

**Determinants of Project Success In Case Of World Vision Ethiopia  
(WVE) Jimma Area Program Health Projects.**

**A Thesis Submitted To Jimma University College Of Business And  
Economics, Department Of Accounting And Finance In Partial  
Fulfillment Of The Requirements For The Master Degree In Project  
Management And Finance (MA)**



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## **Abstract**

*Project management success is extremely interesting topic from scientific, as well as practical point of view. World Vision Ethiopia is now implementing various activities with the goal of reducing of Maternal and New Born Morbidity and Mortality. This study is designed to investigate the determinants of project success in World Vision Ethiopia. It adopted a cross sectional research design and collected primary quantitative data from 123 respondents working in all levels of the organization project and partners from woreda. Data were collected through Self-administrative Questions by using approved questionnaire and analyzed using correlation, binary logistic regression analysis. The results of study showed that the more projects have clearly defined project communications management have positive influences as: project are more likely to respects cost estimation; risk management; team is well-built and managed; fund increased; monitoring and evaluation on time increased and Sustainability is increased. A range of independent variables were regressed against the dependent variable (project success) using the binary logistic regression model. The findings revealed that detail project design, work plan, cost estimation, strict project scope management, strict communication management and well-established infrastructures in implementation area program were found to be positive and statistically significant whereas timely and regular monitoring was found to be negative and statistically significant. The authors recommended that the government has to give attention to the basic infrastructures of the implementation areas. It is recommended to take the study further by comparing the findings of this study to the International Project Management Association.*

**Keywords: Success, Factors**

## **DECLARATION**

I declare that the research Report entitled “Determinants of Project Success In Case Of World Vision Ethiopia, Jimma Area Program Health Projects” submitted to Research and Postgraduate Studies’ Office of Business and Economics College is original and it has not been submitted previously in part or full to any university.

Name: Misgana Assefa

Date: 28/07/2020

## CERTIFICATE

We certify that Mr. Misgana Assefa did the Research Report entitled “Determinants of Project Success In Case Of World Vision Ethiopia, Jimma Area Program Health Projects” for the partial fulfillment of Master’s Degree under our Supervision.

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## LIST OF ABBREVIATIONS

AP	Area Program
CESP	Community Engagement sponsorship project
CSFs	critical success factors
EdLSP	Education and life skill project
MNBC	Maternal and New Born Care
IFaNS	Integrated Food and Nutrition Security
IHIS	Integrated healthcare information system
I-WASH	Integrated Water, Sanitation and Hygiene
CSFs	Critical Success Factors
MSFs	Main Success Factors
PM	Project Management
RC	Registered Children
PMP	Performance Monitoring Plan

## CHAPTER ONE

### 1. INTRODUCTION

This section presents literature on the issues of determinants of project success and includes background of the study, background of the organization, Statement of the Problem, Research Questions, hypothesis of the study, objectives of the study, Significance the of study, Scope and Limitation of the Study and organization of the paper.

#### 1.1. Background of the Study

A project is a temporary endeavor undertaken to create a unique product or service or result. It is regarded prudent in the practice of project management to adhere to the tested and tried Project Management Body of Knowledge (Ajija;2015). It indicates the ten knowledge areas: Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Human Resource Management, Project Communications Management, Project Risk Management, Project Procurement Management and Stakeholders and We added to our questionnaires Infrastructures variable from input of practitioners. Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements (Zhao, & Sohail, 2014).

An amalgamation of factors establish the success or failure of a project and influencing these factors at the critical time makes success more probable. Recently, authors emphasised on the existence of different success factors depending on project type, geographical location, socio-cultural and the others. The struggle to identify the critical success factors is an ongoing topic, approached by many researchers especially due to the pressure of implementing successful projects in a dynamic global market and ever changing business world and the same is true for World Vision Ethiopia Jimma Area Program Health Projects ( Savolainen, 2012; Serrador, 2015).

Non-Governmental Organizations (NGOs) started to emerge in Ethiopia in the 1960s, when neither the self-help groups existed in all levels of Ethiopian society nor the government were capable to meet the growing demands of the population ( Jeffrey, 2000; Shete, 2019). Most International Non-Governmental Organizations (INGOs) trace their Ethiopian roots to the catastrophic famine crises of 1973- 74 and 1984–85. The international NGO sector has gradually

diversified its engagement from relief to development projects the same for historical emerging of world vision Ethiopia ( Jeffrey Clark,2000; ICNL, 2015).

Project management involves project planning and execution, organizing, directing and controlling of the company's capital for a relatively short term to complete specific goals and objectives(Amade,et al,2015 ). Project management emerged as a social practice in the post-World War 2 development of technology and infrastructure. Although for many writers, project management has a much longer ancestry, traceable back to pre-historic times, we would strongly oppose this historical perspective, which affords a spurious pedigree to techniques, models and procedures which have existed in something close to their current incarnation for certainly less than a century (Hodgson,2006 ).

Successful project management depends on identifying the critical determinants of success (Young and Samson, 2008). Slevin and Pinto in 2012 identified: clearly defined goals, top management support, a competent project manager, competent project team members, sufficient resource allocation, adequate control mechanisms, adequate communication channels with feedback capabilities and responsiveness to client's needs as research skeleton that supposed to be project Success factors.

