

**Analysis Factors Affecting Success Of Public Projects
Implementation :A Study On Sebeta City, Oromia Regional State**

**A Thesis Submitted To The School Of Graduate Studies Of Jimma
University In Partial Fulfillment Of The Requirement For The
Award Of The Degree Of Master Of Project Management And
Finance**

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**Jimma University
College Of Business and Economics
Department of Accounting and Finance**

**September, 2020
Jimma, Ethiopia**

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**Under The Guidance Of
Abel Worku (Ass. Professor) And Monanol T**



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Certificate

This is to certify that the thesis entitles — Analysis Factors Affecting Success of Public Projects Implementation the case of Sebeta City, Oromia Regional State) submitted to Jimma University for the award of Degree of Master of Project Management and Finance and is a record of bonafide research work carried out by Mr. Obsa Legessa Chuko , under our guidance and supervision

Therefore, we hereby declare that no part of this thesis has been submitted to other any university or institutions for the award of any degree

Main Advisers Name	Date	Signature
Abel Worku (Ass. Professor) _____		_____
Co-Advisors Name	Date	Signature
Monanol T _____		_____

Declaration

I here declare that this thesis entitled _ Analysis Factors Affecting Success of Public Projects Implementation the case of Sebeta City, Oromia Regional State) ‘.Has been carried out by me under the guidance and supervision of Abel Worku (Ass. Professor) and Monanol T

The thesis is original work and has not been submitted for the award of any degree ~~to~~ any university or institutions.

Researchers Name

Date

Signature

Obsa Legessa Chuko : _____

Abstract

The purpose of this study is to analyze factors affecting success of public projects implementation the case of Sebeta City, Oromia Regional State. The study used descriptive and explanatory research design. The study targeted a sample of 211 from a target population of 450 located in the study area. Simple random and purposive non random sampling technique was utilized in selecting the respondents for the study. Primary and secondary data was collected from the study respondents using questionnaires and interview which were self-administered. Data was analyzed descriptively and presented through figures, tables, percentages, bar charts, pie charts and tabulation to show differences in frequencies. Statistical Package for Social Sciences (SPSS) version 20.0 was used to aid in coding, entry and analysis of quantitative data obtained from the closed ended questions. Binary logistic regression was used to Analysis the major Factors Affecting Success of Public Projects Implementation. The study revealed out that the major Factors Affecting Success of Public Projects Implementation was poor project initiation, followed by poor project planning/design system, poor project monitoring, and evaluation and controlling system, poor communication and improper project closure. Therefore considering the importance the study recommends the organization to focus on Project identification, feasibility study, appraisal and selection, proper project planning tools and principles, recurrent monitoring, evaluation and control against standard and performance , proper procurement and contract administration, follow effective communication and proper project closure techniques during project implementation. This will ensure that a project success implementation measurement n such as client satisfaction, cost, time and goal can be achieved in the study area..

Key words: project, project management, Project Success, Project Cycle, Public Projects Implementation, Factors Affecting Project Success,

Acknowledgment

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Obsa Legessa

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Acronyms

PC= project communication

PPD= Project Planning/Design system

PI= project implementation

MCES= monitoring, controlling, evaluation

OBS=Organizational breakdown structure

Chapter One

1. Introduction

1.1 Background of the study

Project implementation is the Process whereby “project inputs are converted to project outputs”. May be looked at as putting in action the activities of the project, putting into practice what was proposed in the project document (i.e. transforming the project proposal into the actual project.) or Management of the project or executing the project intentions

According to Pinto, Jeffrey K. (1998), to successfully implement a project is usually difficult and complex .The project manager has to devote more time on human, financial and technical variables as key to the realization of project implementation. From available literatures it is apparent that the following determinants are capable of affecting project implementation in the states in review of not handled with care. This in-exhaustive list includes: escalation of project cost due to inflation, contractors not performing below standard and expectation, change in the original design, poor planning or shoddy work by architects, specification of costly and imported materials, insufficient budget(kerner et.al. 1996).

There are lots of Factors that lead to success of projects among those political commitment, simplicity of design, careful preparation, good management and involvement of beneficiaries/community. The success of the contractor and the project manager will usually be judged according to how well they achieve the three primary objectives of cost, performance and time (Ashaver, D.1989).

Studies on project management developed several success factors for successful project implementation among those are Clearly defined goals including the general mission of the project as well as commitment to those goals on the part of the project team members, competent project manager, top management support, competent project team members, sufficient resource allocation, adequate communication channels, control mechanisms, feedback capabilities, and

responsiveness to clients. The above lists represent some of the factors that previous researchers suggest as factors for successful project implementation

In Ethiopia's Sustainable Development and Poverty Reduction Program one of the factors that can help for achieving this public sector development program aimed mainly at upgrading and rehabilitating the existing socioeconomic status of the community. For achieving this goal project management can play a great role by identifying factors which are outside the control of the project management which could determine the success or failure of a project implementation.

Efficient public sector projects can provide a solid platform for reviving the economy and for building a more balance and independent economy during stable political conditions. The consequences of poor performance on public sector project may be in terms of loss in productivity, additional expenditures by way of rework and repair, re-inspection and retest in the short term. In the long term, poor efficient can hurt reputation of the city, and if the governing body continues in the same way it might have great loss for the country. Helping the Sebeta city to identify the critical attributes responsible for achieving the desired efficient level (success factors) and also to find the attributes adversely affecting the project implementation efficient (failure factors) has been the motivating factor behind this study. It is realized that maximization of the success factors and minimization of failure factors will ensure the public sector projects realizes its efficient goals. Realizing these aspects, this study undertaken to suggest ways to improve efficient as well as to take care of certain critical factors that may lead to loss of efficient public sector in Sebeta city. Therefore, the purpose of this study was to analysis factors affecting success of public projects implemented in Sebeta city

1.2. Statement of the Problem

Projects are needed to be completed within the time frame, budgeted cost and required quality. However, unfortunately many projects take longer time to complete, cost more than necessary and some projects are cancelled because of various factors directly and/or indirectly related with it. Project failures have significant effect from economic as well as political points of view. In most cases, if not all if the project takes longer time it requires additional resources, and budgets and this increases labor, material, machinery and equipment cost. This affects the budget of other projects and in general, it affects the economy of the country. Similarly, due to delay in project

implementation the people and the economy have to wait for the provision of public and services facility longer than necessary. Thus failure of project limits the growth of the economy because the output provided by infrastructure, construction, manufacturing.

There are many researchers who conducted different researchers in order to find out various critical success factors for the project success .Frefer et al. (2018) identified ten critical success factors related to successful implementation from Pinto (1998), six critical success factors for successful projects from Kerzner (1987), and studied ten critical success factors at each of the four stages of the project lifecycle from Pinto and Prescott (1988). Frefer et al. (2018) stated that the development of is related to answers the following questions: “what factors lead to project management success?”, “what factors lead to a successful project?” and “what factors lead to consistently successful projects?”

Collins and Baccarini (2004) differentiated between success criteria and success factors by stating that “criteria are used to measure success whilst factors facilitate the achievement of success. Further Collins and Baccarini (2004) holds Project success criteria consists of two components product success and project management success. Project Management Success focuses upon the project process and has three criteria: Meeting time, cost and quality objectives, Quality of the project management process, and satisfying project stakeholders’ needs where they relate to the project management process (primarily project owner and project team). Product Success deals with the effects of the project’s final product and has three criteria: Meeting the project owner's strategic organizational objectives (goal), Satisfaction of users’ needs (purpose), and Satisfaction of stakeholders' needs where they relate to the product (primarily customer/user).

Ogwueleka (2011) conduct study to identify success factors existing in projects and also to examine the important index of these success factors on project performance in Nigeria., sixteen success factors were necessary for true satisfaction of successful project implementation in Nigerian. Based on the result, objective management, management of design, technical factors, top management support and risk management were selected as the most critical success factors in project performance

According to Chua et al (2009), project success is not determined exclusively by the project manager, monitoring and control efforts. Similarly, Chen et al (2007) studied critical success factors for projects in Taiwan and concluded that project owners, team-members, vendors and other related stakeholders who are directly or indirectly involved in the work all significantly influence the success of the projects. On the other hand, he carried out a study on how environmental factors affect the performance of the project manager. He identified 13 factors which would affect performance: job related factors were salary, job satisfaction, job security, availability of information; project related factors were, project environment, project size, time availability, complexity of project, team relationship, materials and supplies and duration of project, while organization-related factors were, level of authority and type of client.

According to Lecomber (2013), cutting corners in project planning is a recipe for disaster, no matter what the reason is. The initiation phase is critical to the success of the project as it establishes its core foundations. Effective project planning should take into account all aspects of planning including stakeholder engagement, benefits mapping, risk assessment and project schedule. Lack of stakeholder engagement, communication, clear roles and responsibilities definition leads to project failure. Internal control processes promotes the effectiveness and efficiency of operations in the reliability of project outcomes (Gregory, 2005). A key component of the organizational capacity of the project includes establishing internal controls that comprehensively address the entirety of the support, administrative and logistic systems required for successful implementation (Stier&Kjellin, 2009). Poor or excessive internal controls reduce productivity, increase the complexity of systems, increase the time required to complete processes and add no value to the activities

Gharashe (2009) concluded in his study on analysis of factors influencing projects in Kenya that the quality of project management, operating environment, worker motivation, communication, inadequate resources and organization of the project team as factors affecting project implementation

Ethiopia as a country has witnessed a substantial increase in the number of stalled projects due to in appropriate project organization structures and ineffective leadership.. (Kibuchi and Muchungu 2012) discovered that despite the high quality of training of consultants in the building industry and regulation of the industry in major urban areas, projects do not always

meet their goals. This is manifested by myriad projects that have cost overrun, delayed completion period and poor quality resulting to collapsed buildings in various parts of the country, high maintenance costs, dissatisfied clients and even projects which are not functional. Previous studies: (Nyangilo, 2012; Lepartobiko, 2012; Samson and Lemma, 2002; Kibuchi & Muchungu, 2012; Takim & Akintoye, 2002; Mhando & Mrema, 2005), indicate that the failure of any project is mainly related to the problems and failure in performance. Generally, past Ethiopian project experiences show that, medium to large size projects have high failure rate. The consequences can be costly and lengthy, with the worst outcomes often leading to undesirable litigation engagements. Developing countries have higher rate of low project performance than developed countries, Lepartobiko (2012).

Beside the above mentioned facts From ample experience I have regarding public project implementation and follow up, consultation of project managers and project owner sectors and rapid assessment conducted with regard to gap in Successful Public Projects execution, majority of public projects have been failed to meet their goals with respect to successful implementation. According to Sebeta city 2008-2011E.C project implementation report, such as road, electrification, education sector health services center, market center, water line and public office building were not implemented according to their planned.

Therefore, this study needs to analyze factors affecting success of public projects implemented in the study area. The need to investigate how these issues can be addressed is also vital for projects successful implementation goal to meet as well as No rigorous studies that have been done to establish factors responsible for success of public projects implemented in the area proposed for the study and that makes a need to conduct such a study motivate the researcher to conduct in this area. Therefore, this study was to analysis factors affecting success of public projects implemented in Sebeta city.

