, most of the respondents (74.5%) are from the Community Project Implementation Committee whereas the WB Project Coordination Unit, City and Sub City Food Security and Productive Safety Net Offices jointly comprise about 10% of the respondents. Respondents from the woreda-level project management team accounts about 16% of the total respondents. It is evident that the respondents' views of the issues in the questionnaire are likely to be dependent upon their place of work. In other words, a project management team at a higher hierarchy of the project may have a different view with a project management team at a grassroots level.

4.4.6 Professional Role of Respondents in the Project

The respondents were asked to indicate their official position at their respective work place and the role they play in the course of project implementation. Cognizant of the fact that their role might be overlapping, specific instructions were given to identify their primary role. Though project team members are assigned with a certain position in their work place, their role could cover a wide range of activities along the project implementation process, namely project planning, project execution/implementation, M&E and finance. The table below illustrates a cross tabulation of the respondents' position of work in line with their major contribution to the overall project implementation process.

Table 4.8 Professional Role of Respondents in the Project Management Process

Work Position of the Respondents	Professional Role of the Respondents					Total
	Project Planning	Project Execution	Project Control (M&E)	Project Finance	Other	
Project Coordinator/Team Leader	6	5	0	6	1	18
Project Manager/PMO Head	5	0	0	0	0	5
Project Team Member/Officer	1	6	4	6	7	24
Project Finance Officer	0	0	0	2	0	2
Project Monitoring & Evaluation Officer	0	0	6	0	4	10
Community Development Group/Project Beneficiary	0	100	0	13	11	124
Community Targeting Committee	14	4	0	0	5	23
Community Grievances and Appeals Committee	0	19	0	5	1	25
Total	26	134	10	32	29	231

Source: Own survey data (April, 2019)

According to the response from the questionnaire data, the majority of the project beneficiaries responded that their primary role is project implementation whereas project managers indicated that their primary role is project planning. Project planning was also the primary project role for the Community Targeting Committees, according to the survey. On the other hand, Grievances and Appeals Committee members indicated project execution as their primary role. Project team members collectively have professional roles which range from project planning to project control activities. A little over 10% of the respondents indicated that they have professional roles other than the options provided by the researcher. Since most of the respondents of the study have a primary role of project implementation, it can be concluded that the responses from the participants of the study reveal the contribution of the project participants (both the project management team and community project implementation committee) on the success of PSNP implementation in Gulele Sub City.

4.5 Descriptive Statistics: Factors Influencing Success of PSNP in Gulele Sub City

4.5.1 Institutional Capacity

Under this section, frequencies and descriptive statistics of the findings of the variables which were identified to establish the extent to which institutional capacity factors affect the success of

Productive Safety Net Project in Gulele Sub City of Addis Ababa are presented. The variables which were categorized into institutional capacity were further subcategorized into three for the sake of presenting the findings. The subcategories of institutional capacity are organizational factors, project resources and stakeholders' management.

4.5.1.1 Organizational Management

Organizational factors included several institutional capacity variables including effectiveness of management and leadership, suitability of organizational structures, efficacy of organizational communication system, workforce competencies and top level management support to the project.

Table 4.9 Organizational Management Factors

Organizational Issues	N	Responses										Mean	Std Dev.
		Very Low		Low		Moderate		High		Very High			
		F	%	F	%	F	%	F	%	F	%		
Effectiveness of Management & Leadership	231	11	4.8	22	9.5	13	5.6	15	6.5	170	73.6	4.34	1.22
Suitableness of Organizational Structure	231	56	24.2	32	13.9	52	22.5	63	27.3	28	12.1	2.89	1.36
Efficacy of the Communication System	231	9	3.9	9	3.9	18	7.8	56	24.2	139	60.2	4.32	1.04
Workforce competencies	231	13	5.6	9	3.9	24	10.4	73	31.6	112	48.5	4.13	1.11
Top level management support	231	11	4.8	12	5.2	11	4.76	131	57	66	28.57	3.99	0.98
Grand Mean & Standard Deviation											3.93	1.14	

Source: Own survey data (April, 2019)

More than 80% of the respondents explained about the practice of effective management and leadership across the implementers of PSNP in Gulele Sub City. It has the highest mean value of 4.34, way higher than the midpoint of the Likert scale which is 3. This is in line with findings from focus group discussants who revealed that the PSNP implementation in Gulele Sub City has been characterized by sound decision making practices, coupled with the availability of matured mechanism to resolve disputes of any sort.

On the contrary, suitability of the organizational structure responded the lowest mean value of 2.89 which was also expressed through the dissatisfaction on the existing balance matrix structure among the participants of the focus group discussion. Regarding the organizational

communication practices, the responses returned higher mean value of 4.32, which is close to the maximum Likert scale point which is 5.

From the results, 56.7% and 26.6% of the respondents said that top level management support is high and very high respectively. The results showed that at respective governance levels of project implementation, the respondents believe there is considerable degree of top management support to the project. Besides, the mean value of top management support to the project is 3.99 which is higher than the midpoint scale of 3. This is also in line with the findings from the focus group discussants. Similarly, the project was found to be staffed with competent personnel with a mean value of 4.13 which is again supported by results of the focus group discussion. The average mean value for the project organizational factors was found to be 3.93 which is higher than the midpoint, implying the extent of availability and use of organizational issues is high in the implementation of PSNP in Gulele Sub City.

4.5.1.2 Resources Management

One of the institutional capacity factors is the availability and proper utilization of project resources. As a result, respondents were asked to indicate the extent of use of project resources such as information, public work tools, finance and organizational facilities/supplies. Below is a tabular presentation of the frequencies and mean value of responses.

Table 4.10 Management of Project Resources

Organizational Issues	N	Responses										Mean	Std Dev.
		Very Low		Low		Moderate		High		Very High			
		F	%	F	%	F	%	F	%	F	%		
Using Information As a Valuable Input in the Project	231	6	2.60	36	15.58	32	13.85	101	43.72	56	24.24	3.71	1.03
Efficient Allocation and Use of Financial Resources	231	7	3.03	16	6.93	39	16.88	90	38.96	79	34.20	3.94	1.03
Availability and Adequacy of Organizational Facilities and Supplies	231	9	3.9	13	5.63	20	8.66	98	42.42	91	39.39	4.08	1.04
Availability and Adequacy of Public Work Resources	231	23	9.96	19	8.23	56	24.24	85	36.80	48	20.78	3.50	1.20
Grand Mean & Standard Deviation											3.81	1.07	

Source: Own survey data (April, 2019)

From the table above, the availability and adequacy of organizational facilities and supplies were found to have the highest mean of 4.08, followed by efficient allocation and use of financial resources with a close mean value of 3.94. In comparative terms, it appeared that the availability and adequacy of public work resources has the least mean value of 3.50. The project was found to be using information as a valuable input with a mean value of 3.71. Overall, the availability of and utilization of resources at PSNP in Gulele Sub City stands at above average mean value of 3.81. From the frequencies of responses and the mean values of the variables, it can be drawn that the PSNP project is making very high use of resources such as information, public work resources, organizational facilities and supplies, and finance. This is in line with the findings of the focus group discussants who stressed that resource deployment and utilization is adequate. It can be implied from the findings that the availability and use of resources significantly influence the success of PSNP in Gulele Sub City.

4.5.1.3 Stakeholders Management

The study attempted to find out whether there is an adequate level of stakeholders management to ensure project success. In particular, the extent of collaboration and partnership among stakeholders and extent to which training was conducted to stakeholders was assessed. The findings of the study are presented below.

Table 4.11 Stakeholders Management

Organizational Issues	N	Responses										Mean	Std Dev.
		Very Low		Low		Moderate		High		Very High			
		F	%	F	%	F	%	F	%	F	%		
Collaboration and Partnership among Stakeholders	231	29	12.6	48	20.78	33	14.29	84	36.36	37	16.02	3.23	1.29
Training of Stakeholders about the Project	231	15	6.5	42	18.2	27	11.7	92	39.8	55	23.8	3.56	1.22
Grand Mean & Standard Deviation												3.39	1.25

Source: Own survey data (April, 2019)

Collaboration and partnership among stakeholders returned a mean value of 3.22 which is more than the midpoint average of 3. This was also observed during focus group discussion whereby the discussants revealed that there a reasonable degree of collaboration and partnership among stakeholders along the course of project implementation. For instance, the key stakeholders such as the World Bank and the Government of Ethiopia make monitoring of projects onsite, especially when project beneficiaries undertake public work activities.