Ethiopia is one of the developing countries which cannot achieve its project goals due to lack of adherence to different major success factors. This is also true in in the study area of Jimma Area Programs. This work is primarily concerned with the implementation stage. Implementation in this context deals with the change (success or failure) of the project due to the capability or otherwise on the part of project managers/supervisors. Although a large number of studies were under taken a wide variety of measures to describe project success and the input characteristics that affect those success, no study examine the main predictors of project success of Jimma Area programs Health Projects particularly related with time, cost, qualities, infrastructures and stakeholders satisfactions. Consequently, there appears to be a lack of research that identifies the main factors that influence project success at completion.

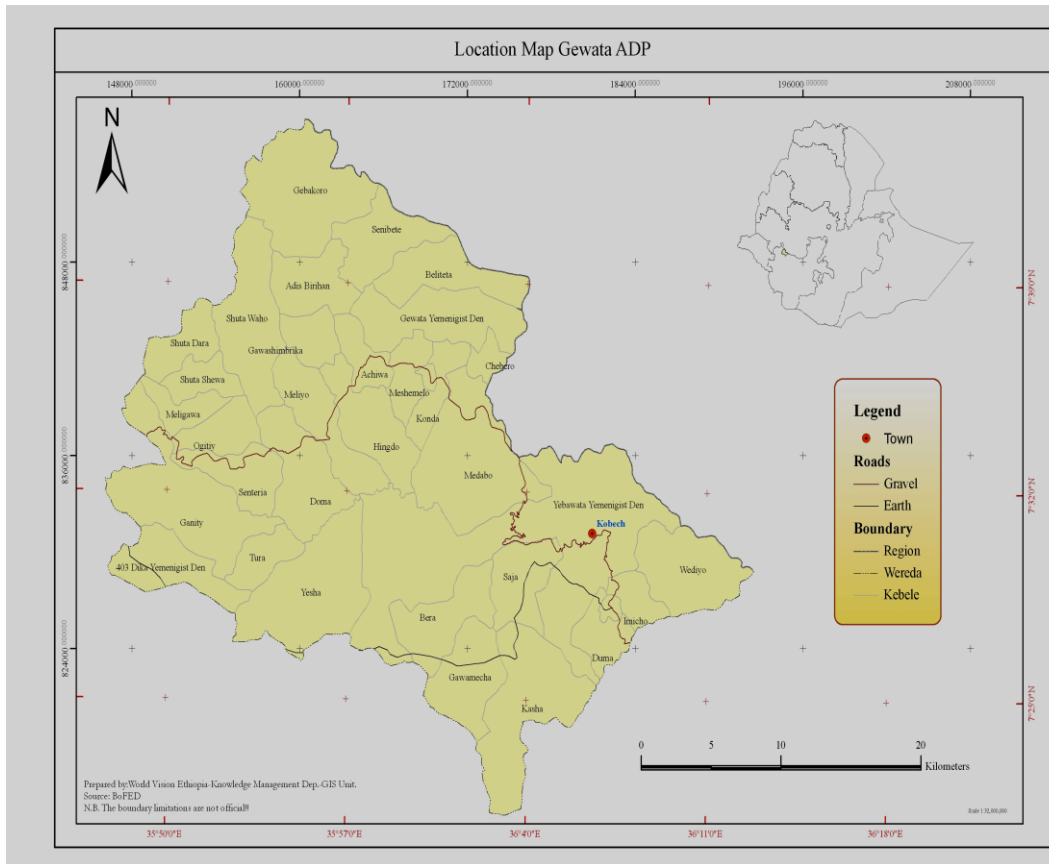
## 1.2. Background of the Organization

The study was conducted in World Vision Ethiopia Jimma Area Cluster Programs the South West Ethiopia. Gewata AP is located in the South Western Ethiopia, SNNPR, Keffa. Based on the 2007 Census conducted by the CSA Projection, this woreda has a total population of 96,026, of whom 47053 are men and 4897 women; 1,440 or 1.99% of its population are urban dwellers. Gewata Woreda encompasses 31 Administrative Kebeles and the capital town of the Woreda is also known as Konda about 531km South-West of Addis Ababa and 82km of north west of Bonga (Zone capital) respectively. The woreda has a total landmass of 848.2 km<sup>2</sup>.

The number of registered children (RC) is 4840. The AP is in its third cycle of the Fourth phase in FY'2020. In this year, The AP has selected five technical projects namely; Education, IFaNS, MNBC health, and I-WASH apart from CESP project based on the need of the community along with focusing on those projects, which are believed to bring impact in children's wellbeing, especially the most vulnerable. Currently The AP is in its 4<sup>th</sup> phase 1<sup>st</sup> year in implementing development works. Accordingly, in the coming 5 years the AP has planned to work in those five technical projects. These projects are Education and life skill project (EdLSP), Maternal and Newborn care project (MNBC), Integrated WaSH (Water, Sanitation and Hygiene) project and Integrated Food and Nutrition Security (IFaNS).Accordingly Health project is consists of Maternal and New Born Care and Nutrition part. The project has 51,375 USD admin budget and 113, 861 USD direct developmental budgets; totally, the project has 165,236 USD for FY20.

The goal of Health Project is to contribute to accelerated reduction of maternal and newborn Morbidity & Mortality with three outcomes:

- Improve Maternal and Newborn care service uptake
- Improve quality of maternal and newborn care service
- Reduce disease burden and disability among pregnant women and adolescent girls



**Figure 1:** Location Map of Gewata AP

### **1.3. Statement of the Problem**

A great number of decisions need to be taken throughout the project management process and as customary; the decisions at the earlier phases of the design have a bigger impact on the project management practice as compared at later stage or during building operation (Alias et al., 2014). If project managers are not aware of the criteria that would influence their goals set from the inception phase then the project will not be successful. Successful project management is generally classified as “accomplishing the effort on time, within budget, and at an acceptable level of quality. However, the process should result in “continuous improvement (Stromsikova & Skackova, 2001).