1.3 Objectives of the study

The general objective of the study is **analysis factors affecting success of public projects implementation** in Sebeta City, Oromia

The specific objectives of the study are:

- ✚ To examine the impact of poor project initiation on success of public projects implementation.
- ✚ To investigate the impact of poor planning and design system on success of public projects implementation
- ✚ To find out the impact of improper implementation on success of public projects implementation.
- ✚ To investigate the impact of poor project monitoring, evaluation and controlling system on success of public projects implementation
- ✚ To examine the impact of poor communication on success of public projects implementation
- ✚ To investigate the impact of improper project closure on success of public projects implementation.

1.4 Research Hypothesis

The hypothesis was developed from literatures that reviewed in empirical review (Chan and Kumaraswamy 1997; Wambugu, 2013; Theodore, 2009; Dainty et al, 2003; Bilczynska and Wojcik, 2014; Oyetunji and Anderson, 2006). Based on reviewed literatures the research hypothesis was identified as follows;

1. H1: Poor project initiation has a significant negative impact on success of public projects implementation.
2. H2: Poor project planning/design has a significant negative impact on success of public projects implementation.
3. H3: Improper implementation has a significant negative impact on success of public projects implementation.
4. H4: Poor project monitoring, evaluation and controlling system have a significant negative impact on success of public projects implementation.

5. H5: Poor communication expected to affect success of public projects implementation negatively.
6. H6: Improper project closure expected to affect success of public projects implementation negatively

1.5. Significance of the Study

As a research, the primary merits of the study goes to sebeta city since the results of the study helps to improve its projects. Second public and governmental organization participating in any types of project will get important concepts project implementation challenges and use the finding of the study as remedies if they find out the recommendation fit their purpose. The study also used as a stepping stone for other researchers want to conduct research in similar or related issues. Finally, as a result of the study, the researcher will acquire better knowledge regarding project implementation scenarios.

1.6. Scope and limitations of the Study

The study was delimited to focus on analysis of factors affecting success of public projects implemented in Sebeta City. With regard to the scope of the research is mainly focus on literature review, interview and questionnaire survey. The research is mainly focuses on public Projects implementation such as economic and social services (Due to time and financial limitation) this research focuses on projects being implemented in Sebeta city.

1.7. Organization of the Study

These research papers were organized into five chapters. The first chapter discusses about the background of the study, statement of the problems, objectives research questions, significance, scope and limitation as well as organization of the paper. Chapter two deals with review of the related literature and chapter three are concerned with the methodology that were used in this specific study during conducting the research the fourth chapter deals with interpretation of data, conclusion and recommendation. And the last chapters' deals with summary conclusion and recommendation

Chapter two

2. Literature review

This section reviews the literature written by different authors and researches conducted by different scholars in relation to the study and present a summary of factors affecting success of project implementation literature such as definitions, assumptions, major concepts regarding main success factors of project implementation and its effect on project implementation and review of empirical works. Finally, conceptual framework of the study is included by summarizing literature results.

2.1 Theoretical Review

2.1.1 What is a project?

The term project might mean different things to different group of people depending on particular activity they referred and for the purpose of this study, a project is defined as: “a unique and temporary Endeavour whereby resources are utilized and integrated within a specific time and inherent uncertainty aiming for particular objectives so as to deliver outcome with beneficial change”.

Table 2-1: Key features of the project

- Unique that is, a one-off or non-repetitive undertaking, , where each one is different from the others
- Temporary, which means, there should be a beginning and an end
- Utilizations of resources
- Constraint of time
- Specific pre-defined objective to be achieved
- Subject to uncertainty
- Need for integration
- Beneficial change i.e. improving outcome.

2.1.2. The Project Life Span (Life Cycle)

Elaboration about association between project life cycle and success factors is essential so that it could be clearly understood. This is especially because different factors occur and affect the project at the different stage of the project life cycle.

Most of the literature (Field & Keller 1998, Cooper et al. 2001, PMI 2004, Nicholas 2004) refers to the sequence period throughout the project as project life cycle. However, Wideman (2004) has a different view; his argument is that not all projects possess the feature of a cycle or repetition; thus, suggesting a more appropriate term, project life span'. According to him (Wideman 2007, personal communication) many experts and academics 'have misuse the term life cycle'but the problem is that once an (false) idea gets entrenched, it is very difficult to correct it. In this study, both terms are used interchangeably.

It appears that there is no universal understanding of dividing the timescale of the project life span. While most of the literature divide it into four (Ruin 2003, Nicholas 2004) or five (Cooper et al. 2001, PMI 2004, Kerzner 2006) stages, there are some authors (e.g. Morris 1998) who introduce more complexity. There is no single best way to define an ideal project life span that applies to all projects (Field & Keller 1998, PMI 2004). The same issue arises in naming those stages. Table 2-2 summarizes the nomenclature and number of stages used by different project management authors. For the purpose of this research, a four sequential life span as suggested by Wideman (2002), which better suit the project being researched, is adopted.

Table 2.2 project life cycle

Authors	No. of stages	The stage name
Cooper et al (2001)	5	Scoping, build business case, development, testing & validation, launch/post-launch
Kerzner (2006)	5	Conceptual, planning, definition, implementation, conversion
Lim & Mohamed (1999)	6	Conceptual, planning, design, tender, construction, operation.
Morris (1998)	10	Inception, feasibility, design, plan, procurement, detailed design, contracting, execution, commissioning and start up, post-success evaluation
Nicholas (2004)	4	Concept, design & development, production, operation
PMI (2004)	5	initiating, planning, executing, controlling, closing
Ruin (2003)	4	initiating, specifying, producing, closing

Definition (also known as concept): An imaginative stage where set of ideas is arranged. This is the first stage of a project, where the decision makers examine the needs and establish the goals of the project. It is also known as project initialization, conceptualization or formulation whereby a formal document, project charter, is authorized at the end of this stage (PMI 2004).

Planning: This is the stage where the detail project activity plans are produced based on project charter 'set in previous stage, depending on available resources. It is the process of formulating project scope, developing the project management plan, and scheduling the project time and

activities (PMI 2004). Organizational breakdown structure (OBS), work breakdown structure (WBS), and project schedule are produced at the end of this stage.

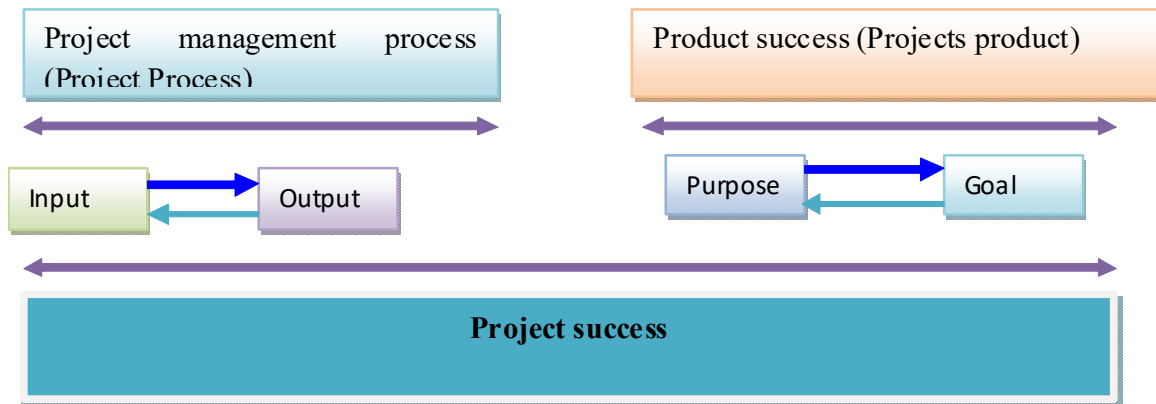
Execution (also known as implementation): The period during which the actual physical work of creating the project's deliverables is carried out. **Product (also known as operation):** A post-delivery stage, whereby all respects of work is completed and the finished product is transferred to the custody, usage, care, and control of the owner

2.1.3. Project Success

The term project success 'sometimes tend to be intertwined with project management successes. Even though project success is core concept of the project management, its definition remains elusive. Different stakeholders can interpret success differently because of varying perceptions and different priorities; this could lead to disagreements among them about whether a project is successful (Liu & Walker 1998). To have a better understanding about project success, it is useful to draw a clear distinction between several project management concepts to avoid the confusion. According to de Wit (1988) project success is measured against the overall objectives of the project, and project management success is measured against the widespread and traditional measures of performance against cost, time and quality. Success is not only a performance indicator measured after project delivery but it is also a strategic planning made prior to project implementation

Through a project hierarchy known as Logical Framework Method (LFM), Baccarini (1999) introduce a more clear distinction between the two; furthermore isolating the two segments of project success, i.e. project management success and product success. According to this author, project management success focused upon project process, which in particular, the successful accomplishment of cost, time and quality; while product success dealt with the effects of the project's final product or output. By applying this concept, project life span was explicitly divided into two segments, i.e. project process and project product. These two components were link by four smaller components of objectives known as input, output, purpose and goal as in

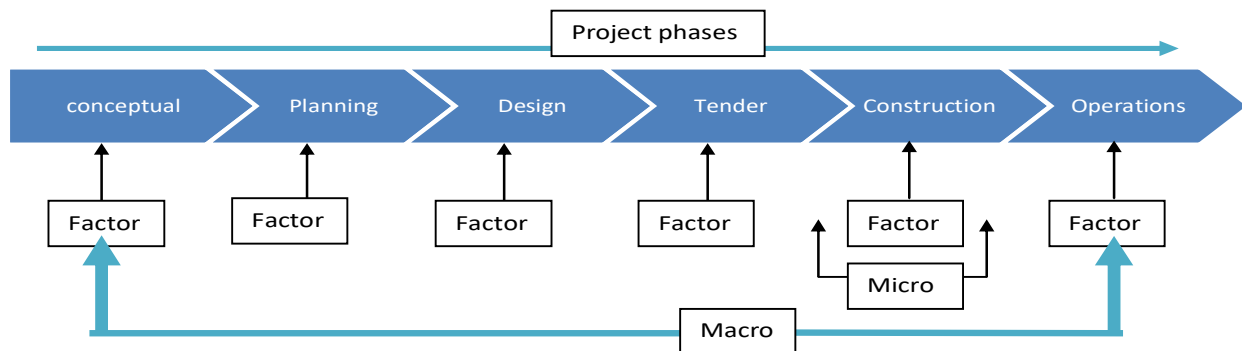
Figure 2-2. Success is measured in terms of how these objectives have been met.



Sources: Baccharini (1999)

Figure 2-2: Logical framework method (LFM) and project success

This model is similar to the model of the building blocks (BB) by Lim and Mohamed (1999) that show the complete project life cycle as a project progresses, starting from the conceptual phase until the operation phase. There are series of factors long the life cycle that contribute to project success. As presented in Figure 2-2, those contributing factors are mentioned as micro view, while the whole cycle is described as macro view.