The mean value for the extent of trainings being delivered to stakeholders is 3.56 where about 63 % of the respondents generally rated the status of trainings conducted to stakeholders as high. In the meantime, participants of the focus group discussion stressed that moderate levels of trainings have been provided on the conceptual and technical aspects of PSNP, namely the project plan, trainings to public work activities on field including how to setup waste disposal technique and building of terrains. It was noted, on top of the trainings undertaken to key stakeholders, training sessions were also organized for other stakeholders such as employees of environmental protection, waste management and disposal, urban greenery and beautification offices.

4.5.2 Monitoring & Evaluation

This section presents the variables that were identified to determine the extent to which M & E practices influence the success of Productive Safety Net Project in Gulele Sub City of Addis Ababa. The M & E factors included in the study were frequency of M & E activities, regularity of monitoring of activities, relevance of M & E activities, availability of M & E personnel with desired qualifications, strength of M & E team, training on M & E, and feedback and documentation of M & E data. Below is the finding of frequencies, mean value and standard deviation of responses.

Table 4.12 Monitoring and Evaluation Practices of the PSNP

Monitoring & Evaluation	N	Responses										Mean	Std Dev.
		Very Low		Low		Moderate		High		Very High			
		F	%	F	%	F	%	F	%	F	%		
Frequency of M&E Activities	231	10	4	36	16	34	15	86	37	65	28	3.69	1.16
Regular Monitoring of Activities	231	8	3	35	15	41	18	88	38	59	26	3.67	1.12
Relevance of M&E Activities	231	23	9.96	73	31.60	61	26.41	55	23.81	19	8.23	2.89	1.13
Availability of M&E personnel with desired qualifications	231	27	12	53	23	37	16	76	33	38	16	3.19	1.29
Strength of Monitoring Team	231	24	10.39	42	18.18	44	19.05	79	34.20	42	18.18	3.32	1.25
Training on M&E	231	16	7	46	20	35	15	91	39	43	19	3.43	1.20
Feedback & Documentation of M&E Data	231	13	6	17	7	47	20	29	13	125	54	4.02	1.25
Grand Mean & Standard Deviation												3.46	1.20

Source: Own survey data (April, 2019)

From the results obtained, 65 % of the respondents specified that successful implementation of PSNP with regards to the frequency of M & E activities is generally high. The mean value of the extent of frequency of M & E activities is 3.69. This implies that the project puts in place periodic M & E of activities that facilitates project success. This was supported by focus group discussants who emphasized that project activities have been frequently monitored and evaluated for accuracy and conformity with plan. On the other hand, the survey returned a mean value of 3.67 for regular monitoring of activities which is also supported by focus group discussants, confirming project activities are regularly monitored.

In addition to frequent and regular monitoring of activities, the study attempted to determine whether the M & E practices in use are relevant in nature. A significant number of respondents, 41.5 %, said that the M & E practices are generally irrelevant which could also be seen from the least mean score of 2.89. Among the focus group discussants, the majority of them felt that the M & E activities appeared to be routinely irrelevant, lacking purpose and coordination among stakeholders.

The item determining the competence of M & E personnel returned a mean value of 3.19 – a little over the midpoint scale of 3.0. Participants of the focus group discussion also expressed their belief that M & E personnel have a moderate level of qualifications in terms of the job they are expected to perform. Fifty eight percent of respondents of the study indicated that the strength of M & E team is generally high. The mean value of the item, 3.32, as well is more than the midpoint of the scale. Results from the focus group correspondingly showed that the M & E team is fairly strengthened to command a reasonable degree of influence on project activities.

Concerning the extent of trainings conducted on M & E, the mean value of responses was found to be 3.43, implying the responses are more than the average threshold. Furthermore, findings of the focus group discussion revealed that adequate numbers of trainings have been undertaken regardless of the fact that some of the training contents were not properly designed. While responding to the status of proper feed backing and documentation of M & E data, the majority of the respondents (67 %) generally said there is a high extent of communicating feedback and documenting M & E data. This issue returned the highest mean value of 4.02 among the questions that were included to establish the influence of M & E on project success. All in all, the

average mean of the issues included in M & E returned a value of 3.46 which is above the midpoint scale of 3.

4.5.3 Project Management Tools & Techniques

Under this section, the variables that were identified to determine the extent to which the use of project management tools and techniques influence the success of Productive Safety Net Project in Gulele Sub City of Addis Ababa. The tools and techniques were broadly categorized into three according to the project management knowledge areas. They are core project management tools and techniques, integration project management tools and techniques and facilitating project management tools and techniques.

4.5.3.1 Core Project Management Tools & Techniques

Respondents were asked to show the extent of use of core project management tools and techniques that influence successful implementation of PSNP in Gulele Sub City. Findings of the survey are presented in the table below.

Table 4.13 Use of Core Project Management Tools & Techniques

Use of Core Project Management Tools & Techniques	N	Responses										Mean	Std Dev.
		Very Low		Low		Moderate		High		Very High			
		F	%	F	%	F	%	F	%	F	%		
Project Scope Management Tools & Techniques	231	21	9	34	14.7	61	26.4	71	30.7	44	19.0	3.36	1.21
Project Time Management Tools & Techniques	231	12	5	29	12.6	33	14.3	88	38.1	69	29.9	3.75	1.16
Project Cost Management Tools & Techniques	231	19	8	49	21.2	75	32.5	55	23.8	33	14.3	3.15	1.16
Project Quality Management Tools & Techniques	231	27	12	67	29.0	61	26.4	50	21.6	26	11.3	2.92	1.19
Grand Mean & Standard Deviation											3.29	1.18	

Source: Own survey data (April, 2019)

Among the core project management tools and techniques, project time management tools and techniques were found to be important in influencing the success of PSNP in Gulele Sub City

with the highest mean value of 3.75, and a standard deviation of 1.16. This is followed by project scope management tools and techniques with a mean value of 3.36 and standard deviation of 1.21. The mean value for the use of project cost management tools and techniques returned 3.15 which is very close to the midpoint scale of 3. On the other hand, the use of project quality management tools and techniques returned the lowest mean value of 2.92. Overall, the aggregate mean value of the core project management tools and techniques is 3.29 which is above the midpoint of the 5 point Likert scale. The findings from the focus group discussion similarly revealed a moderate use of core project management tools and techniques in the course of PSNP implementation in Gulele Sub City.

4.5.3.2 Integration Project Management Tools & Techniques

The study sought to determine whether the PSNP project uses project integration management tools and techniques that would in turn contribute to the successful integration of the components of the PSNP in Gulele Sub City. Under here is the illustration of the findings of the survey.

Table 4.14 Use of Project Integration Management Tools & Techniques

	N	Responses										Mean	Std Dev.
		Very Low		Low		Moderate		High		Very High			
		F	%	F	%	F	%	F	%	F	%		
Use of Integration Project Management Tools & Techniques	231	32	14	71	30.7	56	24.2	46	19.9	26	11.3	2.84	1.22

Source: Own survey data (April, 2019)

In general, the mean value of the extent of use of project management tools and techniques is low, 2.84, below the midpoint scale of 3. Besides, the results obtained from the focus group discussants indicated little or no use of project integration management tools and techniques.

4.5.3.3 Facilitating Project Management Tools & Techniques

The study also attempted to establish the level at which facilitating project management tools and techniques influence the successful implementation of the PSNP in Gulele Sub City. The project management knowledge areas and their corresponding tools and techniques included in this study are project stakeholder management, project procurement management, project communication

management, project risk management and project resources management. Below is the presentation of the survey findings.

Table 4.15 Use of Facilitating Project Management Tools & Techniques

Use of Facilitating Project Management Tools & Techniques	N	Responses										Mean	Std Dev.
		Very Low		Low		Moderate		High		Very High			
		F	%	F	%	F	%	F	%	F	%		
Project Stakeholder Management Tools & Techniques	231	9	4	16	7	44	19	92	40	70	30	3.86	1.05
Project Communication Management Tools & Techniques	231	12	5	17	7	28	12	75	32	99	43	4.00	1.15
Project Risk Management Tools & Techniques	231	36	16	64	28	53	23	45	19	33	14	2.89	1.29
Project Procurement Management Tools & Techniques	231	31	13	51	46	60	26	55	24	34	15	3.04	1.26
Project Resources Management Tools & Techniques	231	23	10	47	20	69	30	58	25	34	15	3.14	1.19
Grand Mean & Standard Deviation												3.39	1.19

Source: Own survey data (April, 2019)

The use of project communication management tools and techniques has the highest mean value of 4.00, followed by project stakeholder management with a mean value of 3.86. But, the use of project risk management returned the lowest mean value of 2.89. Similarly, the use of tools and techniques for project procurement management and project resources management returned mean values of 3.04 and 3.14 respectively which are lower than the average mean for facilitating project management tools and techniques, i.e. 3.39. These results were also supported by the findings of the focus group discussions that showed a relatively higher use of project communication and stakeholders' management tools and techniques, having an influence on the success of PSNP in Gulele Sub City.