Success on a project means that certain anticipations for a given participant were met, whether owner, planner, engineer, contractor or operator. Current project management practices of organizations in the construction industry sector do not always ensure project success. Successful development project greatly depends on how the project has been managed and controlled (Alias et al., 2014).

The main problem with projects management practices have always been mentioned as planning, project implementation, cost and time overruns and quality non-achievement. The Main success factors (MSFs) are more useful in decision-making support; more player-based research studies should be conducted (Alias et al., 2014).

If project managers are not conscious of the criteria that would affect their goals established from the inception phase then the project will not be successful. MSFs will become a instrument by which project managers can evaluate their companies. Success factors will become a gauge by which project managers can evaluate their companies (Steinfort et al., 2007).

Health and Information Systems in South Africa, Information System projects in China, and almost all World Bank funded projects in Africa are either a total failure or partial failure. An example is the World Bank’s Chad-Cameroon Pipe line project. The project, which cost \$4.2 billion, was abandoned in 2008 Deviations in projects and project management is a typical example of project failure and have become normal in organizations (Fabian & Amir, 2011, Pinto, 2014).



Project failure in developing countries is as high. In their quest for development, developing countries engage in projects such as building of roads, dams, plants, pipes, industries, theatres, e-government services, and telecommunication, ICT, among others (Aziz, 2013; Marzouk & El-Rasas, 2013).

These projects, which are normally financed by IMF, World Bank and taxpayers, face several setbacks such as abandonment, deviation of cost, schedule, scope and stakeholders' dissatisfaction. These reports show that project failure is high (Ahsan & Gunawan, 2010, Aziz, 2013).

WVE is one of the international NGOs engaged in the implementation of development projects in Ethiopia. In the past 15 years, it has implemented over 335 projects with a total budget of over 179 million dollar in a range of sectors including education, health, livelihood, Integrated Water, Sanitation and Hygiene, Sponsorship, orphans and vulnerable children. The organization has reached millions of Ethiopians, most of whom were disadvantaged and living in the peripheral areas.

Even though these accomplishment, no study was conducted to gauge the rate of project success and factors contributing to it in a holistic, objective and systematic way. This research, therefore, attempts to fill the existing gap on factors that influence project success in an international NGOs in World Vision Ethiopia and thereby add a brick to the project management body of knowledge in general and to the development endeavor of Ethiopia in particular. The internal and external environments in which international NGOs function vary from organization to organization. This indicates that a closer investigation and understanding of project success factors at individual organization level is needed. Hence, this study tried to examine Factors that affect the level of project performance through a project management practice (Alias et al., 2014).

Projects are unique due to the fundamental differences that exist across projects, and that no project is similar to another. Due to this, the causes are often unique to certain industries and the performing countries' systems, geographical location, socio-cultural settings (Amid et al., 2012, Mir & Pinnington, 2014).

However, research indicates that there are common causes such expertise or knowledge, funding, planning, resources, communication, scope change, socio-cultural (Fabian & Amir, 2011; Peourrastam & Ismail, 2011). In the same manner WVE has implementing health project activities consecutively for the past ten years and will continue for the next five years but no evidence based intervention that identifies determinant factors for its implementations as result the study strives to answer these and the following research questions:

#### **1.4. Research Questions**

- i. What factors are determinants to Health project management success in World Vision Ethiopia?
- ii. What is the correlation between the independent factor considered to have highest influence on projects' success and the other factors?
- iii. To what extent do the identified factors influence the successful Completion of projects?

#### **1.5. Hypotheses of the Study:**

Several of independent variables determine project success. Therefore, this study will be undertaken with the following hypotheses.

**H<sub>1</sub>:** Projects technical designs have positive impact on project success.

**H<sub>2</sub>:** Projects work plan have positive impact on project success.

**H<sub>3</sub>:** Projects cost break down have positive impact on project success.

**H<sub>4</sub>:** Projects scope management has positive impact on project success.

**H<sub>5</sub>:** Projects risk management has positive impact on project success.

**H<sub>6</sub>:** Projects team management has positive impact on project success.

**H<sub>7</sub>:** Projects fund has positive impact on project success.

**H<sub>8</sub>:** Projects monitoring and evaluation has positive impact on project success

**H<sub>9</sub>:** Projects infrastructures have positive impact on project success.

**H<sub>10</sub>:** Projects communication management has positive impact on project success

## **1.6. Objectives of the Study**

### **1.6.1. Main Objective of the Study**

- ✓ To identify factors determining project success in the case of World Vision Ethiopia Jimma Area Cluster Program Health Projects

### **1.6.2. Specific objectives.**

1. To examine the determinant factors of project success
2. To investigate the correlation between the factors considered to influence on projects' success and the other factors
3. To describe factors determine project success in relation to the execution phase
4. To identify the top five factors that have the highest influence on Health projects' success.

### **1.7. Significance the study**

This study identified the Factors Influencing Project Success at Jimma Area Cluster Program Health Projects and helps for the World vision to use the findings as next time planning and scale up the study for other Wold Vision Area Program implementing Health Project.

A study about Factors Influencing Project Success is crucial as it provides information on the efficient and effective measures to be taken to implement appropriate strategies and enhance Health Project Success. Besides, the output of this research will greatly helpful to development practitioners and policy makers to acquire better knowledge to carry out development interventions at the right time and place to decrease vulnerability of Maternal and Children. The results of the study will be useful to Woreda, zonal, regional and national level planner, policy makers, researchers and development actors in both the governmental and nongovernmental organizations working in the area as well as elsewhere in the country with similar socio economic, cultural and physical environment.