Source: Lim and Mohamed (1999)

Figure 2-3: Building blocks (BB) of project life cycle

The formations of both models mentioned above were based on the same platform, i.e. project stages or life cycle. As factors influencing project success might be different along the project life cycle, the separation of project into stages was crucial. Successful projects were those that met both project management success and product success (Baccarini 1999). Even though this situation is difficult to attain (Wateridge 1998), it is not something impossible with sufficient effort from all parties involved in the project.

A project could be a product success despite project management failure if the objectives are met. Conversely, a project could be product failure despite project management success if the objectives are not achieved. In general, the product success was of a higher order and ultimately of greater important (Baccarini 1999).

2.1.4 Criteria Used To Measure Project Success

As mentioned in different literature success factors are those inputs in project that lead to its success. The contributions of those factors to the project success, either positively or negatively, are judged using success criteria. Many factors have been found to affect project success, which several authors divided them into smaller sets so as to make them easier to understand. Pinto and Slevin (1988) for instance, divided the factors identified by their sample of project managers into ten groups namely mission, top management support, schedule, client consultation, personnel, technical, client acceptance, communication, feedback, and trouble-shooting. The term dimension is used by most of the authors (e.g. Kirsilä et al. 2007, Ipsilandis et al. 2008) to refer to the groups of those projects success factors. Set of success factors grouped under particular dimension are associated with the same particular criteria.

a) Dimensions

Traditionally, performances of the three principals of project - cost, time, and quality - were used to portray the project success. Cleland and King (1983) for instance, described the project as a complex effort to achieve a specific objective within a schedule and budget; schedule referred to time while budget referred to cost. Lashbrooke (1992) concluded that the project is considered successful when the project owner is satisfied with the quality of the output, while the completed project met the predetermined budget and time. Recently the concept has been changed; judging the project performance solely based on those three criteria has been criticized as inaccurate and

inadequate. Other dimensions have been used to measure project success; mainly focusing on the impact of the project to the organization or the stakeholders. Cooke-Davies (2001) emphasized that recently the project success criteria take into consideration the existence of a product or service that the project creates, not just the project management process.

However, different authors offered different dimensions to be used as criteria to judge project success. As projects were multi-dimension, it is difficult to find a common understanding of the criteria used; the matter become more complicated when different people have different priorities in the project. They assess the project success in different ways and the assessment of the success may vary over time depending on their personal interest (Shenhar et al. 2002).

Several studies have introduced more sophisticated approaches on how project success might be measured. Pinto and Slevin (1987) described the successful project as one that results in organization change. However, this definition seems imperfect, as it did not mention any measure of the product or outcome of the project to the organization or project stakeholders. Specially referring to the engineering and construction portion of the project life cycle, de Wit (1986) outlined six success criteria that are most frequently used to measure construction project success: budget performance, schedule performance, client satisfaction, functionality, contractor satisfaction, and project manager/ team satisfaction. While traditional criteria of budget and time (mentioned as schedule) were maintained, it is apparent that special focus has been given to the stakeholders 'satisfaction by the author. Surprisingly, users 'satisfaction was not clearly mentioned, even though this group of stakeholders should be regard as possibly the most important.

Based on studies of success of IS/IT projects, Wateridge (1998) provided a wider definition by suggesting six success criteria: profitable for the owner and contractors, achieves its business purpose, meets defined objectives, meets quality thresholds, completed within specified resources (specification, budget, and time), and all parties are happy during the project and with the outcome of the project. Even though project lifecycle was not clearly stated, the criteria used by the author almost covered the entire lifespan of the project compared to de Wit's which highlighted only the construction portion.

Freeman and Beale (1992) review 14 papers, and summarize their finding about project success criteria into seven categories: technical performance, efficiency of project execution, managerial and organizational implications, personal growth, project termination, manufacturability and business performance, and technical innovation. However, it is unusual to include project termination as one of project success criteria. Shenhar et al. (1997) used 13 factors for project success and grouped into four dimensions: meeting the design goals, benefit to the customer, commercial success, and future potential. Comparing Chinese and Norwegian project management, Andersen et al. (2002) defined project success from three dimensions: project goals achieved, project purpose achieved, and learning and motivation.

b. Different Perceptions

It is apparent that the literature discussed in the above offer diverse definitions, making it difficult to have a universal agreement of the success criteria. Prioritizing the criteria is also difficult as priority varies by project. Whatever criteria determined for measuring project success, they must be set out by the decision-maker during the conceptualization stage of the project. Munns and Bjeirmi (1996) highlight that top management who responsible for the success of the project in the long term were ultimately responsible for setting the project goal and purpose; they cannot abdicate responsibility by passing all duties to project team. Determination of the project purpose was beyond the responsibility of project management team (Youker 1993), as their duty was only during the project execution and ended once the product delivered to the costumer. Even though the users were those stakeholders who determined the project's product, they were not generally responsible for the failure. However, they can influence the project such as posing unnecessary requests which directly or indirectly affected project performance.

Since various groups of stakeholders are involved in the implementation of a project, each group's views need to be considered. Different groups of stakeholders have different interests in the project and this results in different priorities set in order to fulfill their own needs. It is important to verify the real extent of the involvement of those stakeholders in the project definition process. With a genuine involvement in the project definition, the stakeholders will have the opportunity to air their views. This is especially important to ensure that all the project

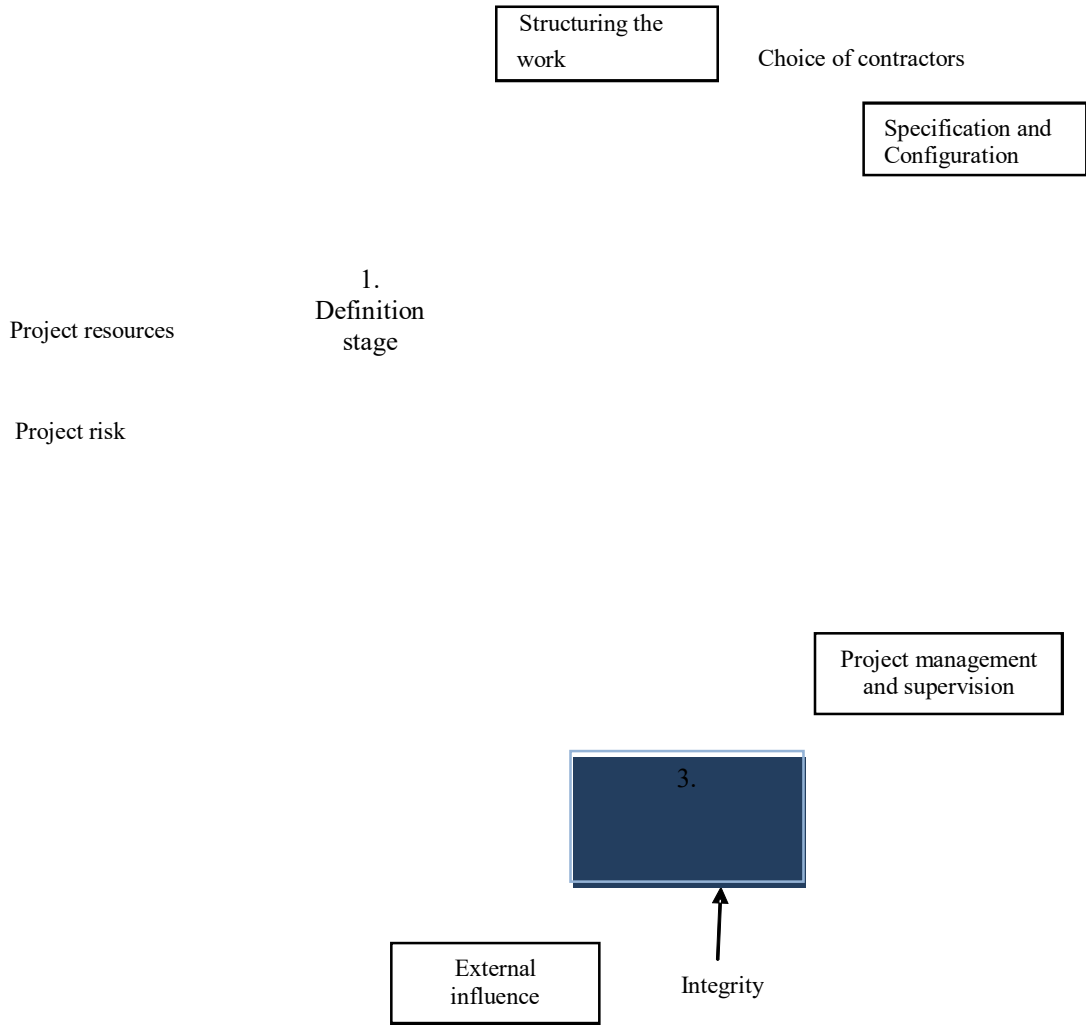
fundamentals were taken into consideration. However, as the inputs encompass a wide range of people with their own subjective perception of success, the project might not equally satisfy everybody; the project may be considered successful if some stakeholders are satisfied in some degree (Shenhar et al. 1996). However, equally the project may be described as a failure if some stakeholders are dissatisfied.