4.5.4 Success of PSNP in Gulele Sub City

The study attempted to find out whether the implementation of the PSNP is successful or falls short of the intended target. It further sought to establish the extent to which the PSNP was meant to achieve known success criteria, including completion on time (are the plans being implemented as intended in terms of schedule?), accomplish stakeholders' (WB, GoE, project beneficiaries) objectives and ensuring whether project implementation processes meet beneficiaries' satisfaction (processes such as targeting, grievances acceptance and handling, and payments). Under here is the summary of the findings of the frequencies, mean scores and standard deviation.

Table 4.16 Success of PSNP in Gulele Sub City

Project Success Criteria	N	Responses										Mean	Std Dev.
		Very Low		Low		Moderate		High		Very High			
		F	%	F	%	F	%	F	%	F	%		
Timely Completion of the Project	231	16	7	25	11	33	14	82	35	75	32	3.76	1.21
Accomplish of Stakeholders' Objectives	231	26	11	54	23	42	18	61	26	48	21	3.22	1.32
Satisfaction of Project Beneficiaries	231	14	6	17	7	34	15	92	40	73	32	3.82	1.13
Grand Mean & Standard Deviation											3.6	1.22	

Source: Own survey data (April, 2019)

One of the project success criteria, project completion on time, returned a mean value of 3.76 demonstrating above average threshold of project success. Results obtained from focus group discussion also pointed to similar result, where it was stated that in spite of few delays on some components of the project, the project can be generally taken as successful in terms of providing deliverables on time. Achievement of stakeholders' objectives returned the lowest mean value of 3.22 for this category; despite the value is still above the midpoint of the measurement scale. In the same token, the findings from the focus group discussion made clear that the stakeholders' objectives are fairly met; though the extent of achievement of project objectives with respect to each stakeholder may vary.

According to the study findings, satisfaction of project beneficiaries on the project implementation process returned the highest mean value of 3.82 which was supported by focus group discussants who expressed the extent of satisfaction on the PSNP implementation processes such as fairness of targeting project beneficiaries, the mechanism of how grievances are accepted and handled, and timely transfer of public work payments. Overall, the project is being successfully implemented with respect to the project success criteria identified for the study.

4.6 Regression Analysis: *Factors Influencing Success of PSNP in Gulele Sub City*

In order to determine the significance and magnitude of the effects of the independent variables (Institutional capacity, Monitoring and Evaluation and Use of Project Management Tools & Techniques) on the dependent variable (Project Success), regression analysis was performed. In total, four regression models were used. The variables for measuring project success; project completion on time, achievement of stakeholders’ objectives and satisfaction of project beneficiaries on the project implementation process were analyzed. In addition, regression analysis was done on the overall project success criteria indicated above.

4.6.1 Project Completion on Time

The study sought to determine the extent to which the independent variables (Institutional capacity, Monitoring and Evaluation and Use of Project Management Tools & Techniques) affect the project success criteria, project completion on time. Below is the summary of the regression model.

Table 4.17 Model Summary for Timely Completion of the Project

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.623 ^a	.488	.481	1.02021

a. Predictors: (Constant), PMTT, M and E, Institutional Capacity

Source: Own survey data (April, 2019)

The adjusted R^2 is the coefficient of determination. This value explains how institutional capacity, M & E, use of project management tools and techniques influence the first project success criteria, project completion on time. The three independent variables that were studied, explain 48.1 % of the factors influencing PSNP’s completion on time in Gulele Sub City. This implies a further research should be conducted to investigate the other factors (51.9 %) that influence timely completion of PSNP in Gulele Sub City.

Table 4.18 ANOVA for Timely Completion of the Project

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	149.635	3	49.878	47.921	.000 ^a
	Residual	236.270	227	1.041		
	Total	385.905	230			

a. Predictors: (Constant), PMTT, M and E, Institutional Capacity

Source: Own survey data (April, 2019)

ANOVA is a data analysis procedure that is used to determine whether there are significant differences between two or more groups or samples at a selected probability level (Mugenda & Mugenda, 2003). An independent variable is said to be a significant predictor of the dependent variable if the absolute t-value of the regression coefficient associated with that independent variable is greater than the absolute critical t-value. For this particular model, the significance value is .000 which is less than 0.05 thus the model is statistically significant in predicting Institutional Capacity, M and E and the Use of Project Management Tools and Techniques. The proposed hypothesis of the study (Hypothesis H_{01}) which states that Institutional Capacity, M & E and the Use of Project Management Tools and Techniques don't affect the project success criteria, Project Completion on Time, is not true. Thus, Hypothesis H_{01} is rejected.

Table 4.19 Influence of Institutional Capacity, M & E and use of PMTT on Timely Completion of the Project

	Coefficients ^a		Standardized Coefficients	T	Sig.
	Unstandardized Coefficients				
	B	Std. Error	Beta		
(Constant)	0.454	0.589		12.662	0.000
Institutional Capacity	0.127	0.102	0.014	0.263	0.092
Monitoring & Evaluation	0.119	0.087	0.071	1.363	0.174
Use of PMTT	0.797	0.068	0.616	0.746	0.000

a. Dependent Variable: Project Completion on Time

Source: Own survey data (April, 2019)

The equation $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$ yielded the results below:

$Y = 0.454 + 0.127X_1 + 0.119X_2 + 0.797X_3$ where $X_1 - 3$ represented Institutional Capacity, Monitoring and Evaluation and the Use of Project Management Tools and Technique, respectively.

According to the regression equation established, setting all the independent factors ($X_1 - X_3$) at zero, Gulele Sub City's PSNP Completion on Time will be 0.454. The data findings analyzed also show that taking all other independent variables at zero, a unit increase in Institutional Capacity will lead to a 0.127 increase in Project Completion on Time; a unit increase in M & E will lead to a 0.119 increase in Project Completion on Time, a unit increase in the use of Project Management Tools & Techniques will lead to a 0.797 increase in Project Completion on Time.

From this, it can be inferred that the use of Project Management Tools & Techniques makes the highest influence on Project Completion on Time. The results obtained from this regression model indicated that institutional capacity and use of project management tools and techniques had the greatest significant relationships on the timely completion of the PSNP in Gulele Sub City with significant levels of 91 and 100 percent respectively.

4.6.2 Achievement of Stakeholders' Objectives

In an attempt to establish the extent to which the independent variables (Institutional capacity, Monitoring and Evaluation and Use of Project Management Tools & Techniques) influence achievement of stakeholders' objectives, regression analysis was performed on the variables. The table below provides the model's summary.

Table 4.20 Model Summary for Achievement of Stakeholders' Objectives

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.511 ^a	.375	.367	1.08508

a. Predictors: (Constant), PMTT, M and E, Institutional Capacity

Source: Own survey data (April, 2019)

The coefficient of determination or adjusted R^2 value of the model explains how institutional capacity, M & E, use of project management tools and techniques influence the second project success criteria, achievement of stakeholders' project objective. All of the independent variables of the study explain 36.7 % of the factors influencing achievement of the stakeholders' project objective, implying further research on the non-explained factors (63.3 %) under this study.

Table 4.21 ANOVA for Achievement of Stakeholders' Project Objectives

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	160.661	3	53.554	45.485	.000 ^a
	Residual	267.270	227	1.177		
	Total	427.931	230			

a. Predictors: (Constant), PMTT, M and E, Institutional Capacity

Source: Own survey data (April, 2019)

As it can be seen from the table summarizing the findings for the ANOVA on the dependent variable (Achievement of Stakeholders' Project Objectives), the significance value is .000 which is less than 0.05 thus the model is statistically significant in predicting Institutional Capacity, M and E and the Use of Project Management Tools and Techniques. The proposed hypothesis of the study (Hypothesis H_{02}) which states that Institutional Capacity, M & E and the Use of Project Management Tools and Techniques don't affect the project success criteria, Achievement of Stakeholders' Project Objectives, is not true. Hence, Hypothesis H_{02} is rejected.

Table 4.22 Influence of Institutional Capacity, M & E and use of PMTT on Achievement of Stakeholders' Objectives

	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.327	0.626		12.235	0.000
Institutional Capacity	0.157	0.108	0.028	0.524	0.601
Monitoring & Evaluation	0.135	0.093	0.076	1.453	0.148
Use of PMTT	0.821	0.072	0.603	11.381	0.000

a. Dependent Variable: Achievement of Stakeholders' Project Objective

Source: Own survey data (April, 2019)

The equation $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$ yielded the results below:

$Y = 0.327 + 0.157X_1 + 0.135X_2 + 0.821X_3$ where $X_1 - X_3$ represented Institutional Capacity, Monitoring and Evaluation and the Use of Project Management Tools and Technique, respectively.