This study will also important to all concerned sectors that are going to implement projects which are related to Health and Nutrition in the area which may include the government, nongovernmental organization and private investors. In general, the beneficiary of this study will be government, nongovernmental organizations, private sectors and the community at large. The results of the study can also be made ready and documented at Area Program level so that it will serve as source material for further research development strategies.

## **1.8. Scope and Limitation of the Study**

### **1.8.1. Scope of the Study**

The study was conducted on development projects being implemented by WVE Ethiopia. Being confined in one organization, the external validity of the study may be questioned for not being too strong to generalize for others. This study was limited to one NGO- the World Vision Health Project. Accordingly, the findings may not apply to other NGOs in Ethiopia because of the uniqueness of projects and project duration at the World Vision Ethiopia. A larger research would be more appropriate for generalization of the findings to the whole NGO sector in Ethiopia. The organization confidentiality policy might have restricted most of the respondents who may know a problem to release information due to the confidential nature, even though researcher presented the introduction letter from the university to the respondents to avoid Suspicion and asks the respondents not to include their names.

### **1.8.2. Limitation of study**

This study limited to the purposively selected World Vision Area Programs and targets all literate employees at the NGO and concerned Government sectors. Therefore, these could constraint the scope of the study. Descriptive cross-sectional studies require and only effective when it represents the entire population, it requires a larger sample size to provide accuracy, it allows bias to affect results, and it offers no control over choice or purpose. It does not offer data about casual relationships.

## **1.9. Organization of the Paper**

The result of the study had the following structure. The first chapter discussed the introduction part of the study. The second chapter discusses the literature review of the study. The third chapter describes the Design and Methodology of the study. The fourth chapter describes the research results and discussion. The fifth chapter describes the research conclusion and recommendations of the study.

## **Chapter Two**

### **2. Literature Review**

#### **2.1. Theoretical Review**

Project management involves project planning and project execution, organizing, directing and controlling of the company's capital for a relatively short term to complete specific goals and objectives (Amade et al., 2012). Project Success factors can be supposed as core variables that contribute to projects' success (Dvir *et al*, 1998), as levers that can be performed by project managers to raise chances of obtaining the desired outcomes (Zulu & Brown, 2004). Projects are distinctive that is why project success criteria be different from one project to another (Müller, Turner, 2007). To increase intricacy even more, within the last decades the notion of project success is approached in connection with stakeholders' perception (Davis, 2014), being accepted that success means different things to different people (Shenhar et al, 2001). What determines project success, referred to as success factors, is also approached and considered to be of great interest. A combination of factors determine the success or failure of a project and influencing these factors at the right time makes success more probable (Savolainen *et al* 2013). Originally, project success was assumed as reaching the objectives and the planned results in compliance with predetermined circumstances of time, cost and performance. As the project management field developed, the "golden triangle" was considered not enough to define project success. Project success was recognized to be a complex, multi-dimensional concept consisting many features (Giron *et al*, 2014). Project success is among the few most repeatedly discussed project management aspects, yet it is the least agreed upon. Project managers tag some projects successful even if they have been poorly received by the intended clients and used well below capacity. But some projects exist which when first installed, were perceived as failures but have come to be viewed as major successes with time (Merwe, 2015). The effort to find out the critical success factors is an continuing issue, approached by many researchers particularly due to the pressure of implementing successful projects in a vibrant global market and ever changing business world ( Crisan & Borza, 2014), where continuous innovation is a must in order to achieve competitive advantage ( Salanta, Popa, 2014).

## 2.2. Empirical Evidence

Our work – at home, school, and on the job – is increasingly composed of projects. That is why interest in project management has exploded over the past fifteen years. Project management is a sophisticated discipline that can take years to master.

The three dimensions of time, budget and specifications feature in many definitions of project management success have recognized, however, time, budget and specifications are not sufficient since dimensions such as the quality of the project management process and the satisfaction of the project stakeholder's expectations also need to be considered. Therefore, extending the traditional triangle to include the quality of the management process and stakeholders satisfaction provides a more complete view of project management success(Westhuizen & Fitzgerald, 2005). In 2010, Theo Gilbert-Jamison identified the six principles of project execution (Vision and Mission, Business Objectives, Standards of Engagement, Intervention and Execution Strategy, Organizational Alignment and Measurement and Accountability) as factors contributed to project success(Gilbert-jamison, 2010).

Project management has evolved over the past couple decades as researchers and practitioners have attempted to identify the causes of project failure and the various factors that lead to project success. The topic of project success is recurrently approached in the project management literature. Since one of the most important characteristic of a project is uniqueness, the criteria for measuring success vary from project to project (Beleiu *et al* ,2013). Projects have specific physiognomies which determine diverse combinations of success criteria and factors, although some success criteria and factors are communal to different projects (Conference, 2014)

The study by Charlie Chen, examined the moderating effect of five CSFs - information systems adjustment, Business process adjustment, organizational resistance, top management support, and the capability of key team members in an IHIS implementation (Hung *et al*,2012). According to the Davis (2014) study, approaches of success factors evolved from focusing on the operation level of a project in 1970s to embracing a stakeholder focused approached after 2000s. Turner and Muller (2005) identified project mission, top management support, schedule and plans, client consultation, personnel, technical tasks, client acceptance, monitoring and feedback, communication, trouble-shooting are the critical success factors in project management.