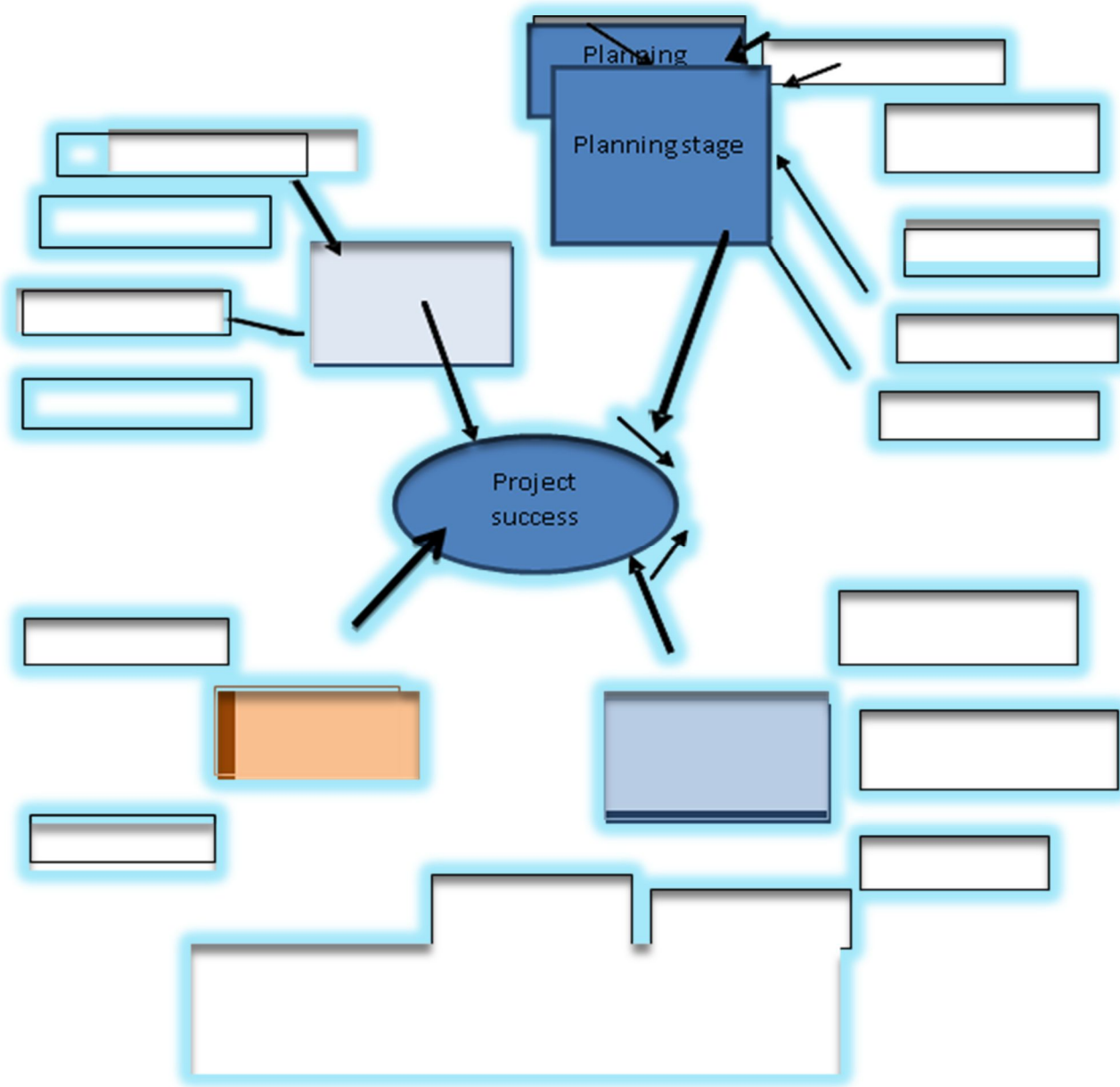
The other issue in studying project success is that, it is not always easy to make a distinction between success factor and success criteria. Sometimes a particular input is a contributing factor to the project success but at the same time it is also criteria used to judge the other group of factors. For instance, 'time' is a criterion when it is used to measure the project performance; at the same time, it could be one of the factors contributed to stakeholder satisfaction

2.1.5. Factors Contributing To the Project Success

Dating back to 1980's there has been extensive research about project success factors with many suggestions being proposed to improve the project undertaking. However, as mentioned and summarized in Table 2-2, those findings could not be generalized to all projects and many problems remain. This is because success factor is a multi-dimensional concept, whereby certain factors may have different impacts on different projects (Freeman & Beale 1992, Shenhar et al. 2002). Furthermore, different people assess the project success in different ways and the assessment of the success may be made at different times (Shenhar et al. 1996, Shenhar et al. 2002) resulting in a more complicated situation.

To appreciate the occurrence of the success factors more clearly, they are grouped into particular dimensions at different stage of the project life cycle as shown in Figure 2-3. The figure illustrates where the factors most likely to occurs. However, it is difficult to place them accurately as some factors might affect the project more than once or occur at the milestone, in the between the stages.





2.1.5.1 Project Initiation

The main reasons are: Improper define the project scope and Lack recruit appropriate staff , unforeseen ground conditions, low speed of decision making involving all the project team, Poor job description for a project manager, Lack of comprehensiveness of feasibility study and Analysis client initiated variations and necessary variations of works.

2.1.5.2 Project planning

The second stage is the project planning stage and in here the project design is carried out, resources and finances allocated, material availability, inadequate planning methods and ineffective coordination of resources. Failure at the conceptual planning and design stages, Inadequate resource and finance allocation, inadequate estimation of project success schedule, lack of complete and proper design and specification of projects at right time may lead to significant problems in the successive stages of the project

2.1.5. 3 Project implementation

Projects are influenced by a multiple of factors which can be external or internal to the organization responsible for its management and execution. These include poor project management, inadequate opportunities for potential beneficiaries to participate in project identification and design, poor linkages between project activities and project purpose, insufficient attention to external environment during project design, among others. It has also been recognized that projects were likely to succeed when account was taken of socio-economic context in which they operated (Batten, 1957).

Those are poor communication and coordination, delay in progress payments by owner, change orders by owner during construction, slowness in decision making process, delay to furnish and deliver the site, late in revising and approving design documents, delay in approving shop drawing and sample materials, Suspension of work, and conflicts between joint-ownership of the project.: difficulties in financing project by contractor, conflicts in sub-contractors schedule in execution of project, rework due to errors during construction, conflicts between contractor and other parties (consultant and owner), poor communication and coordination, ineffective planning and scheduling of project, improper construction methods implement, delays in sub-contractors work, inadequate contractor's work, frequent change of sub-contractors, poor qualification of the contractor's technical staff, and delays in site mobilization : delay in approving major changes in the scope of work, poor communication and coordination, inadequate experience of consultant, mistakes and discrepancies in design documents, delays in producing design documents, unclear and inadequate details in drawings, insufficient data collection and survey before design, and un-use of advanced engineering design software. shortage of construction materials in market, changes in material types and specifications during construction, delay in material delivery, delay in manufacturing special building materials, and late procurement of materials. : equipment breakdowns, shortage of equipment, low level of equipment-operator's skill, low productivity and efficiency of equipment, and lack of high-technology mechanical equipment.: Shortage of labors, working permit of labors, low productivity level of labors, and personal conflicts among labors. The final are: effects of subsurface conditions (e.g. soil, high water table, etc.), delay in obtaining permits from municipality, hot weather effects on construction activities, traffic control and restriction at job site, accident during construction, changes in government regulations and laws, delay in providing services from utilities (such as water, electricity), and delay in performing final inspection and certification by a third party.

2.1.5. 4 Monitoring, Evaluation, and Controlling system

The competence of the project manager during project implementation will also affect the timely success of a project. Positive attitude of project manager and project participants has emerged to be the most important success attribute for quality compliances at project sites (JHA and IYER, 2006). The authors additionally observed that some of the attributes are with high importance are all related to the project manager. For example effective monitoring and feedback by the project manager, project managers technical capability, leadership quality of the project manager, effective monitoring and feedback by the project team members and authority to take day to day decisions by the project managers' team at site. Furthermore, the success of project hinges on the efficacy of the project team in managing the process (Olatunji, 2010). This indicates adequate capacity of the project manager as well as the project team to ensure proper inspection and investigation of work done on site. A weak link in the process such as a lack of project management experience, could adversely affect timely execution/ timely success of the projects (Dainty et al, 2003) as cited by Olatunji (2010). When there is no proper inspection/supervision, quality control is greatly compromised. Chism and Armstrong, (2010) agree by stating that inspection and workmanship standards are quite important to achieve quality. Fapohunda and Stephenson, (2010) state that to achieve the pre-determined project objectives, the construction site manager should have a significant influence over cost, time, scope and quality which make it paramount for the manager to have ability of exercising authoritative and absolute control.

2.1.2..5 Communication in project teams

Communication plays an important role in leading, integrating people, and taking decisions to make a project a success. There must be shared project vision, where the project manager identifies the interests of all relevant stakeholders and ensures that there is buy in to the project (Yang et al, 2009). According to (Zwikael 2009) once the project objectives are set and the scope clarified, there must be constant update as the project progresses. Progress on activities assigned to individuals or groups needs to be monitored with a view to achieving overall goals. These updates must be communicated to the relevant parties. Newton (2005) believes that a detailed communication plan is necessary for the effective dissemination of information. To this end, frequent project meetings are necessary. Apart from consulting with the community, local direct involvement is a key element for project success. Given the relatively high unemployment rates in South Africa, consideration must be given to local residents. This could include sourcing materials from local suppliers and employing local residents. It is advisable to use an influential community member as a liaison between the project manager and the community (Teo, 2010). Finally, proper handover procedures need to be developed. This is an important consideration, given that the construction industry is being increasingly viewed as a service industry (Karna et al, 2009)

Project communication management ensures timely and appropriate generation, collection, dissemination, storage, and disposition of project information. Open and clear communications are required among planners, implementers, and all levels of the organization for project success. It includes having a communication plan, information distribution path, progress reporting, and information sharing system for management and customers (Kwak & Ibbs, 2002). Project communication management should also include methods and techniques to build trust and relationships among team members, as well as propagate desirable personal behaviors and clear communication rules.

2.1 2.6 Project closure and success of projects

Project delivery system will also affect project timely success or not. Project delivery system refers to the various processes required in materializing the goals and objective of a client into a project through integrated project team efforts (Chen et al, 2011) the same authors also state that the project delivery system acts as a management function of the owner in project execution. It is quite important that the right choice on the project delivery system is made. The decision made in the selection of the project delivery system for a project impacts all phases of execution of the project and greatly impacts the efficiency of project execution (Oyetunji and Anderson, 2006). The choice of the project delivery system largely depends on the funding available. A funding agency will most likely determine the project delivery system that will be able to guarantee the cost control and in the end the project control.

This choice is based on past practices, traditions and experiences, advice of consultants, funding sources and constraints. Other project stakeholders' views will also be factored. When the project is closed, ensure that any outstanding tasks in the project plan that are to continue after the project is closed are included in the formal project close tasks which are addressed in the Close phase. These outstanding tasks may need to be included in post-project implementation planning and may have an impact on the business outcomes and benefits realization from the project. However in a case where the owner needs professional design services and construction services, design bid build may be the preferred option. Design Bid Build (DBB) gives the owner a high degree of control. The owner can also closely monitor projects. It is also applicable if the owners are public owners and must account in detail for expenditures.

The manager uses procedures that will guide on how best the resources will be best used during the construction process with the aim of achieving timely and efficient application in the construction process. Wambugu (2013) avers that a construction manager will generally be trained in the management of construction processes. Yet another project delivery system is the Design Build (DB). In this type the owner contracts a single entity to provide the design and implement the design. This system enables the owner to deal with a single contact and so eliminate the various conflicts that occur when a team of consultants in design team on one hand differ with the contractor on the other hand. In DB the design builder makes many of the decisions that the owner would otherwise be required to make in DBB. There is therefore a quite delegated authority by the owner.

There are variations in the type of design build arrangements. They may be lease develop operate where the owner gives the operator a long term lease to develop, operate and then revert to the owner. Public private partnership is another arrangement for project implementation where a public sector authority enters into a contract with a private party. The private party provides a public service or project and assumes a substantial financial, technical and operational risk in the project. In a typical case a private sector consortium forms a special company vehicle called “a special purpose vehicle” (SPV) to develop, maintain and operate the asset in the contracted period. The PSV then signs the contract with the public entity and then signs a contract with sub-contractors to construct the project and then maintain it.

2.2 Empirical Review

Several studies have introduced more sophisticated approaches on how project success might be measured. Ogwueleka (2011) presents the success factors are inputs to management system which can lead directly or indirectly to project success. It aims to investigate the critical success factors influencing project performance in Nigeria. The objectives are to identify success factors existing in projects and also to examine the important index of these success factors on project performance in Nigeria. Twenty-two success factors were selected from the literature for the research with sample size of 188 professionals.. Based on the result, objective management, management of design, technical factors, top management support and risk management were selected as the most critical success factors in project performance.