As per the equation, assuming all the independent variables to be zero ($X_1 - X_3$), achievement of stakeholders' project objectives is 0.327. Furthermore, the equation is indicative that a unit increase in Institutional Capacity will lead to a 0.157 increase in the achievement of stakeholders' project objectives; a unit increase in M & E will lead to a 0.135 increase in the

achievement of stakeholders' project objectives; a unit increase in the use of Project Management Tools & Techniques will lead to a 0.821 increase in the achievement of stakeholders' project objectives. The regression model showed that the use of Project Management Tools & Techniques makes the highest influence on achievement of stakeholders' project objectives.

4.6.3 Satisfaction of Project Beneficiaries

Thirdly, a regression analysis which determines the effect of the independent variables (Institutional capacity, Monitoring and Evaluation and Use of Project Management Tools & Techniques) on one of the project success criteria (satisfaction of project beneficiaries on the project implementation process) was performed. The table below presents a summary of the regression model.

Table 4.23 Model Summary for Satisfaction of Project Beneficiaries

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.891 ^a	.624	.617	0.93802

a. Predictors: (Constant), PMTT, M and E, Institutional Capacity

Source: Own survey data (April, 2019)

From the regression model summary, the adjusted R² or the coefficient of determination showed that institutional capacity, M & E, use of project management tools and techniques explain the third project success criteria, satisfaction of project beneficiaries by 61.7 %. This is indicative of the need for further research to investigate the other factors (38.3 %) which influence satisfaction of project beneficiaries.

Table 4.24 ANOVA for Satisfaction of Project Beneficiaries

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	147.106	3	49.035	55.729	.000 ^a
	Residual	199.734	227	.880		
	Total	346.840	230			

a. Predictors: (Constant), PMTT, M and E, Institutional Capacity

Source: Own survey data (April, 2019)

The ANOVA summary presented above for the dependent variable, Satisfaction of Project Beneficiaries, indicated that the significance value is .000 which is less than 0.05 thus the model is statistically significant in predicting Institutional Capacity, M and E and the Use of Project

Management Tools and Techniques. The proposed hypothesis of the study (Hypothesis 03) which states that Institutional Capacity, M & E and the Use of Project Management Tools and Techniques don't affect the project success criteria, Satisfaction of Project Beneficiaries, is not true. Therefore, Hypothesis 03 is rejected.

Table 4.25 Influence of Institutional Capacity, M & E and use of PMTT on Satisfaction of Project Beneficiaries

	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.772	0.541		2.235	0.000
Institutional Capacity	0.364	0.094	0.035	0.524	0.496
Monitoring & Evaluation	0.111	0.080	0.069	1.453	0.170
Use of PMTT	0.786	0.062	0.641	11.381	0.000

a. Dependent Variable: Satisfaction of Project Beneficiaries

Source: Own survey data (April, 2019)

The equation $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$ yielded the results below:

$Y = 0.772 + 0.364X_1 + 0.111X_2 + 0.786X_3$ where $X_1 - X_3$ represented Institutional Capacity, Monitoring and Evaluation and the Use of Project Management Tools and Technique, respectively.

Setting all the independent variables ($X_1 - X_3$) at zero, Satisfaction of Project Beneficiaries will be 0.772. Based on the regression model, by assuming all other independent variables to be zero; a unit increase in Institutional Capacity will lead to a 0.364 increase in Satisfaction of Project Beneficiaries; a unit increase in M & E will lead to a 0.111 increase in Satisfaction of Project Beneficiaries, a unit increase in the use of Project Management Tools & Techniques will lead to a 0.786 increase in Satisfaction of Project Beneficiaries.

From this, it can be drawn that the use of Project Management Tools & Techniques makes the highest influence on Satisfaction of Project Beneficiaries. The results obtained from this regression model also indicated that the use of Project Management Tools & Techniques had the highest significant relationship on the Satisfaction of Project Beneficiaries with a significance level of .000.

4.6.4 Overall Project Success

In order to determine the overall significance and magnitude of the effects of the independent variables (Institutional capacity, Monitoring and Evaluation and Use of Project Management Tools & Techniques) on the dependent variable (Project Success), regression analysis was performed. Below are the findings from the regression model.

Table 4.26 Model Summary for Overall Project Success

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.861 ^a	.592	.584	0.97936

a. Predictors: (Constant), PMTT, M and E, Institutional Capacity

Source: Own survey data (April, 2019)

The coefficient of determination or adjusted R^2 value of the regression model explaining how the independent variables (Institutional Capacity, M & E, Use of Project Management Tools and Techniques) influence the dependent variable (Project Success) is 58.4 %. It further indicated that future research is required to find out the other factors (41.6 %) which influence the success of PSNP in Gulele Sub City.

Table 4.27 ANOVA for Overall Project Success

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	152.377	3	50.792	52.956	.000 ^a
	Residual	217.727	227	.959		
	Total	370.104	230			

a. Predictors: (Constant), PMTT, M and E, Institutional Capacity

Source: Own survey data (April, 2019)

In order to determine the significance of relationship between the independent variables (Institutional Capacity, M & E and the Use of Project Management Tools & Techniques and the dependent variable (Project Success), ANOVA test was used. From the table, it can be seen that the significance value is .000 which is less than 0.05 thus the model is statistically significant in predicting Institutional Capacity, M and E and the Use of Project Management Tools and Techniques. The proposed hypothesis of the study (Hypothesis ₀₄) which states that Institutional Capacity, M & E and the Use of Project Management Tools and Techniques don't influence Project Success is not true. As a result, Hypothesis ₀₄ is rejected.

Table 4.28 Influence of Institutional Capacity, M & E and use of PMTT on Overall Project Success

	Coefficients ^a		Standardized Coefficients	t	Sig.
	Unstandardized Coefficients				
	B	Std. Error	Beta		
(Constant)	.613	.333		.490	.000
Institutional Capacity	.215	.098	.026	.096	.031
Monitoring & Evaluation	.198	.084	.074	.107	.616
Use of PMTT	.664	.065	.633	1.264	.000

a. Dependent Variable: Project Success

Source: Own survey data (April, 2019)

The equation $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$ yielded the results below:

$Y = 0.613 + 0.215X_1 + 0.198X_2 + 0.664X_3$ where $X_1 - X_3$ represented Institutional Capacity, Monitoring and Evaluation and the Use of Project Management Tools and Technique, respectively.

Based on the equation presented above, when the independent variables ($X_1 - X_3$) are set at zero project success will be 0.613. All the independent variables has a positive relationship, in particular, the equation tells that a unit increase in Institutional Capacity will lead to a 0.215 increase in Project Success; a unit increase in M & E will lead to a 0.198 increase in Project Success; a unit increase in the Use of Project Management Tools & Techniques will lead to a 0.664 increase in Project Success.

The regression model showed that the use of Project Management Tools & Techniques and Institutional Capacity have strongest relationship with Project Success, with significance levels of 100 % and 96.9 % respectively.

4.7 Discussion of the Results

Institutional Capacity

Organizational Management Factors of Institutional Capacity

The study found out that the extent of management and leadership of the PSNP in Gulele Sub City is good with mean value of 4.34. While the focus group discussants regarded it as sound managerial and leadership practices, head of Gulele Food Security & Productive Safety Net Office (GFSPSO) underscored that the PSNP project has put in place a managerial system whereby needs of the stakeholders are properly accounted for while valuing the project team members as forerunners of the project. The head also stated that the project adopts an accountable managerial system that provides swift response to the requirements of the project team as well as its beneficiaries. According to the heads of Woreda Food Security & Productive Safety Net Office (WFSPSOs), the sub city had been recognized twice with best performance award during the fiscal years of 2017/18 and 2018/19 which was mainly the result of the managerial and leadership excellence in the project. These findings were aligned with Schmid and Adams (2008), who emphasizes that sound leadership and prudent management practices are key aspects of project success without which failure becomes the obvious. The findings further, echo Shore (2005), who argued that without appropriate management and leadership the risk of project failure increases. Zhang and Faerman, (2007) in their research on projects also concluded that 80% of projects fail because of poor management and leadership. Their findings further suggested that poor leadership and management skills reflected limited or no teamwork, inadequate communication, and an inability to resolve conflicts as well as other human related inefficiencies. In general, the managerial and leadership practices of PSNP in Gulele Sub City were valued as effective and had contributed to the project's success.