The findings by Oke and Idiagbon-Oke (2010) and Anand et al. (2010) shows that richness of communication channels and the ability to incorporate softer, people-oriented practices for capturing tacit knowledge explains a significant amount of variance in project success. Project management is not only necessity for that improvement but also one field that seeks for improvement itself, through influence on different PM success factors (Radujkovi & Sjekavica, 2017).

External factors of the project that have to be taken into account can be factors related to the Project manager and team members (i.e. skills, background). Project (i.e. size, uniqueness, and urgency). Parent organization (i.e. management support, structure). External environment (i.e. political, technological) (Westerveld, 2003). The study done by Alias et al., 2014 has been identified five variables of project performance. They are Project Management Action, Project Procedures, Human Factors, External Issues and Project Related Factors (Alias *et al*, 2014).

Analysis of the 32 case studies strongly suggests that there is a significant relationship between project success and the degree of clarity of project goals and client criteria. Client criteria were also linked with two other variables, namely, 'clarity of scope of work' and 'project planning. Study on the project management identified; project management practices, the objectives of project management, critical success factors and the performance of the project as the Project success factors as the variables of project performance that leads to Project success. The study done in 2010 by the Versatile Company identified ; Agreement on the goals of the project, A plan that will be used to measure , Constant, effective communication among everyone involved in the project progress , a controlled scope, Management support as Project Success factors (Verzuh, 2010).

The study done By Duncan Haughey; identified Business Case, Critical Success Factors, Planning, Team Motivation, Avoiding Scope Creep, Risk Management and Project Closure as Project Success factors (Factors & Success, 2014). The study done at Malaysia identified that good governance, commitment and responsibility of public and private sectors; favorable legal framework, sound economic policy and available financial market in descending order of importance (Ajija *et al*,2013).



### **2.2.1. Work Plan, Monitoring and Evaluation**

Project management action will focus on the communication system, planning effort, developing an appropriate organization structure, implementing an effective safety programme implementing an effective quality assurance program, and managing and control of subcontractors' works(Stein fort et al., 2007).

### **2.2.2. Teaming**

Human-related factors involve client's experience, nature of client, size of client's organization, client's emphasis on low construction cost/ high quality of construction/ quick construction, and client's ability to brief including to make decision; to define roles; contribution to design; contribution to construction (Beleiu *et al*, 2015).

### **2.2.3. Project Related Factors**

Project related factor would focus on the project type, the nature and complexity of project and the size of the project

### **2.2.3. Project Costing**

Study showed that less than a quarter of the projects were found to have CPI score of less than indicating cost over-run. The study revealed that existence of variation in the mean CPI value by the level of project success (Metalign *et al.*, 2017).

### **2.2.5. Project success.**

Project success is among the few most commonly discussed project management concerns, yet it is the least accepted upon. Project managers label some projects successful even if they have been inadequately received by the intended clients and used well below competence. Yet some projects exist which when first installed, were supposed as failures but have come to be viewed as major successes with time (Amade *et al.*, 2012).

Dvir (2005) investigated in a study that project success is usually measured in terms of meeting planning goals, customer benefitting and overall measure of success. Pinto and Slevin (1988) observed that project managers are constrained by either company policy or

personal rule of thumb to resort to simplistic formula in rating project success or failure. Benjamin (1991) in his work also identifies four success factors to consider in designing an effective project management system, they include:

### **2.2.6. Critical success factors**

From a Project Management perspective, critical success factors (CSFs) are characteristics, conditions, or variables that can have a significant impact on the success of the project when properly sustained, maintained, or managed. Different studies have identified different CSFs and a lack of consensus of opinion among researchers on the criteria for judging project success and the factors that influence that success (Alias et al., 2014).

The definition of project success became broader, with the addition of dimensions like client satisfaction, realization of customer objectives, end-users satisfaction, and the satisfaction of other groups of stakeholders. This result represents a strong confirmation of the perception of success. In this particularly study, the research confirms that the primary criterion for project success was “customer satisfaction” followed by “objectives achievement”. Concerning the CSF, the most relevant factors were “financial resources”, “market impact” and “risk management”. “Financial resources” received significant score, revealing the importance attributed by all the stakeholders involved to this topic(Alias et al., 2014).

Even though there is general agreement about Project Success factors, there is variation across both studies and phases as to the relative importance of these factors. For example, Steinfort, P and Walker identified project mission; top management support; project schedule/plans; client consultation; personnel; technical task; client acceptance; monitoring and feedback; communication; and troubleshooting as Project success factors.

Generally, study on cross-cultural project management indicates that Western management concepts and practices are incompatible with other cultural and social settings which confirm project success factors concepts do not have cross-cultural validity. As such adopting management practices that are not country, cultural, community and organizational - specific can contribute to project failure and in case of World Vision Ethiopian there is