Arslan and Kivrak (2008) explain about the achieving success is a highly critical issue for the companies to survive in a competitive business environment.. Within this context, a survey was carried out among 40 Turkish construction companies which are located in the Northwest region of Turkey.. Finally, the ranking of the critical success factors has been determined by using the Simple Multi Attribute Rating Technique (SMART). Based on the results, business management, financial conditions and owner/manager characteristics were determined as the most important factors to company success. Another study conducted by (Muringo, 2012) finds out, competencies of project manager's influences effective implementation of donor funded projects. It noted that project manager soft skills more influence the success of the project compared to the technical and academic qualifications.

Ashley (2007) did a study on the analysis of project implementation success and concludes that effective project implementation is repeatable and requires a great deal of work to understand it for achieving cost effectiveness and competitive position. They identify planning effort; project team motivation; project manager goal commitment; project manager technical capabilities; control system; and scope and work definition as the important factors.

Karimi (2008) on the other hand analyzed factors which are critical to cost overruns and established five factors which contribute and these are; project organization, environment, project management, project definition and infrastructure. Mwangi (2006) conducted a case study on major factors that affect project management locally. He concluded that inexperienced

project managers, poor communication, poor monitoring and control systems negatively affected the project management efficiency.

Karani (2007) carried a study focusing on factors impacting delivery reliability of projects. He identified the critical factors as cash flow problems, delayed payment to vendors, under estimation of project duration, unqualified staff on the project team, inadequate supervision of work and increase in scope of works. He concluded that these inputs and transformational process factors are attributable to the core stakeholders in any project

Shaban (2008) in his thesis on factors affecting the performance of construction projects in the Gaza Strip, found out that the most important factors agreed by the owners, consultants and contractors were: average delay because of closure and materials shortage, availability of resources as planned through project duration, leadership skills for project manager, escalation of material prices, availability of personals with high experience and qualification and quality of equipment and raw materials in project.

Bui and Ling, (2010) in the study that was carried out in Vietnam on factors affecting construction project outcomes discovered that major enablers that lead to project success are foreign experts' involvement in the project, government officials inspecting the project and very close supervision when new construction techniques are employed. A factor which leads to poor performance is the lack of accurate data on soil, weather, and traffic conditions.

Amusan, (2011) studied factors affecting construction cost performance in Nigerian construction sites. It was discovered from the analysis that factors such as contractor's inexperience, inadequate planning, inflation, incessant variation order, and change in project design were critical to causing cost overrun, while project complexity, shortening of project period and fraudulent practices are also responsible.

Fetene, (2008) did a study on causes and effects of cost overrun on public building construction projects in Ethiopia. From the results it was found that 67 out of 70 public building construction projects suffered cost overrun. The rate of cost overrun ranges from a minimum of 0% to the maximum of 126% of the contract amount for individual projects.

Nyangilo, (2012) did an assessment of the organization structure and leadership effects on construction projects' performance in Kenya, he found out that lack of appropriate project organization structures, poor management systems and leadership are the major causes of poor project performance.

2.3 Conclusion and Knowledge Gaps

After an in depth review of theoretical and empirical literatures which provided different factors affecting public project implementations is conducted in the preceding parts of the chapter. The researcher has reached up on a conclusion that critical success factors in project implementation due to different independent variable and dependent variable are the appropriate theories to construct this study up on. These studies have been carried out and published. From the mentioned critical factors in review above, the six most significant success factors in determining of public project implementation identified by different author in different countries have been chosen for this study to be independent variables. The dependent variable of the thesis is project success.. Therefore from the literature reviewed the researcher analyze that the research that were conducted were not on public project as all rather it separately. This study therefore aimed to Analysis Factors Affecting Success of Public Projects Implementation of Sebeta City, Oromia Regional State

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2.4. Conceptual Framework

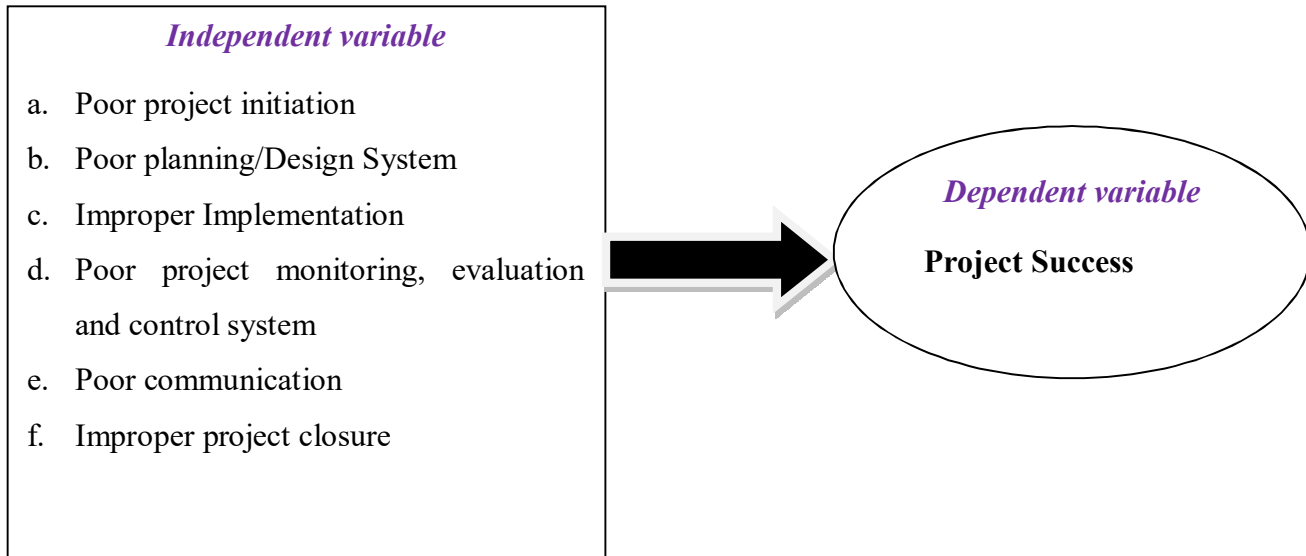


Figure 2.4 Conceptual Framework

Chapter three

3. Research methodology

3.1 Description of the study Area

Sebeta City is located in Oromia Regional State, 25 km away from Addis Ababa City in South West direction on the way of Jimma road. The city gained its name “Sebeta” from different assumption, which of course results no basically changes of its meaning. The name Sebeta refers to Afan Oromo, Originally, which literarily means a scarves like textile mostly women used for wrist betting, with collared at both ends.

One of the ancient ruling kings of Sebeta, namely Abba Jifar, on his way travelled from Sebeta to Finfinne, named several cities on the way and at last arrived at Sebeta City. Since his followers on the travelling exhaustively tired of the long journey, to encourage his followers and for demonstration, they approached to Finfinne city, Abba Jifar, the accompanied ruler, instructed verbally to fasten their wrist belts for the purpose of encouraging sentiment, which literally called “Sebeta”. Hence it has assumed the local people, since then, began to called the area as Sebeta, and thus remained the favorite common name of the city.



Figure 2.5: Sebeta City overview

As identified from different sources, Sebeta City established in 1986, generally, total area of the city estimated to more than ten Thousands of hectors, and bounded in its North and east by Finfinne city and by Sebeta Hawas district in its remaining directions. The city

administrative structures divided in ten (10) kebeles for administration purpose and estimated to host total population of above 350,000 dwellers. Dwellers of the Sebeta city accounts of different ethnic origins, and residing with respect, consensus and cooperation of kindly love based cohabitation. The city dwellers characterized in basically and fundamental cohabitation of supporting each other's, with ground respect to one another.

The city achieved its attractive features image from its surrounding impressed mountains chains namely Mogle mountain in its west, Hococa mountain chain in its north west, and Furi hills in its East and by the impressive subba natural forest in its west. The city has been entirely endowed of different impressive and attractive land escapes and features from which it actually achieved its grace. Additionally, the city has been industrial center, and stations of two types of railways provided to the city special feature of importance

3.2. Research Design

It is acknowledged that several options are available in social research but the choice of research design and approach depends largely on the objectives of the study. The study employed a descriptive and explanatory research design. According to Seiliger and Shohamy (1997), descriptive study is helpful when a researcher wants to look into a phenomenon or a process in its natural Contexts in order to get its overall picture instead of taking one or some of its aspects and manipulating it in a simulated or an artificial setting., while the explanatory research design is intended to examine cause and effect relationship for the success of public projects in sebeta city.

3.3 Research Approach

Being a descriptive and explanatory design, the research uses a mixed type of research in which both qualitative and quantitative approaches were employed. This is done mainly to strengthen the finding of the study through triangulating the results to be obtained using both approaches

3.4 Population, Sample and Sampling Techniques

The target population of the research was 28 sebeta city sectors those are directly or indirectly involving in public Project implementation such as management group, employees and other experts.

To achieve the final sample size of the respondents from 28 sectors the researcher used Kothari, 2004 which $N/2$ ($28/2=14$) sectors with 450 employees were identified. Then to calculate sample size, simplified formula provided by Taro Yamane (1967) is used i.e.

$$n = \frac{N}{1 + N(e)^2}$$

Where, n = number of sample size

N = Total number of study population

e = level of confidence

$$n=450/1+450(0.05)^2$$

$$n= 211$$

Table 3.1 final sample size

S.N	Sector	Population	Selected sample
1	Municipality	103	48
2	Finance and economic cooperation	43	20
3	Plan commission	17	8
4	Construction	21	10
5	Land administration	51	24
6	Water and energy	42	20
7	Mayor's office	17	8
8	House of speakers	9	4
9	Public service and human devt	30	14
10	Communication office	5	2
11	Education office	44	21
12	Health office	25	12
13	Children ,women and youth office	31	15
14	Sport office	12	6
	Total	450	211

Source: calculated from Sebeta civil service HRM Office

For this research the researcher used **Simple random and purposive sampling techniques** because in simple random sampling technique, each member of the population has an equal

chance of being selected. While. Purposive sampling technique was applied for interviews of selected respondent.

3.5 Data sources

In this study, both primary and secondary sources of data were used to gather adequate information about factors affecting success of public Project implementation. The primary source was gained from respondents. While the secondary sources included published and non-published document regarding with projects.

3.6 Instruments of Data Collection and procedure

Two types of instruments were used in data gathering for the study. This was questionnaire, constructed in terms of likert scale form interpreted as 5= Strongly Agree, 4= Agree, 3= neutral. 2= Disagree, and 1= Strongly Disagree were used to collect data from experts, team coordinators and managers while interview were conducted to gather information from concerned bodies regarding project implementation.