Organizational structure is an enterprise environmental factor, which can affect the availability of resources and influence how projects are conducted (PMI, 2013). Organizational structures range from functional to projectized, with a variety of matrix structures in between. The organizational structure of the PSNP can be termed as a balanced matrix organization that recognizes the need for a project manager without providing full authority over the project and project funding. Regarding the existing organizational structure of the project, the survey findings showed that most of the respondents were dissatisfied with the existing balanced matrix structure with below average mean value of 2.89. The focus group discussants said it would have been very enabling

if the PSNP was organized in a projectized structure. This view was also unanimously supported by those who were interviewees to this study. While consulting the periodic report of the FSPS Offices (Annual Report Compilation – FY2017/18, Half Year Report Compilation - FY2018/19), it was explicitly indicated that there is a lack of cooperation, especially from the finance officers which is directly the result of the existing matrix structure.

This is in alignment with the World Bank Report (2010) which states that for the development projects to be successful, especially among developing countries, they should be instituted as a standalone organization with their own mandate to direct activities, mobilize resources and undertake supervisory roles. Mammo (2016) in his study similarly found out that projectized organizational structures offer better chances of project success for development projects, particularly when the projects are complex and involve various stakeholders.

Project communication management is one of the facilitating knowledge areas, its availability and proper use, is essential for the success of projects (Hettiarachchi & Harshaka, 2016). The findings from questionnaire returned a mean value of 4.32, implying the PSNP in Gulele Sub City has put in place effective communication system. In line with this, the findings of the focus group discussion revealed the availability of communication system that integrates all the stakeholders of the project, including donors, project management team, community stakeholders and project beneficiaries. The results were similar with that of Nyiasmi (2013) who found out that effective communication practices contribute to the success of food security projects in Kenya. The head of GFSPSO had remarked, during interview, that the existing communication system and its underlying practices surely contribute to the project's success. While reviewing the project's documents, the researcher was able to examine how greatly the PSNP at Gulele Sub City was making use of modern and conventional communication tools to collect, organize, disseminate and dispose project information. In his conceptual research entitled "project management as communications management", Sońta-Drażczkowska (2017) discussed about the contribution of effective communications management towards project success.

In the same token, the project's human resource or the project team must be equipped with the required skill, knowledge and attitude in order to manage the project up to the expectation of stakeholders (Armstrong, 2010; PMI, 2017). The mean value of responses (4.13) indicated that the PSNP team members are equipped with the necessary skill, knowledge and attitude which are

required to successfully manage the project. Head of W4FSPSO stressed that, in comparison with other civil servants, employees of the PSNP have better work experiences, educational readiness and knowledge which is required to manage the project successfully. Participants of the FGD likewise shared their feelings that the project team has adequate skill and knowledge to manage the project at hand while highlighting on its contribution towards project success. The competency of the project team, as argued by Tornatzky and Fleischer (1990), is one of the factors that can lead to organizational failure in successful project implementation. Also, Madhu (2006) found out that competence and skill levels of the staff are major contributors of project success. Overall, the success of PSNP in Gulele Sub City is attributable to the competence of its project management team as revealed through the findings of this study.

On top level management support, the study revealed a great extent of top level management support at respective governance structures with a mean value of 3.99. Heads of GFSPSO and WFSPSO, during interviews, confirmed that the respective top management bodies, including the CEO and management committees are supportive of the PSNP implementation. From the literature, it was indicated that top level management support is of particular importance for project success. According to Hauschildt (2000), the success of a project depends more on human factors such as top level management support. Besides, Tharp (2005) underscored in his study that supportive management is an asset that facilitates successful implementation of projects. Thus, it can be drawn that the success of PSNP is partly resulted from top level management support. In general, the organizational management factors returned an average mean value of 3.93 which indicates its significance influence on the implementation of PSNP in Gulele Sub City.

Resource Management Factors of Institutional Capacity

The study attempted to establish the extent to which project resources management influence PSNP success. In addition to human resources issues discussed above, the PSNP has four critical resource components which are particularly sub categorized for the purpose of this study; namely information, finance, facilities/supplies and public work tools. The study found out that there is a moderate extent of valuing information as a project input with a mean value of 3.71. Respective project offices have fulltime Information Officers whose primary job is to collect, organize and disseminate information. From the findings, it was noted that the handling of information as a valuable resource was fundamental to PSNP's success. This is in agreement with research studies

(Tsehay, 2017; Yemisrach, 2016) who found out that properly gathering, maintaining and disposing information is critical for project success.

Regarding the availability and proper utilization of financial resources, the responses returned a mean value of 3.94, showing respondents positive view towards the adequacy and use of project funds. Findings from focus group discussions similarly revealed that the project has enough proportions of funds to run the project's major activities as well as for training and social mobilization expenses. Head of GFSPSO, Yemariamwork Tesfaye, said there are two budgetary sources of the project, one being the project budget (which is solely expendable for public work payment, training of project beneficiaries, CDGs, CTCs and CGACs) and the other being operational budget (expendable for employees salary, stationery, fuel, etc). He said there is no shortage of budget to run the project activities, even training of personnel and beneficiaries are reasonably funded when proposal funding is submitted to the project office.

The main budget for the PSNP is the amount which is payable to public work participants, obtained by calculating the daily rate of 75.00 Br by the number of days a beneficiary works. For instance, in the first year of the project the total monthly public work budget is 12562 (total number of beneficiaries in Gulele Sub City for the target woredas) X 75 (daily public work rate) X 5 (the maximum number of days a beneficiary works per month), which equals to a total monthly amount of 4,710,750 Br. While reviewing the financial reports of the project, from the total monthly project budget, an average of 97.8 % or 4,607,113.5 Br was monthly transferred to project beneficiaries during the fiscal years 2017/18 and 2018/19 (Monthly Payment Report for Public Work Participants, FY2017/18 and FY2018/19). This shows that the project budget is adequate as well as it is properly utilized in accordance with the progress of project implementation.

The study also attempted to find out the adequacy of project resources such as organizational facilities and supplies and the availability of public work resources. The variables returned mean values of 4.08 and 3.5. The results from focus group discussion also indicated moderate to high availability of such resources. In general, the PSNP resource management indicated a moderate use with a mean score of 3.81. It can be said that adequacy of resources is a significant factor for the success of PSNP in Gulele Sub City. This is supported by the study (Getaneh, 2008) who found out that for development projects to be successful there must be adequate availability of

resources such as organizational assets, finance, equipment, facilities and supplies. Contrary to the findings of this study, Nyiasmi (2013) found out that the shortage of resources resulted in the failure of food security projects in Kenya.

Stakeholders' Management Factors of Institutional Capacity

Concerning the management of project stakeholders, the findings revealed mean values of 3.23 for collaboration and partnership, and 3.56 for training of stakeholders. Interviews sessions with heads of respective project offices as well as findings from focus group discussants revealed that PSNP stakeholders, through their forum, plan and execute together, indicating strong collaboration and partnership. The researcher was able to review documents in respective project offices which indicated a reasonable degree of partnership and collaboration. In the meantime, it was also discovered that a greater extent of trainings had been delivered to key project stakeholders though further training was suggested for other stakeholders such as employees of environmental protection offices, waste management offices and urban greenery and beautification offices.

With above average mean value, project stakeholders' management was found to be crucial in influencing success of PSNP in Gulele Sub City. This is in line with the research by Zhang and Faerman (2007) who found out that the extent of involvement and partnership among stakeholders of the project is a fundamental precondition to its success. Nyiasmi (2013) also discussed on how food security projects failed due to weak participation of stakeholders. This was further emphasized by Hauschildt (2000) who recommended for proper identification, training and sensitization of all the project stakeholders in order to implement projects within budget, as per schedule and with the desired quality.

Monitoring & Evaluation

The study found out that the existing M & E practices have been generally regarded as contributing to the success of the PSNP in Gulele Sub City. The average mean score of 3.46 indicates that there is a reasonable degree of influence on project success. For separate responses, the question how often M & E activities were carried out returned an above average mean value of 3.69. Findings from focus group discussion also showed that the frequency of how M & E activities were carried out is so adequate if not too much to oblige personnel to spend so much time responding to M & E personnel. As per the interview conducted to heads of sub city and

woreda project offices, the M & E teams which are frequently deployed from the World Bank Coordination Unit, Addis Ababa City FSPSA and GFSPSO create duplicity of efforts, without adding significant value to the improvement of project activities. A mean value of 3.67 was scored for the question whether there was a regular monitoring of activities. This implies that the project puts in place periodic M & E of activities that facilitates project success. This is in line with the study findings by (Prabhakar, 2008) who indicated that the probability of achieving project success seemed to be enhanced among other factors, by constantly monitoring the progress of the project.