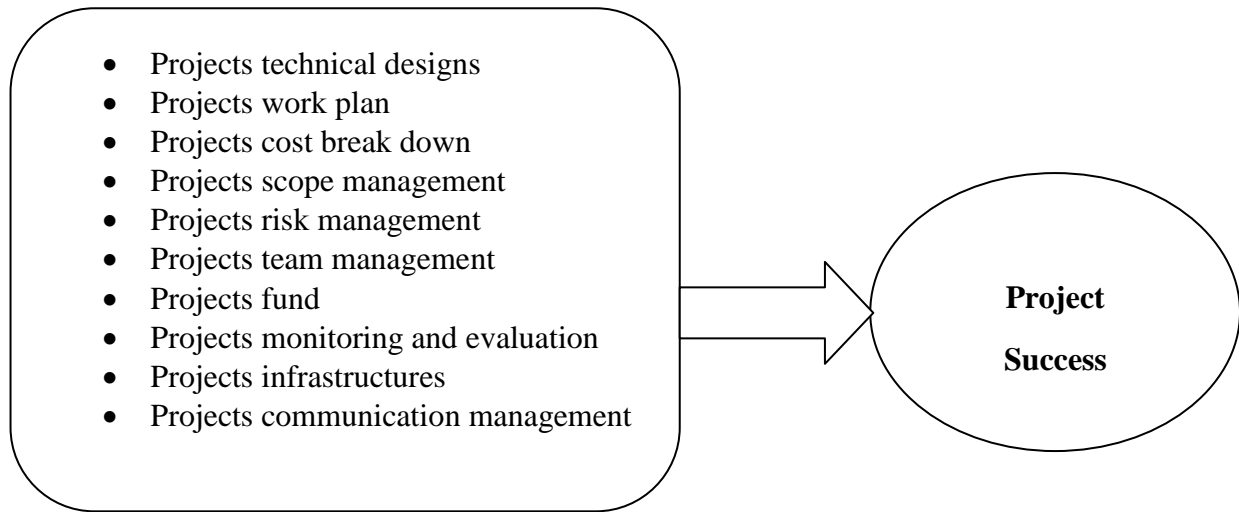
knowledge gaps (Damoah, 2015). Therefore, considering the above and others probably we inspired to invest get factors determining Health projects in this organization.

### **2.3. Conclusion and Knowledge gaps**

Even though the intensive efforts of academicians and researchers to identify the various factors affecting project success in Non-Governmental organizations within operational areas, the research is also limited by the fact that successful implementation of projects is affected by many other moderating factors such as government policies, implementation areas infrastructures problems, organization culture and the strategy implementation process. The same is true for World Vision Health projects. So, this study strive to establish customize local and project specific literature focusing on the factors affecting of projects success in Non-Governmental organizations within World Vision Ethiopia in Jimma area cluster programs using Health projects.

### **2.4. Conceptual Frame Work of the Study**

Conceptual framework is a diagram that illustrates the relationships among relevant that determinants may influence the successful achievement of goals and objectives. It helps determine which factors will influence and how each of these factors might relate to and affect the outcomes (Wachamba Elizabeth Wanjiru, 2013, Ending Violence against Women and Girls Programming Essentials 2, 2013). This research looks at the determinants of project success in World Vision Ethiopia. These determinants are Project Technical Design; project work plan; Project Cost Estimation, Project Scope Management, Project Risk Management, Project Team, Availability of Project Fund, Project Monitoring and Evaluation, Project Communications Management, Basic infrastructures and Project Sustainability. This study will strive to show how each as well as combinations of the independent variables contribute to the project success.



**Figure 2: Variables for Project Success (Adapted from different articles)**

## **Chapter Three**

### **3. Research Design and Methodology**

#### **3.1. Study Area and Period**

The study was conducted in World Vision Ethiopia Jimma area programs Health Projects South West Ethiopia from February 01-30, 2020.

#### **3.2. Research Design**

The descriptive cross sectional research design is often called a social survey design. It encompasses the collection of data on more than one case and at a single point in time in order to collect a body of quantitative and qualitative data, which are then examined to describe characteristics and/or explore patterns of associations among variables (Bryman, 2016). Descriptive cross-sectional studies portray a snap shot of the prevalent situation as in the studies variables of interest in a sample are assessed only once to determine the relationships between them. The most commonly seen surveys use the descriptive cross-sectional design, which asks questions of people at one point in time. Hence, this study employed descriptive cross sectional design because our study collects data and describes the findings and cross sectional research design is one classification of descriptive research design ( Kular Singh, 2007).

#### **3.3. Study population**

Study population were Purposively, Censured employee who has one year and above service experience, partners from woreda Health office and useful for addressing concerned respondents and maximize our sample size. So, eligible employees who were in Area Programs of World Vision Ethiopia which were selected by purposive sampling method and Health Sectors Partners. Data for the research were collected from 123 respondents in the February 01-30/2020.

#### **3.4. Study Unit**

There are 130-target population as they are working in the organization for at least one year and directly or indirectly related with the Health projects. Of the total participants who were eligible as they have worked in the World Vision Ethiopia and Woreda Health office for at least a year before the commencement of the Study, the questionnaire was distributed to those who

consented (n = 127,) and 123 individual returned the questionnaires. The respondents for the target population were the project manager, Maternal and New Born Officers, Health Specialists, Focal Persons from woreda Health Office, finance, human resource department and Monitoring and Evaluation staff in the Area Program, Cluster Program, Head office. This is because they are responsible of many aspects of the project, including the M&E system, hence are in a better position to provide the information required by this study. The confidence level for this research will be 95% confident with a margin of error of +/- 5% ( Smith, 2013).

### **3.5. Method of Data Collection**

The method of data collection used was Self-administered questionnaire addressed to project managers, project team members, partners or other interested parties involved in projects' implementation. The several roles targeted aimed capturing a comprehensive overview of the approached topics. The two Areal programs and one cluster program were purposively included as the study sites to maximize the scope of the study thereby ensure external validity of the result.