3.7 Methods of Data Analysis and presentation

Once the raw data was on hand, quantitative and qualitative methods of data analysis were used. With the quantitative data collected through the questionnaire a descriptive statistical analysis method was used. Descriptive research involves gathering data that describes events and then organizes, tabulates, and describes the phenomena. To process the data from different angles, the researcher were used all the necessary data, and finally the raw data was organized and grouped on the basis of common characteristics. As a result, the data obtained via the questionnaire was tallied and the frequencies were converted into percentages. Tabulation methods, description of facts based on statistical analysis like latest version of SPSS (Statistical Package for Social Science), percentages, graphs with explanations, binary logistic regressions were used and lastly interpreted after considering all relevant factors and presented through the use of statistical techniques such as bar charts, pie charts, percentages and frequency counts

3.8 Model specifications

In this study Logistic regression model is used to examine the relationship between the dependent variable and independent variables (project success versus factors affecting project success). The justification for using model is its simplicity of calculation and that its probability lies between 0 and 1(two categories). (Gujarati, 2004).Hosmer and Lemeshew (1989) pointed out that the logistic distribution has got advantage over the others in the analysis of outcome variable in that it is extremely flexible and easily used model from mathematical point of view and results in a meaningful interpretation.

Hence, the logistic model selected for this study was

$$\text{The odd (PS=1)} = \beta_0 + \beta_1 \text{PI (1)} + \beta_2 \text{PPD (2)} + \beta_3 \text{I (3)} + \beta_4 \text{MECS (4)} + \beta_5 \text{C(5)} + \beta_6 \text{PC(6)}$$

Where Project Success is a dependent variable and the independent variables in the regression analysis are

- ✚ PI= Project Initiation
- ✚ PPD = Project Planning/Design system
- ✚ I = Improper Implementation.
- ✚ MECS = Project Monitoring, Evaluation and Controlling system
- ✚ C = Poor Communication.
- ✚ PC = Improper Project Closure
- ✚ $\beta_1 - \beta_{10}$ = vector of Coefficients
- ✚ β_0 = intercept

3.9 Ethical Research

There was certain ethical protocol that was followed by the researcher. The first solicited explicit consent from the respondents. This ensures that their participation to the study was not out of their own desire. The researcher also ensured that the respondents were aware of the objectives of the research and their contribution to its success. One other ethical measure exercised by researcher treated the respondents with respect and courtesy. This was done so that the respondents were at ease and more likely to gave honest responses to the questionnaire.

3.10 Measurement of the study

In order to achieve the objectives of the study the researcher developed likert scale (1 -5) questionnaires that addressed the factors affecting the success of public project implementation in case of Sebeta City administration. Project success was measured on the bases of time, cost, quality, psychosocial outcomes, and the satisfaction of interpersonal relations with project team members, transfer of technology, friendliness of environment, health and safety

While Project success factors were measured with combination of factors that determined the success or failure of a project these included but not limited to poor project initiation, poor project monitoring, evaluation and controlling system, poor project planning/design system, poor communication, improper project closure and improper implementation

3.11 Validity and Reliability

The researcher has selected participants randomly so that characteristics had the probability of being equally distributed and recruits large sample to account or compare these outcomes. The researcher was used the same instrument for pre-test and post-test measures. To guard against this, the researcher conducted pilot studies to establish trust and respect with the participants. With regard to the interview between the researcher and subjects had been created; hence, a more cooperative atmosphere, which increases the validity of the subjects' responses. Such kind of rapport improves the level of trust between the researcher and subjects, which, in turn, increases the validity of answers received.

Chapter Four

4. Data Presentation, Analysis and Interpretations

4.1 Introduction

This chapter presents results of the data collection. This was guided by the objectives to present empirical evidence to agree or controvert. The objectives were to determine how poor project initiation influences success of projects, how poor project planning/design system influences success of projects, how improper implementation influences success of projects, to investigate how poor project monitoring, evaluation and controlling system influences success of projects, to examine how poor communication influences success of projects, to find out how Improper project closure influences success of projects. Descriptive statistics have been used to describe respondents' characteristics. Further correlation and regression analysis has been used to determine the relationship between the dependent and independent variable.

The researcher issued 211 questionnaires and had a return rate of 192 or 99.9 % response rate. The questionnaire return rate as per the calculation is 99.9%. This return rate is considered acceptable for the purposes of data analysis, and the discussion here forth came from these data.

4.2. Description of respondents' characteristics

Here, the analysis of the collected data is presented in table followed by interpretations. A frequency analysis was conducted for the profiles related to the general information about the respondents and projects. This information includes the gender of the respondents, age of the respondents, education level of the respondents, working experience of the respondents and group type.

Table 4.1: Frequency and % age of Respondents' Demographic Characteristics

No	Demographic factors	Classification	Frequency (n=192)	Percentage (%)
1	Gender	Male	108	56.3
		Female	84	43.8
2	Age	25-34	93	48.4
		35-44	65	33.9
		45-54	23	12
		55 and above	11	5.7
3	Education	Certificate	1	0.5
		Diploma	20	10.4
		Degree	141	73.4
		MA and above	30	15.6
4	Experience	1-5	15	7.8
		6-10	43	22.4
		11-15	71	37.0
		16-20	42	21.9
		21 and above	21	10.9
5	Group types	Manager	2	1.0
		Team coordinator	71	37.0
		Expert	119	62.0

This table shows the summary of the respondents, characteristics. As we can see from the table above, 108 (56.3%) of the respondents were male and the remaining 84 (43.8%) of them were females. This implies that the majority of employees were male, hence the organization should encourage female to participate in the public project implementation.

Regarding the age the findings established that 93 (48.4%) took part in the study were between 25-34 years, 65 (33.9%) respondents was took part in the study were between 35-44 years old. While 23 (12 %) respondents aged between 45-55 years. Only 11(5.7%) respondents were above

55 years. Ultimately, we can conclude that the majority of the working power of Sebeta city administration staff is productive. This implies that they can contribute more to public project implementation

As far as the educational qualification of employees is concerned, the below Table 4.1 shows that from the total respondents majority, 141 (73.4%) of the respondents were degree holders, 30(15.6%) of the respondents were masters holder and 20 (10.4) of the respondents were diploma holders as their highest level of education, The results imply that the respondents members are fairly educated and can understand and discharge their mandate in the management of public projects implementation.

Regarding the work experience the findings established that 71 (37) respondents took part in the study were between 11-15 years, 43 (22%) respondents was took part in the study were between 6-10 years. While 42 (21.9 %) respondents experience between 16-20 years. At the same time 21(10.9%) respondents experience were 21 and above Only 15(7.5%) respondents were 1-5 experience. The results imply that the respondent's members can understand and discharge their mandate in the management of public project implementation.

The last demographic variable was group type Again table 4.1 indicates that 119 (62%) respondents were experts while 71 (37%) respondents were team coordinator .only 2 (1%) respondents were manager. The results imply that most of the group's types are categorized to expert. This shows that there are enough man power structure to accomplish their duties and responsibility in public project implementation

4.3 Descriptions of the success Factors

Table 4. 2 show the ranking of the success factors according to the value of their means.. Based on the ranking, the most influential factors of project implementation are: Poor Project Initiation (PPI) (mean = 3.31); Poor Project Monitoring, Evaluation and Controlling System (PPMECS) (mean = 3.15); and Poor Project Planning/Design System (PPPDS) (mean = 3.01) and poor communication (PC) (mean =.3.07) It is easy to find that PPI is the factor having the highest value of the means.. The two factors that have the lowest means with comparing to other factors are: (IPC) improper project closure (mean = 2.94), and (II) improper implementation (mean = 2.87).

Table 4.2: The description of the success factors

Code	Factors	N	Means	Standard deviations	Rank
PPI	Poor project initiation	192	3.31	1.015	1
PPMECS	Poor project monitoring, evaluation and controlling system	192	3.15	.910	2
PPPDS	Poor project planning/Design system	192	3.01	.917	3
PC	Poor communication	192	3.07	.885	4
IPC	Improper project closure	192	2.94	.890	5
II	Improper implementation	192	2.87	0.976	6

Source: Respondents

The summarized data collected from the interview of respondents reveals that the emphasis given to public project implementation are high in order to accomplish its intended goal however there are many factors those affect the success of project implementation such as Poor Project Initiation, Poor project monitoring, evaluation and controlling system, Poor project planning/Design system, Poor communication, Improper project closure and implementation, so it indicate proper solution how management of the study area progressively improve those factors because they are strongly determine the success of public project implementation.

4.4. Results and Discussion of Inferential Statistics

4.4.1. Correlation results.

In this study, to process the correlation analysis, data from the scale typed questionnaires were entered in to the SPSS software version 20.

Correlation coefficient is used to specify the strength and the direction of the relationship between the independent variable (poor project initiation, poor project monitoring, evaluation and controlling system, poor project planning/design system, poor communication, improper project closure and improper implementation) and the dependent variable i.e. project success. The results of the correlation between these variables are shown in Table 4.3 below. As it is indicated in the Table 4.3 below, generally there is a positive, strong and statistically significant correlation between variable at 1% level of significance ($P < 0.01$)

To be specific for each factors, from presented correlation matrix table again we can observe that there is a positive, strong and statistically significant correlation between project success factors (poor project initiation, poor project monitoring, evaluation and controlling system, poor project planning/design system, poor communication, improper project closure and improper implementation) and project success as the correlation coefficient between each factors and project success described as 0.738, 0.923, 0.692, 0.912, 0.827 and 0.778 respectively and in all cases at 1% significance level ($p < 0.01$).

Table 4.3: Correlations between the variables

No.	Items	Project success		
		Degree of the correlation	P value	Significance e
1	Poor project initiation	738***	0.001	Significant
2	Poor project monitoring, evaluation and controlling system	923***	0.000	Significant
3	Poor project planning/Design system	.692**	0.020	Significant

4	Poor communication	.912***	0.000	Significant
5	Improper project closure	.827***	0.000	Significant
6	Improper implementation	.778***	0.000	Significant

*** Correlation is significant at the 0.01 level (2-tailed), and ** Correlation is significant at the 0.05 level (2-tailed)

Source: Own Survey (2020)

The summarized data collected from the interview of respondents reveals that there strong relationship between project success factors and project success. Accordingly poor project initiation, poor project monitoring, evaluation and controlling system, poor project planning/design system, poor communication, improper project closure and improper implementation respectively so it indicate proper solution how management of the study area progressively work on these relationship because they are strongly determine the success of public project implementation

4.4.2 Regression Analysis and Hypothesis Testing Results

Assumption

a. Multicollinearity

Occurs when there are high correlations between two or more predictors variable. In other words one predictor variable can be used to predict the other. It is an easy way to detect multicollinearity is to calculate correlation coefficient for all pairs and predictors variable. With this regard, Variance inflation factors (VIF) of linear regression is defined as $VIF=1/T$ with $VIF > 10$ there is an indication that multicollinearity may be present; with $VIF >100$ there is certainly multicollinearity among the variables. (Pallant, 2001) The finding of study shows that all VIF results are less than 10, so multicollinearity does not exist. Pallant (2001) stated that correlation of explanatory variables with equal or greater than .7 and/ or values under tolerance near to zero indicates existence of multicollinearity, so this study does not appear to have violated this assumption.

b. Linearity

The hypotheses of the study were tested and results recorded accordingly. However, before ascertaining the values of each hypothesis the researcher sought to establish or hypothesize the general relationship between factors affecting public project implementation and project success in Sebeta city. To quantify the strength of the relationship between the variables, the researcher was conducted a Karl Pearson's coefficient of correlation. In addition, the researcher carried out a regression analysis so as to examine the impact of the determinants of factors on public project implementation in the study area.