Furthermore, the study attempted to find out whether the M & E activities are relevant. It returned the least mean value of 2.89, implying that the M & E activities have insignificant contribution to the improvement of project activities. Studies (Nyiasmi, 2013; Kamau and Mohamed, 2015) revealed that the M & E systems must be relevant in design and implementation in order to bring the desired objectives. Nonetheless of the significance of the M & E system for project success, the practices of monitoring and evaluation at PSNP in Gulele Sub City is routinely irrelevant. The M & E personnel were found to be equipped with the desired qualifications with a mean value of 3.19. Findings from the focus group discussion also showed there is a reasonable degree of educational competence among the M & E team members. Hettmut (2002) argued on the need for properly recruiting, selecting and training the M & E personnel as they are crucial for successfully designing monitoring systems that would contribute for continuously measuring performance against plan; and taking corrective actions when necessary. Most of the respondents to the survey believe that the M & E team is fairly strengthened with a mean value of 3.32. This response was also supported by interviewees and participants of the focus group discussion who expressed that the M & E team is reasonably strengthened to command influence on project activities, including the authority to investigate and issue corrective actions. Gwadoya (2012) in his study found out that the M & E teams must be strengthened enough to leverage monitoring and correcting of project activities.

For the PSNP in Gulele Sub City, it can be inferred that the M & E teams are properly strengthened to undertake their monitoring and evaluation of activities according to project standards. The study attempted to determine the degree of properly providing feedback and documenting of M & E data. The question responded a mean value of 4.02 which was also supported by the views from the interviewees and discussants of the study. Research studies

(Prabhakar, 2008; Hettmut, 2002; Kamau and Mohamed, 2015) revealed that M & E related data must be properly collected, organized and used when necessary. The authors also indicated the significance of providing timely M & E feedback to concerned bodies and following up whether the required corrective actions are acted upon. In general, the M & E activities of the PSNP were found to have above average influence on the success of the project in Gulele Sub City.

Project Management Tools & Techniques

Core Project Management Tools & Techniques

The study sought to determine whether the use of tools and techniques have an impact on the success of PSNP in Gulele Sub City. The project management tools and techniques are categorized into three; core project management tools and techniques, integration project management tools and techniques and facilitating project management tools and techniques (PMI, 2017). Respondents were asked to determine the extent at which the project employs several tools and techniques in which their use may affect the success of the PSNP in Gulele Sub City. The core project management tools and techniques include four of the project management knowledge areas. They are scope, time, cost and quality project management tools and techniques.

For scope management tools and techniques, the mean value of responses is 3.36. This implies above average use of scope management tools and techniques such as log frame, brainstorming and benchmarking. Moderate use of these tools and techniques were reported among the interviewees and discussants of the study. Project time management, on the other hand, returned the highest mean value of 3.75. Findings from interview and focus group discussion also indicated that project time management tools and techniques have been commonly used though apparent variation with the naming of these tools and techniques. Gantt chart was found to be the most widely used project time management tool. The use of project cost management tools and techniques returned a mean value of 3.15, implying a moderate extent of use. Estimating and fund limit reconciliation techniques were the most commonly used project cost management tools and techniques. Unlike the other core project management tools and techniques, project quality management tools and techniques returned below average mean value of 2.92. However, head of Woreda 9 Food Security and Productive Safety Net Offices (W9FSPSO), Takele Nigussie, said these tools have been used in the project moderately though their naming may not

be in line with the standard terminology in project management books. This view was also supported by findings from the focus group discussants.

The extent of use of the core project management tools and techniques in the PSNP in Gulele Sub City gained an average mean value of 3.29. Relying on findings from the questionnaire, interviewees and discussants of the study, it can be concluded that the use of core project management tools and techniques have a reasonable influence on the success of PSNP in Gulele Sub City. Similarly, previous studies (Besner & Hobbs, 2008; Thamhain, 1998) found out that the identification, selection, adoption and use of appropriate project management tools and techniques is essential to facilitate the smooth and agile implementation of projects. Furthermore, Petro (2014) underscored that the project management tools and techniques which enhance productivity may vary from project to project; hence project managers need to be aware of selective use of these tools and techniques. Raz and Michael (2001) in their study indicated the significance of project management tools and techniques to enhance productivity of project team members; thereby ensuring project success.

Integration Project Management Tools & Techniques

Use of project integration management tools and techniques are quite useful in integrating the various components of the project (PMI, 2017). However, the mean value of extent of use of these tools and techniques was found to be 2.84 in the project under study. In general, these tools were found to be unknown among focus group discussants. On the contrary, interviewees of the study explained data analysis and facilitation techniques of project integration management had been moderately used throughout the implementation of the PSNP in Gulele Sub City. Similar to the findings of this study, Petro (2014) found out that there is lower use of project integration management tools and techniques in comparison with core and facilitating project management tools and techniques.

Facilitating Project Management Tools & Technique

The facilitating project management tools and techniques comprise five project management knowledge areas, namely project stakeholder, communication, risk, procurement and resource management (PMI, 2017). The most widely used tools and techniques among the facilitating project management tools and techniques are communication and stakeholders' management with mean values of 4.00 and 3.86 respectively. Reporting templates, online communication

platforms and related technologies were the most commonly used project communication management tools and techniques. While responding to the extent of use of project stakeholder management tools and techniques, head of GFSPSO said they commonly use several tools and techniques such as stakeholder analysis, meetings and software systems. Focus group discussants also explained about the use of several tools such as stakeholders' list and stakeholders' forum. It was found out that project risk management tools and techniques were the least used, with a mean value of 2.89 though a minimal use of tools such as SWOT analysis, checklists and documentation reviews were reported. The use of project resources management tools and techniques returned a mean score of 3.04. Estimating techniques and expert judgments were the most widely used project resource management tools and techniques, according to findings from interviews and focus group discussants. The PSNP in Gulele Sub City has been moderately using project procurement management tools and techniques with a mean value of 3.14. The most widely used tools and techniques in this category are bid selection and evaluation techniques.

All in all, the use of project management tools and techniques in the PSNP in Gulele Sub City demonstrated a moderate to high degree of use across the project management knowledge areas. However, it can be taken that the use of these tools and techniques has a significant influence on success of the PSNP. Studies (Besner & Hobbs, 2008; Thamhain, 1998; Thamhain, 1998; Pedro, 2014) demonstrated that regardless of their extent of variation across industries and knowledge areas, project management tools and techniques hugely contribute to the success of business and development projects.

Success of PSNP in Gulele Sub City

Based on the respondents' response on the success of PSNP in Gulele Sub City, the three project success criteria identified for the study were discussed. One of the success criteria, timely completion of the project, returned a mean value of 3.76. Findings from the focus group discussion also showed that the project is successful in meeting schedules. The PSNP in Addis Ababa was commenced in June 2017 in all the sub cities including Gulele Sub City. Since its beginning, the PSNP in Gulele Sub City is being implemented whereby the major project plans are monthly rolled out according to schedule. In terms of resource deployment for project beneficiaries, 83% of the project was completed thus far (completing 100 days of public work out of the total 120 days which is allocated for a project beneficiary over the period of three years). In terms of time, the project had successfully passed through two years of project

implementation, from the total planned project period of 3 years. The head of the project at sub city level, Yemariamwork Tesfaye, underscored that there is no delay with regard to the commencement and execution of the project's milestones however there are delays in some activities such as retargeting of beneficiaries, or areas designated for public work may not be developed as per the schedule set. However, he stressed that the project can grossly be taken as completed on time.

In contrary to what has been found out in this study, most of the research findings on food security or development projects were proved to be lagging behind schedule. For instance, Nyiasmi (2013) indicated that most of the food security projects in Kenya experience time delays of up to 50%. Similarly, Abdirahaman (2012) found out that implementation of food security projects in Central Somalia was delayed by about 60% of the time duration. In Ethiopia, Yemisrach (2016) in her research on projects implemented by NGOs, found out that among the projects included in the study, 25 to 30% of them had experienced time delays. The researcher, based on the findings of the study, believes that the nature of the project (project components are rolled out every month in which the main activities are bounded through the process in which project beneficiaries work for a month and get their monthly pay at the end) as well as the high extents of use of project success factors is behind the timely completion of the project. The project success factors identified in this study, namely institutional capacity, M & E and the use of project management tools and techniques were found to have 48.1% variability on timely completion of the project. These project success factors were also found to be significant in influencing the dependent variable.