### **3.6. Data analysis**

Data were entered into EPI-data versions 3.1.to identify out of range values, missing values or any other inconsistencies and to minimize errors during data entry. Then exported in to SPSS version 20 for analysis. This involves the analysis of data collected in the form of scale, numbers and/or statistics with the use of the quantitative software package Statistical Package for the Social Sciences (SPSS). The analysis is presented in the form of tables, graphs and Percentages. Descriptive statistics like proportion, mean, graphs, pie charts, tables and numerical summary were used. Binary logistic regression was used to identify the impact of independent variable on the outcome variable.

### **3.7. Definition of the Dependent Variable**

**Successful project:** according to this study project is successful if the compose percent score of independents variables is greater than 50 %; unless it failed projects (Shete, 2019).

### **3.8. Definition of the Independent Variable**

Projects are unique due to the fundamental differences that exist across them, and no project is similar to another. Due to this, the causes are often unique to certain industries and the systems in the countries where they are carried out, geographical location and socio-cultural settings (Amid et al.,2012;Damoah, 2015). However, literatures revealed that there are common factors that exist through the project management literature.

**Project Design:** The expectation is that projects that pass through a well thought design process have high probability of successful completion. The composite mean score was computed from the score of the project against constituents of the variable including clarity of objectives (SMART), conceptual framework/Theory of Change (ThoC), logical framework and identification of key factors (Shete, 2019).

**Project Plan:** Represents the composite mean score of the project against work plan. The composite mean score was computed for each project against constituents of the variable including exhaustiveness of the activities, development of work breakdown structure, inclusion of targets against key indicators, estimation of duration for each activity and inclusion of due dates and responsible entity for each activity (Muller & Jugdev, 2012).

**Cost estimation:** Cost breakdown structure has high probability of success. The composite mean score was computed for each project against constituents of the variable including use of Activity Based Costing (ABC),assumptions, basis of estimate and taking account of inflation across time (Damoah, 2015).

**Scope management:** Project with strict scope management has high probability of success. It composite mean score was computed for each project against constituents of the variable including use of work breakdown structure (WBS), scope statement, change request, scope change control, product review and lesson learned (Damoah, 2015).

**Project Monitoring and Evaluation:** The expectation is that projects with properly functioning of monitoring system are better positioned to learn, identify limitations and take timely rectifying measures to keep the project on track. Composite mean score computed for each project against constituents of the variable including availability of PMP, monitoring

schedule, monitoring checklist, monitoring visit reporting template, type of evaluation, consistent use of tools, timeliness of the evaluation, methodology and validation processes (Wachamba Elizabeth Wanjiru , 2013).

**Communication Management:** Project with good communication management has high probability of success. Its composite mean score was computed for each project against constituents of the variable including use of stakeholders analysis, earned value management, information retrieval system (Merwe,2013).

**Infrastructures:** Project in well-established infrastructure areas has high probability of success. Its composite mean score was computed for each project against constituents of the variable including existence of 24 hours electric power, constant availability of mobile service and existence of well-established road (Damoah, 2015).

### **3.7. Data Quality control**

To assure the quality of the data before data collection properly designed structured questionnaire was prepared in English. Orientation was given for data collectors and supervisors. Previously standardized questionnaires were used. Pre-test was performed at out of randomly selected Aps of World Vision Ethiopia, which will not be included during data collection to take some corrective actions to the contents of questionnaire if there. During data collection for ensuring the quality of data, all the data from each respondent was checked for completeness, accuracy, and consistency by the principal investigator and supervisors each day after data collection. After the data collection, the data was entered in to EPI data.

Respondents were asked to choose from the 12 list of factors presented in the five factors that have the highest impact on projects' success there by, it can be stated that the factors that were chosen by most of the respondents have higher impact on projects' success than the others. Questionnaire variables on the World Vision Ethiopia Health projects success status were also measured using a five-point Likert scale (1-5), where 1= strongly disagree and 5= strongly agree. Cronbach's alpha allows the researcher to measure the reliability of different variables. It consists of estimates of how much variation in scores of different variables is attributable to



chance or random errors. Accordingly, in our study case the Cronbach's alpha was 0.742, which indicated existence of good of construct reliability.

### **3.8. Ethical Consideration**

Ethical clearance was obtained from ethical committee of Jimma University, College of Business and Economics. A formal letter, from Faculty of Business and Economics of Jimma University, was submitted to World Vision Ethiopia Head Office then to respective Cluster Program Offices and Area Programs that was selected purposively. The study participants were registered in codes but not in names, that was increase their confidentiality to respond for the questionnaires, also Clients informed that their participation was voluntary and informed consent was obtained from respondents prior to the interview.