The odd $(PS=1) = \beta_0 + \beta_1 PI (1) + \beta_2 PPD (2) + \beta_3 I (3) + \beta_4 MECS (4) + \beta_5 C(5) + \beta_6 PC(6)$

Where Project Success is a dependent variable and the independent variables in the regression analysis are

- ✍ PI= Project Initiation
- ✍ PPD = Project Planning/Design system
- ✍ I = Improper Implementation.
- ✍ MECS = Project Monitoring, Evaluation and Controlling system
- ✍ C = Poor Communication.

- ⌘ PC = Improper Project Closure
- ⌘ $\beta_1 - \beta_{10}$ = vector of Coefficients
- ⌘ β_0 = intercept

The regression analysis was conducted to know by how much the independent variable explains the dependent variable. In this study, regression was employed to examine the effect of the independent factors such as poor project initiation, poor project planning/design system, improper implementation, poor project monitoring, evaluation and controlling system, poor communication and improper project closure on dependent variable project success.

Table 4.4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.975 ^a	.950	.948	10232

. a. Predictors: (Constant), PC, PPD, PI, C, MCES, I

The Multiple regression analysis model the relationship between the independent variable and dependent variable. The coefficient of determination (R^2) and correlation coefficient (R) shows the degree of association between the two. The results of the analysis indicates that $R^2=0.943$ and $R = 0.971$ that indicates that there is a positive relationship between independent variable (poor project initiation, poor project planning/design system, improper implementation, poor project monitoring, evaluation and controlling system, poor communication and improper project closure) and dependent variable (project success).

The adjusted R-Square ($R^2 = 0.943$) shows the explanatory power of all variables involved in the study. Hence poor project initiation, poor project planning/design system; poor project monitoring, evaluation and controlling system, poor communication and Improper project closure jointly determine (explain) 94.3% of the variance in success of project implementation. Whereas *the finding of the regression shows that there are other 5.7% % unexplained factors that have an impact on public project implementation in study area*

Results of Regression Coefficient

Beta values show how strong is the effect of the predictor variable on the criterion variable, and the higher this value is, the greater is the influence. The largest beta coefficient for a variable show that this variable makes the strongest contribution to explaining the dependent variable. The adjusted R² value gives the most useful measure of the model's success, and when multiplied by 100 it shows how many percent of the variance in the criterion variable the model has accounted for. It shows a better estimate of the true population value (Pallant, 2010).

The standardized Beta coefficient for the variable project initiation, planning and design system, monitoring, evaluation and control. Communication, and closure has shown positive (0.551, 0.465, 0.240, 0.1690, 0.068,) respectively. This revealed that those factors have a significant impact on the dependent variable public project success. It also tells us for every unit increase in those factors there would be a proportional increase in the dependent variable public project success effectiveness. .

These coefficients can be interpreted as follows: a one-unit increase in poor project initiation causes a 0.551-unit increase on public project success when the effect other variables in the model are fixed (because the sign of the standardized beta coefficient is positive and $p < 0.05$). Similarly, a one-unit increase in poor project planning and design system causes a 0.465-unit increase on public project success (because the sign of the standardized beta coefficient is positive and $p < 0.05$). Also, a one-unit increase in poor monitoring, evaluation and control., Communication, and closure causes a 0.240, 0.1690, 0.068) unit increase respectively on public project success (because the sign of the standardized beta coefficient is positive and $p < 0.05$). This means the relative importance weight of factors (poor project initiation, poor planning and design system, poor monitoring, evaluation and control. Poor communication, and poor closure) is positive, (i.e. 55.1%, 46.5%, 24%, 16.9% and 6.8% respectively

Table 4.5: Determinants of Project Success

Variables	Unstandardized Coefficients		Standardized Coefficients	T	P/value	Sig	95% Confidence Interval for B	
	B	Std. Error					Lower Bound	Upper Bound
(Constant)	1.349***	0.100		13.442		.000	1.151	1.548
Poor project initiation	0.469***	0.043	.551	10.854	0.001	.000	.384	.555
Poor project planning /design system	0.361***	0.035	.465	10.212	0.000	.000	.291	.431
Poor project monitoring, evaluation and controlling system	0.235***	0.040	.240	5.934	0.020	.000	.314	.157
Poor communication	0.140***	0.031	.169	4.466	0.000	.000	.078	.203
Improper project closure	0.176**	0.034	.068	2.199	0.000	.030	.008	.144

... ***Significant at $p < 0.01$ and **Significant at $p < 0.05$

Source: Own Survey (2020)

The study's hypothesis testing was made based on β , t , and P values. Hence using those coefficient results, the proposed hypotheses for this study were tested as follows

Hypothesis 1: Poor project initiation has a significant negative impact on project success .

The results of multiple regressions, as presented in Table 4.5 above, revealed that poor project initiation had a positive and significant effect on project success with ($\beta = .551$, $t = 10.854$ & $p < 0.05$). Thus, the proposed hypothesis was accepted. Therefore, poor project initiation had a negatively affect the public project success. The findings agree with Chan and Kumaraswamy

(1997)who argues that the factor that always happen relate to the poor project initiation are: improper define the project scope , lack recruit appropriate staff, unforeseen ground conditions, low speed of decision making involving all the project team, poor job description for a project manager, lack of comprehensiveness of feasibility study and Analysis

Hypothesis 2: Poor project planning/design has a significant negative impact on project success.

The results of multiple regressions, as presented in Table 4.5 above, revealed that poor project planning/design had a positive and significant effect on project delay with values ($\beta=465$, $t = 10.212$, $p < 0 .01$). Thus, the proposed hypothesis was accepted. Here also the beta coefficient implies that if the attention is given to poor project planning/design by one %, by keeping the other variables constant its project success would increase by 46..5%. Therefore, poor project planning/design had a negatively affect the project success time. The findings concur with Olatunji (2010), Wambugu (2013) and Sambasivan & Soon (2007) that points out the factors always happen relate to poor project planning/design are; inadequate resource and finance allocation, inadequate estimation of project success schedule , lack of complete and proper design and specification of projects at right time, contractors improper planning.

Hypothesis 3: Poor project monitoring, evaluation and controlling system have a significant negative impact on project success.

The results of multiple regressions, as presented in Table 4.5 above, revealed that poor project monitoring, evaluation and controlling system had a positive and significant effect on project success with values ($\beta = 240$, $t = 5.934$, $p <0.01$). Thus, proposed hypothesis was accepted. In this case the beta coefficient describe that keeping the other variables constant , in this model a one % change in the overall project monitoring, evaluation and controlling system, the consequence would be made change time in project success by 24 %. Therefore, poor project monitoring, evaluation and controlling system had a negatively and significant effect on project success. The findings concur with Chism and Armstrong (2010) and Kwak & Ibbs (2002) that points out the factors always happen relate to poor project monitoring, evaluation and controlling system are; no proper inspection/supervision, poor quality control, inadequate supervision and inspection of work, inadequate site inspection, lack of effective monitoring and feedback.

Hypothesis 4: Poor communication expected to affect project success negatively.

The results of multiple regressions, as presented in Table 4.5 above, revealed that poor communication had a positive and significant effect on project success with values ($\beta=169$, $t = 4.466$, $p < 0 .01$). Thus, the proposed hypothesis was accepted. Here also the beta coefficient implies that if communication is changed by one %, by keeping the other variables constant its project success would increase by 16.9%. Therefore, poor communication had a negatively and significant effect on project success. This finding is also supported findings of by (Bilczynska and Wojcik, 2014 and Kwak & Ibbs, 2002) in which identified that distance and lack of face-to-face communication, lack of common rules, misinterpretation of written text, lack of communication expectations, lack of communication plan, information distribution path, progress reporting, and information sharing system for management have a negatively and significant influence on project success time.

Hypothesis 5: Improper project closure expected to affect project success negatively.

The results of multiple regressions, as presented in Table 4.5 above, revealed that improper project closure had a positive and significant effect on project success with values ($\beta=068$, $t = 2.199$, $p < 0 .01$). Thus, the proposed hypothesis was accepted. Here also the beta coefficient implies that if the project closures improper differ by one %, by keeping the other variables constant its project success would increase by 6.8%. Therefore, improper project closure had a negatively and significant effect on project success. The findings concur with Oyetunji and Anderson (2006) that points out the factors always happen relate to improper project closure are inadequate project delivery system and incomplete a post implementation review.

Generally the results of multiple regression analysis supported the six hypotheses constructed to test a positive and significant influence that each determinants have on project success.

The summarized data collected from the interview of respondents reveals that the emphasis given to project life cycle such as Project Initiation, project monitoring, evaluation and controlling system, project planning/Design system, communication, project closure and implementation, have great impacts on public project success. So it indicate proper solution how management of the study area progressively improve those factors because they are strongly determine the success of public project implementation.

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Chapter Five

5. Summary, Conclusion and Recommendation

This chapter deals with the summary of major findings of the study and conclusions drawn from the analysis made. Furthermore, based on the findings of the study, possible recommendations are made.

5.1. Summary of Major Findings

The main purpose of this study is to analysis factors affecting success of public projects implementation in Sebeta City, Oromia. To examine the effect of factors affecting the success of public project implementation, the specific objectives were formulated

Before going to the main analysis of the study, a reliability test was administered to check whether the questionnaire is reliable or not. In this regard, all the questionnaires were reliable and acceptable with Cronbach's Alpha result.

From the summary of the respondents, 108 (56.3%) of the respondents were male and the remaining 84 (43.8%) of them were females. Regarding the age the findings established that 93 (48.4%) took part in the study were between 25-34 years, 65 (33.9%) respondents was took part in the study were between 35-44 years old. While 23 (12 %) respondents aged between 45-55 years. Only 11(5.7%) respondents were above 55 years. As far as the educational qualification shows that from the total respondents majority, 141 (73.4%) of the respondents were degree holders, 30(15.6%) of the respondents were masters holder and 20 (10.4) of the respondents were diploma holders as their highest level of education, Regarding the work experience the findings established that 71 (37) respondents took part in the study were between 11-15 years, 43 (22%) respondents was took part in the study were between 6-10 years. While 42 (21.9 %) respondents experience between 16-20 years. At the same time 21(10.9%) respondents experience were 21 and above Only 15(7.5%) respondents were 1-5 experience. The last demographic variable indicates that 119 (62%) respondents were experts while 71 (37%) respondents were team coordinator .only 2 (1%) respondents were manager.

The most influential factors of project implementation are: Poor Project Initiation (PPI) (mean = 3.31); Poor Project Monitoring, Evaluation and Controlling System (PPMECS) (mean = 3.15);

and Poor Project Planning/Design System (PPPDS) (mean = 3.01) and poor communication (PC) (mean = 3.07) It is easy to find that PPI is the factor having the highest value of the means.. The two factors that have the lowest means with comparing to other factors are: (IPC) improper project closure (mean = 2.94), and (II) improper implementation (mean = 2.87).