The second project success criteria, achievement of stakeholders' objectives returned a mean value of 3.22. Though the variable returned a value above the midpoint scale, the mean score is still the lowest among the variables in the category of project success. Regardless of the variation of success across project objectives, the focus group discussants said the project adequately meets the objectives set forth by stakeholders. Head of W9FSPSO, Isaias Muko, said the objectives of the project are fairly met though entire project evaluation is to be done at the end of the completion of the project where the project is officially closed out in May 2020 and the project beneficiaries are graduated, and transferred to sustainable livelihood schemes.

The project objectives with regards to the key project stakeholders are (UPSNP PIM, 2016):

The World Bank Group – Reduction of people living under the global poverty line.

– Program implemented according to the agreement with the GoE.

The Government of Ethiopia – Reduction of people living under the national poverty line.

– Creating jobs.

The Project Beneficiaries – Securing jobs and/or set up new business or expanding existing ones as a result of the savings they get from the public work payment which is earned monthly in the duration of three years.

While commenting on whether the aforementioned objectives by stakeholders were met, head of GFSPSO explained that the household income for project beneficiaries is increased but unable to conclude if this results in a reduction in people who live under the national poverty line. However, he underscored that every component of the program is implemented according to the agreement signed between the Government of Ethiopia and the World Bank. Extending his remarks on the objectives set by the Government of Ethiopia, he said it would only be after one year (by the end of the project in May 2020) when impacts would be assessed to determine whether the project helped to reduce the national poverty line. But the Government of Ethiopia's second objective of creating jobs was met through the public work scheme. And also, the project beneficiaries' objective of securing jobs has been met.

From the preceding statement by the head of GFSPSO, findings obtained through questionnaire, focus group discussions and review of periodic reports, the PSNP in Gulele Sub City achieved those stakeholders' objectives which can be measured at this point in time (other stakeholder objectives can only be measured after 1 to 2 years). Unlike similar studies on the subject, this study found out the achievement of stakeholders' project objectives. For instance, previous studies (Abdirahaman, 2012; Nyiasmi, 2013; Yemisrach 2016) found out that similar projects in the Horn of Africa (Central Somalia, Kenya and Ethiopia) failed to achieve the objectives set by stakeholders. For the successful implementation of the PSNP in Gulele Sub City, the project success factors were found to be instrumental. Based on the regression model, the independent variables institutional capacity, M & E and the use of project management tools and techniques had 36.7 % variability on the dependent variable achievement of stakeholders' objectives. The independent variables were also tested to have significant relationship with the dependent variable. The weak variability (36.7 %) is believed to be the result of the difficulty on measuring some of the stakeholders' objectives during the study.

The third project success criteria, satisfaction of project beneficiaries, returned the highest mean score of 3.83. The findings from the focus group discussants also revealed that the project beneficiaries are satisfied of the project activities including targeting, grievances acceptance and handling and payment related issues. This was also confirmed by heads of GFSPSO and WFSPSO during interviews as well as reviewing of documents. For instance, processing payments only require 3 to 5 calendar days after monthly public work schedule is completed which is particularly raised positively by focus group discussants. These findings were also corroborated by reviewing payment orders, targeting (or beneficiary selection processes) and the handling of grievances and appeals.

Depending on the aforementioned findings, the PSNP in Gulele Sub City is being implemented in a manner that satisfies the needs of project beneficiaries. Similar studies in East Africa (Abdirahaman, 2012; Nyiasmi, 2013; Yemisrach 2016), found out contrary results which stated that project beneficiaries were dissatisfied on the implementation process of food security projects. Tsehay (2017) also found out contrary results in similar development projects in Ethiopia which indicated project beneficiaries were less satisfied on the project implementation process. Relying on the findings, the researcher believed that satisfaction of project beneficiaries were assured partly because the project was able to utilize the project success factors identified above. From the regression model, the independent variables institutional capacity, M & E and the use of project management tools and techniques had 61.7 % variability on the dependent variable satisfaction of project beneficiaries. The statistical tests had proved a significant relationship between the independent and dependent variables.

The overall mean value of project success is 3.46, implying the project is successful according to the results obtained through questionnaire. Besides, the findings from the interviewees and discussants of the study revealed that the project is being successfully implemented. Similar projects in Ethiopia and elsewhere came up with contrary results of project failure. Previous studies by (Abdirahaman, 2012; Nyiasmi, 2013; Tsehay, 2017; Yemisrach 2016) found out that 30 to 40 % of food security and similar development project were failed without achieving their objectives. Based on the findings, the PSNP in Gulele Sub City was successful partly because the project success factors were properly worked on.

The regression model showed that the independent variables institutional capacity, M & E and the use of project management tools and techniques had 58.4 % variability on project success. Statistical tests were also made to prove significant relationships between the independent and dependent variables.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

Introduction

This study aimed at establishing the extent to which institutional capacity, Monitoring and Evaluation, and the use of project management tools and techniques influence the successful implementation of Productive Safety Net Project in Gulele Sub City of Addis Ababa. This chapter provides the conclusion and recommendations based on the objectives of the study.

5.1 Conclusion

The Productive Safety Net Project (PSNP) has been implemented since the middle of 2017 across selected major urban centers in Ethiopia. The project's methodology of implementation is different from the rural PSNP which has been implemented throughout Ethiopia for over a decade. Cognizant of the urban setting and its uniqueness of methodology, it was expected that there would be problems related with the planning, executing and controlling of activities for the project. Thus, this study was carried out to assess the factors influencing the successful implementation of Productive Safety Net Project in Gulele Sub City, Addis Ababa.

Relying on the available literature on the subject and their appropriateness to the research question at hand, project success factors (independent variable) and project success criteria (dependent variable) were identified. The project success factors included are institutional capacity, M & E, and the use of project management tools and techniques. Project success criteria was measured using three variables namely project completion on time, achievement of stakeholders' objectives and satisfaction of project beneficiaries. Institutional capacity factors returned a mean value of 3.87, implying the status of availability and use of institutional capacity factors is more than average. Findings from interviewees, focus group discussants and documentary sources also revealed moderate use of institutional capacity factors identified for the study. Most of the institutional capacity factors including organizational management, resource management and stakeholders' management issues were found to have above average mean value. But, the respondents' perception of the existing balanced matrix organizational structure of the project returned the lowest mean value of 2.89. Monitoring and Evaluation

factors; on the other hand, returned an average mean value of 3.46. Several M & E factors such as regular monitoring of activities, frequency of M & E activities, educational competence of the M & E team, strength of the M & E team, status of training delivery on M & E were found to be assets of the project. However, the relevance of M & E systems returned a mean value of 2.89, implying M & E activities were routinely irrelevant. The use of project management tools and techniques in general returned an average mean value of 3.17. The tools and techniques for project integration management, project risk management and project quality management returned below average mean values of 2.84, 2.89 and 2.92 respectively. The project was found to be successful with an average mean value of 3.6. Among the project success criteria identified for the study, satisfaction of project beneficiaries has the highest mean value of 3.82. Regression models were used to determine the influence of independent variables on the dependent variable. The independent variables of the institutional capacity, M & E and the use of project management tools and techniques had 48.1 %, 36.7 %, and 61.7 % variability on the dependent variables of project completion on time, achievement of stakeholders' objectives and satisfaction of project beneficiaries, respectively. The overall variability of the independent variables on project success is 58.4 %.

Based on the findings of the study, the Productive Safety Net Project in Gulele Sub City is being implemented successfully. Unlike the rural food security projects in Ethiopia and elsewhere in East Africa, the urban PSNP implementation is successful in the study area. Unlike project beneficiaries in rural areas, most of the project beneficiaries in urban areas are literates (82 % of respondents of the CPIC members indicated educational levels of secondary schools and above) and geographically living together in specific communities; thereby they can easily understand the project requirements and in return project management team members can effectively manage project beneficiaries who are accessible and can easily be trained and taught. Institutional capacity, M & E and the use of project management tools and techniques significantly influence success of Productive Safety Net Project. In particular, these variables contributed for 58.4 % of the variability in the success of PSNP in Gulele Sub City.

5.2 Recommendations

The PSNP in Gulele Sub City was found to be successful when measured against the project success criteria identified for the study. However, the project success factors such as institutional capacity, M & E and the use of project management tools and techniques were found to be

influencing the project success by 58.4 %. In order for the project office to further improve the PSNP implementation for the remaining period of the project, as well as for second round projects which are in the pipeline, the study recommends that:

1. the existing balanced matrix structure of the PSNP in Gulele Sub City was found to be restraining the project from achieving its full potential; thus it is advisable to reinforce a projectized organizational structure whereby project managers are empowered to direct staff and mobilize resources that in turn improves project performance.
2. the M & E systems should be designed to provide relevance that addresses the implementation needs of the project. It was found out that the M & E activities were undertaken frequently and regularly to ensure project objectives are achieved as planned; however this needs to be accompanied by M & E system which satisfies the overall purpose of having M & E system.
3. the deployment of M & E teams of different stakeholders such as the World Bank Coordination Unit, City Food Security and Productive Safety Net Agency and GFSPSO should be coordinated and communicated in advance, as the current practices put too much pressure on the field staff who sometimes were obliged to leave aside their regular activities and provide responses to the M & E team.
4. the PSNP in Gulele Sub City needs to incorporate a wider application of the project management tools and techniques to improve the project implementation process. According to the findings of the study, extensive use of project management tools and techniques were used only for project time management and project communication management; thus, requiring the identification and adoption of the pool of tools and techniques in other project management knowledge areas.
5. the project needs to advance its planning and execution of sub projects which are designated for public work development that would eventually contribute in improving the overall schedule performance of the PSNP in Gulele Sub City.

The study assessed the factors influencing success of PSNP in Gulele Sub City with reference to specific project success factors, namely institutional capacity, M & E and the use of project management tools and techniques without considering other factors which would influence the project other than factors investigated in this study. Some of the areas which were not investigated include socio-economic factors and governmental policy issues. Also, the study did not consider the relationship among the project success factors investigated.

This study therefore recommends other studies that will look into investigating the relationship among the project success factors identified in this study. It is also recommended to undertake a study on the influence socio-economic factors and governmental policy issues may have on the success of PSNP. Besides, it is recommended for interested researchers to replicate the instruments of this study in other sub cities of Addis Ababa. The researcher would also like to recommend the use of other conventional project success criteria such as investigating if the project meets cost performance measures. It is further recommended if these methods are replicated in Gulele Sub City, once the project is completed after 1 to 2 years, as it would be possible to measure the achievement of all of the stakeholders' objectives and the impact it will have on the sustainable livelihood of project beneficiaries.

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APPENDICES

Appendix A: Questionnaire for Respondents

**St Mary's University
School of Graduate Studies
Department of Project Management**

Dear Sir/Madam,

This is to request for your participation in filling the attached questionnaire on the research entitled “Factors influencing success of Productive Safety Net Project in Addis Ababa: the case of Gulele Sub City”. The purpose of the research is to find out the factors that influence how PSNP is implemented with a view to come up with findings that could be used by policy makers and development agents in formulating strategies and development interventions to improve successful implementation of the project. The information collected will be confidentially handled, and used solely for the purpose of this research.

Section A: Background Information

1. Please specify your gender.
Male Female
2. Please specify your age group.
18 – 30 years 31 – 40 years
41 – 50 years 51 years and above
3. What level of education have you attained?
None Primary Secondary TVET University Others, please specify _____
4. For how many years are you working in this particular project?
Less than 6 Months 6 – 12 Months 13 – 18 Months
19 – 24 Months More than 24 months
5. Which of the following is your actual place of work?
 WB Project Coordination Unit
 City Food Security & Productive Safety Net Agency
 Sub City Food Security & Productive Safety Net Office
 Woreda Food Security & Productive Safety Net Office
 Community Project Implementation Committee (CDGs, CTCs, CGACs)
6. In what capacity are you participating in the PSNP project implementation?

Section C: Monitoring & Evaluation

- Monitoring and Evaluation has fundamental contribution to achieve the project objectives in the most optimal way. Please mark (X) as appropriate.

The extent of using M&E in project management	Very Low	Low	Moderate	High	Very High
Proper monitoring of activities					
Frequency of M&E activities					
Relevance of M&E work					
Availability of M&E personnel with desired qualification					
Strength of Monitoring Team					
Training on M&E					
Feedback & Documentation of M&E data					

Section D: Use of Project Management Tools & Techniques

- The use of several Project Management Tools & Techniques is an essential component for the management of a PSNP project. Please mark (X) as appropriate.

Extent of use of PM tools & techniques according to Project Management Areas:	Very Low	Low	Moderate	High	Very High
Project Scope Management such as Log frame, Benchmarking, Brainstorming, Nominal Group Techniques, PMIS, etc.					
Project Time Management such as Critical Path Method (CPM), Program Evaluation and Review Techniques (PERT), Gantt Chart, Precedence Diagramming Method (PDM), Decomposition, etc.					
Project Cost Management such as Earned Value Analysis (EVA), Bottom-up estimating, Analogous estimating, Funding limit reconciliation, etc.					
Project Quality Management such as Pareto Charts, Cost-Benefit Analysis, Quality Audits, Statistical Sampling, etc.					
Project Stakeholder Management such as stakeholder analysis, meetings, records management software, etc.					
Project Communication Management such as Communication Technologies,					

Communication Methods & Tools, Project Reporting Techniques, etc.					
Project Risk Management such as SWOT Analysis, Checklist Analysis, Documentation Reviews, Monte Carlo Analysis, etc.					
Project Procurement Management such as source selection analysis, Bid evaluation techniques, bidder conferences, etc.					
Project Integration Management such as data analysis techniques, facilitation techniques, change control tools, etc.					
Project Resource Estimating such as the use of expert judgments, trainings, estimating techniques, etc.					

Section E: Overall Success of the PSNP project

1. The major success criteria which can be identified in relation to managing the PSNP project at Gulele Sub City.

The extent to which the following success criteria for the PSNP project are/were achieved?	Very Low	Low	Moderate	High	Very High
Complete on schedule (are the plans being implemented as intended in terms of time?)					
Accomplish stakeholders (the WB, GoE, Project Beneficiaries) objectives					
Processes meet beneficiaries' satisfaction (processes such as targeting, grievances, payments, etc)					

2. From a general perspective, how would you categorize the implementation success of the PSNP in Gulele Sub City?

Very Low [] Low [] Moderate [] High [] Very High []

THANK YOU FOR YOUR PARTICIPATION

Appendix B: Guide for Focus Group Discussion (FGD)

Discussion Guide: this guide intends to assess the reaction of members of project implementation committees to the checklist contents regarding the PSNP in Gulele Sub City. In particular, it will be used to gather data on:

- Effectiveness of managerial and leadership practices.
- Adequacy and efficient utilization of resources.
- Extent of partnership and collaboration among stakeholders.
- Competence of project personnel in terms of skill, knowledge and attitude.
- Effectiveness of the existing organisational structure of the project.
- Frequency, regularity and relevance of M & E activities.
- Extent of use of project management tools and techniques.
- Competence of M & E personnel.
- The strength of M & E team in terms of commanding influence on the project implementation.
- The quantity and quality of training given on M & E.
- Extent of use of project management tools and techniques.
- How successful is the PSNP in terms of achieving time schedules.
- How successful is the PSNP in terms of achieving stakeholders' objectives.
- How successful is the PSNP in terms of satisfying project beneficiaries.

Participants: Two members of Community Project Implementation Committees from each of the target woredas (Woreda 1, Woreda 4, Woreda 7 and Woreda 9) will be selected by the respective Heads of the FSPS Offices. The total number of participants is eight.

Participant Consent: Participants will be told to agree on the purpose of the discussion, and they will be involved after giving an oral consent. No recording of the FGD sessions will be done but the facilitator will transcribe verbatim for further analysis.

Facilitator/Moderator: The researcher of the study is the facilitator of the FGD.

Time and Place for Focus Group Discussion: The focus group will last for three hours, and may have one break in-between for refreshments. The participants will receive clear details of where and when the focus group will take place. The proposed date and time of FGD is Gulele Sub City Meeting Hall, 20 April 2019.

Appendix C: Interview Schedule

(To Heads of the Sub City & Target Woreda FSPS Offices)

- How effective managerial and leadership practices are in the project?
- How much is the status of the flow and utilization of project resources?
- How do you describe the extent of partnership and collaboration among stakeholders?
- How effective is the project's M & E system?
- Are the M & E personnel competent enough to undertake controlling and monitoring activities?
- Please describe the extent of use of Project Management Tools & Techniques in the PSNP implementation?
- How successful is the PSNP in Gulele Sub City in terms of completing deliverables on time?
- How successful is the PSNP in Gulele Sub City in terms of achieving stakeholders' objectives?
- How successful is the PSNP in Gulele Sub City in terms of satisfaction of project beneficiaries on the implementation process?

Appendix D: Document Review Checklist

- PSNP Implementation Manual (PIM)
- PSNP Appraisal Document (PAD)
- Activity Reports (Progress, quarterly, semi-annually and annual report)
- Financial Reports ((Progress, quarterly, semi-annually and annual reports)
- Online & Web-Based Resources
- M & E Checklists
- PW Attendances & Payroll
- Resource Handover Sheets
- Staff Registers
- Committee Membership Lists
- Food situation reports