In addition, the result of correlation analysis was made. In this regard Table 4.3 shows that all the independent variables (poor project initiation, poor project planning/design system; improper implementation, poor project monitoring, evaluation and controlling system, poor communication and improper project closure) are positively and significantly correlated with the dependent variable (project success) at 1 % level of significance ($P < 0.000$). The highest correlation is attached to poor project initiation ($r = 0.923$), followed by poor project planning/design system ($r = 0.912$), improper implementation ($r = 0.827$), project monitoring, evaluation and controlling system, ($r = 0.778$), poor communication ($r = 0.738$) and improper project closure ($r = 0.692$).

Finally, a multiple regression analysis was conducted to test the hypothesis. In this regard, Table 4.4 depicts the results of multiple regressions. The result shows that the model tested is significant ($p < 0.000$) with the adjusted R square 0.941. This value indicates that 94.1 % of project success occurred is attributed to the five independent variables entered into the regression. The remaining 5.9 % of the variance in project success may attribute to other factors. Regarding the hypothesis as Table 4.5 illustrated, since the beta coefficients were found significant, the five hypotheses in the study are accepted. Moreover, the findings revealed that, poor project initiation is found being the most dominant factor in determining project success in the study area

5.2. Conclusion

This study needs to analyze factors affecting success of public projects implemented in the study area. The need to investigate how these issues can be addressed is also vital for projects successful implementation goal to meet as well as no rigorous studies that have been done to establish factors responsible for success of public projects implemented in the area proposed for the study and that makes a need to conduct such a study motivate the researcher to conduct in this area. Therefore, the main purpose of this study was to analysis factors affecting success of public projects implementation in Sebeta City, Oromia.

From the summary of the respondents, 108 (56.3%) of the respondents were male and the remaining 84 (43.8%) of them were females. This implies that the majority of employees were male, hence the organization should encourage female to participate in the public project implementation. Regarding the age the findings established that 93 (48.4%) took part in the study were between 25-34 years, 65 (33.9%) respondents was took part in the study were between 35-44 years old. While 23 (12 %) respondents aged between 45-55 years. Only 11(5.7%) respondents were above 55 years. Ultimately, we can conclude that the majority of the working power of Sebeta city administration staff is productive. This implies that they can contribute more to public project implementation As far as the educational qualification shows that from the total respondents majority, 141 (73.4%) of the respondents were degree holders, 30(15.6%) of the respondents were masters holder and 20 (10.4) of the respondents were diploma holders as their highest level of education, The results imply that the respondents members are fairly educated and can understand and discharge their mandate in the management of public projects implementation.

Regarding the work experience the findings established that 71 (37) respondents took part in the study were between 11-15 years, 43 (22%) respondents was took part in the study were between 6-10 years. While 42 (21.9 %) respondents experience between 16-20 years. At the same time 21(10.9%) respondents experience were 21 and above Only 15(7.5%) respondents were 1-5 experience. The results imply that the respondent's members can understand and discharge their mandate in the management of public project implementation The last demographic variable indicates that 119 (62%) respondents were experts while 71 (37%) respondents were team coordinator .only 2 (1%) respondents were manager. The results imply that most of the group's types are categorized to expert. This shows that there are enough man power structure to accomplish their duties and responsibility in public project implementation

The most influential factors of project implementation are: Poor Project Initiation (PPI) (mean = 3.31); Poor Project Monitoring, Evaluation and Controlling System (PPMECS) (mean = 3.15); and Poor Project Planning/Design System (PPPDS) (mean = 3.01) and poor communication (PC) (mean = 3.07) It is easy to find that PPI is the factor having the highest value of the means.. The two factors that have the lowest means with comparing to other factors are: (IPC) improper project closure (mean = 2.94), and (II) improper implementation (mean = 2.87). , so it indicate proper solution how management of the study area progressively improve those factors because

they are strongly determine the success of public project implementation.

In addition, the result of correlation analysis shows that all the independent variables (poor project initiation, poor project planning/design system; improper implementation, poor project monitoring, evaluation and controlling system, poor communication and improper project closure) are positively and significantly correlated with the dependent variable (project success) at 1 % level of significance ($P < 0.000$). The highest correlation is attached to poor project initiation ($r = 0.923$), followed by poor project planning/design system ($r = 0.912$), improper implementation ($r = 0.827$), project monitoring, evaluation and controlling system, ($r = 0.778$), poor communication ($r = 0.738$) and improper project closure ($r = 0.692$). So it indicate proper solution how management of the study area progressively work on these relationship because they are strongly determine the success of public project implementation

Finally, a multiple regression analysis result shows that the model tested is significant ($p < 0.000$) with the adjusted R square 0.941. This value indicates that 94.1 % of project success occurred is attributed to the five independent variables entered into the regression. The remaining 5.9 % of the variance in project success may attribute to other factors. Regarding the hypothesis as Table 4.5 illustrated, since the beta coefficients were found significant, the five hypotheses in the study are accepted. Moreover, the findings revealed that, poor project initiation is found being the most dominant factor in determining project success in the study area So it indicate proper solution how management of the study area progressively work on these factors because they are strongly determine the success of public project implementation

5.3. Recommendation

Aligned with the above conclusion, the researcher proposes the following corrective measures that should be considered by concerned stake holders in the study area. These include:

- ✚ As finding of the study shows poor project initiation is the most determinants of success of public project implementation. So that Sebeta city administrations should select project those are more familiar and interesting for them and scope of project should be established, controlled and must be clearly defined and be limited. Proper feasibility study, appraisal and selection criteria with term of reference. This includes the amount of the systems implemented and amount of projects management process required.

- ✚ As planning/design system of the study area indicate there was poor project planning/design system so sebeta city administration should reconsider basic element such as formulation of appropriate planning of resource, financial, quality, risk, procurement ,communication charter, objectives, work activities and task, as well as follow the steps of project planning and tool
- ✚ At the same time the study show poor monitoring, and evaluation and controlling system, so sebeta city administration should use proper project execution /implementation activities such as formulation of appropriate planning, phase review, build deliverable, monitor and control, communication and procurement, training etc.
- ✚ The study show poor communication in the study area the organization should have to use appropriate communication management that involve the process and method.
- ✚ The study also show improper closure of the project so the organization should use project closure up planning, evaluation, communication and post implementation review with concerned bodies
- ✚ Generally the study recommend the organization to focus on Project identification, feasibility study, appraisal and selection, proper project planning tools and priciples,recurrent monitoring, evaluation and control against standard and performance , proper procurement and contract administration, follow effective communication and proper project closure techniques during project implementation. This will ensure that a project success implementation measurement n such as client satisfaction, cost, time and goal can be achieved in the study area..
- ✚ The future research may be conducted with the inclusion of more and different demographic variables such as age, income, sex, experience etc. Also the future researcher can enlarge a bigger sample size, different culture in a different region for a broader view.

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Appendices

Appendix I

Jimma University

School of Business and Economics

Post Graduate Program in Masters of Accounting and Finance

Questionnaire to be filled by Employees of Sebeta city Administration

This questionnaire is designed for a research to be conducted as part of the fulfillment to the requirement for an MA degree in Master of Project management and finance. The title of the study is “Analyze factors affecting public project implementation”. The purpose of the study is Analyze factors affecting public project implementation. The items in the questionnaire are organized in to two parts: general information of respondents and factors affecting project success

Instructions:

- i. If alternatives are given, please tick the number of your choice.
- ii. Participation in the study is voluntary which based on your own interest and willingness.
- iii. The information you provide for this study will be strictly confidential and used for an academic purpose only.
- iv. Your honest and open response is greatly appreciated.

Part I Respondents’ personal information

1. Sex male female
1. Age: under 25 25-34 35-44 45-54 55 and above
2. Educational background
 Certificate diploma degree MA and above
3. Group type manager expertise
4. Experience

1-5 6-10 11-15 16-20 21 and above

Part II factors affecting project success

Using the scale below, indicate the extent of your level of agreement or disagreement by putting “✓” mark for each rating. Rate your answer by choosing from 1-5, any number as per your rating

1	2	3	4	5
Strongly Disagree	Disagree	Moderately agree	Agree	Strongly agree

NO	Factors affecting success of project implementations	Response				
		1	2	3	4	5
1	Project Initiation related					
1.1	Lack of comprehensiveness of feasibility study and project Analysis					
1.2	Improper define the project scope and work definition					
1.3	Lack of recruit appropriate staff					
1.4	Inappropriate layout of project office					
1.5	Poor job description for a project manager					
1.6	Lack of awareness about business nature well					
1.7	Lack of awareness about procedure of the funding institution					
2	Project Planning/ Design related					
2.1	Inadequate estimation of project completion schedule					
2.2	Lack of complete and proper design and specification of projects at right time.					
2.3	Lack of recognized in advance the resources needed to carry out projects to cover unseen costs while planning the project					
2.4	Lack of clarity of design and work specification					
2.5	Lack of proper estimation of the cost that will be needed to complete the project					
2.6	inadequate resource and finance allocation					
2.7	Failure at the conceptual planning and design stages					

2.8	Identify contractors improper and lack of staff motivation					
3	Implementation related					
3.1	Improper materials procurement					
3.2	Shortage of construction input					
3.3	Change in material prices/price escalation					
3.4	Low productivity and efficiency of construction equipment					
3.5	Absence quantity and quality of labors					
3.6	Low working permit of labors					
3.7	Lack of high technology mechanical equipment					
3.8	Inefficient use of equipment					
4	Monitoring, Evaluation and Controlling system related					
4.1	Lack of control systems of project during implementation					
4.2	Lack of site management and Supervision					
4.3	Inadequate communication, including progress tracking and reporting					
4.4	lack of project management technical capability and experience					
4.5	Inadequate leadership quality of the project manager					
4.6	Lack of effective monitoring and feedback					
5	Communication related					
5.1	Poor communication between members of the project team					
5.2	Lack of frequent coordination between parties involve					
6	Project Closure related					
6.1	Lack of project closure report in term of time and quality					
6.2	Incomplete a post implementation review					

Part III additional questionnaire

5. From your point of view is the projects of the municipality are implemented according to their planned?

Yes no

6. If your answer for question no, 6 is yes what types of projects they are? _____

7. If your answer for question no, 6 is no what are the factors that hinder are? _____

- 8. What kinds of actions are taken by municipality?**

Appendix II

Interview schedule with head of selected office.

Dear respondent, this interview is designed to be conducted with respondents for an academic purpose for the fulfilment of MA degree in project management and finance. Specifically, the objective of the study is to analyze factors affecting public project implementations. Therefore, you are kindly requested to give information concerning the factors that affect public project implementations by responding this interview. Your identity would be treated strictly confidential and the responses were only used for the research study.

1. What you think about project implementations? what and how many projects are planned and implemented in the past four year in sebeta?
2. What are the critical factors those affected project implementation in sebeta ?
3. What are the mechanisms or action taken by municipality or concerned body to solve the problem?
4. Any ideas or suggestion regarding the afro mentioned issues?