## **Chapter Four**

### **4. Data Presentation, Analysis and Interpretation**

#### **4.1. Socio-Demographic of the Respondents**

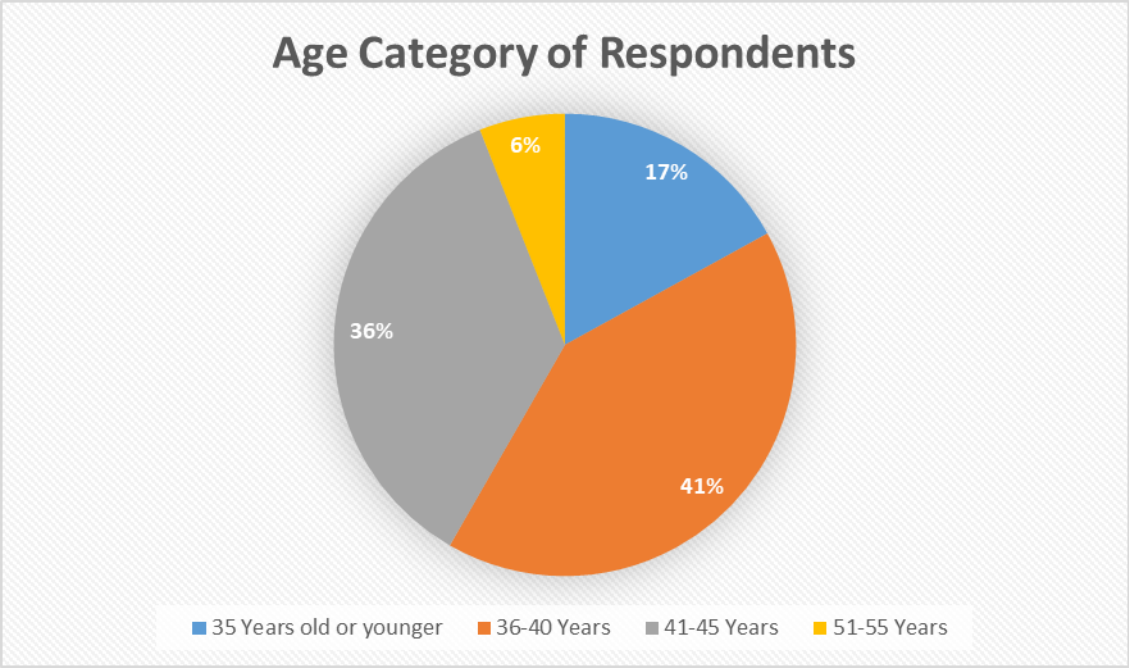
Of the total participants who were eligible as they have worked in the Woreda Health office, World Vision Ethiopia Jimma Area Cluster Programs and Head office at least for a year before the commencement of the Study (n=130), the questionnaire was distributed to those who consented (n=127.). The questionnaires returned (n=123, 97 %) were rechecked for completeness and presented for analysis. More than half 76 (61.78 %) of the respondents were males this may be due to the organization focus on rural operation areas and females do not want to be assigned there. When we consider the Position of the Respondents, 38 (30.8 %) were technical program officers and it could contribute to the reliability of our data because they are technical experts and know each activity detail. When we consider the existence of employee by organization nearly half 57 (46.3 %) of the respondents were at operational level followed by cluster program level. These results may indicate as the whole the organization focus where there is an activity execution thereby feeds to project success. The demographic profiles are represented in detail in table 4:1.

**Table 1 : Socio-Demographic of the Respondents**

Variables	Categories	Frequency	Percent
Gender of the respondents	Males	76	61.78
	Female	45	36.6
	Missing	2	1.6
	Total	123	
Position of the Respondents	Casher- Store Keeper	19	15.4
	Finance Officer	10	8
	TP Officer	38	30.8
	MEAL Officer	10	8
	Managers	12	9.8
	Specialist	5	4
	Human Resource	5	4
	Coordinator	10	8
	Woreda MCH and Nutrition Focal Person	4	3.3
	Woreda Health office Manager	4	3.3
	Woreda Health Office I-WASH Focal person	4	3.3
	Missing	2	1.6
	Total	123	42.3
	Level of the Organization at which the respondents exist	Head Office	14
Regional Office		5	4
Cluster Program Office		33	26.8
Areal Program.		57	46.3
Woreda Health Office		12	9.8
Missing		2	1.6
Total		123	

Source: SPSS output

When we consider the age category of the respondents Figure.2, nearly half (41 %) of them were at the early adult age which is the most productive age of the respondent and could contribute to the success of the projects and followed by 41-45 years (36 %) age group.



**Figure 3:** Age category of the respondents

In terms of educational status, almost half (47 %) of the respondents were masters holders while the least (4 %) were Diploma holders. This could imply the employee of the organization were competitive in education background which can contributes to the success of the projects.

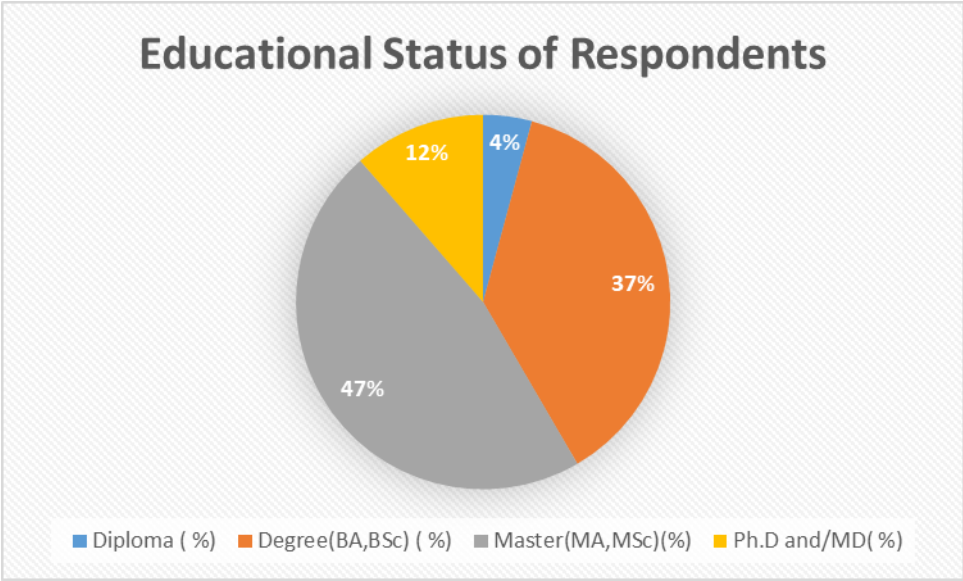
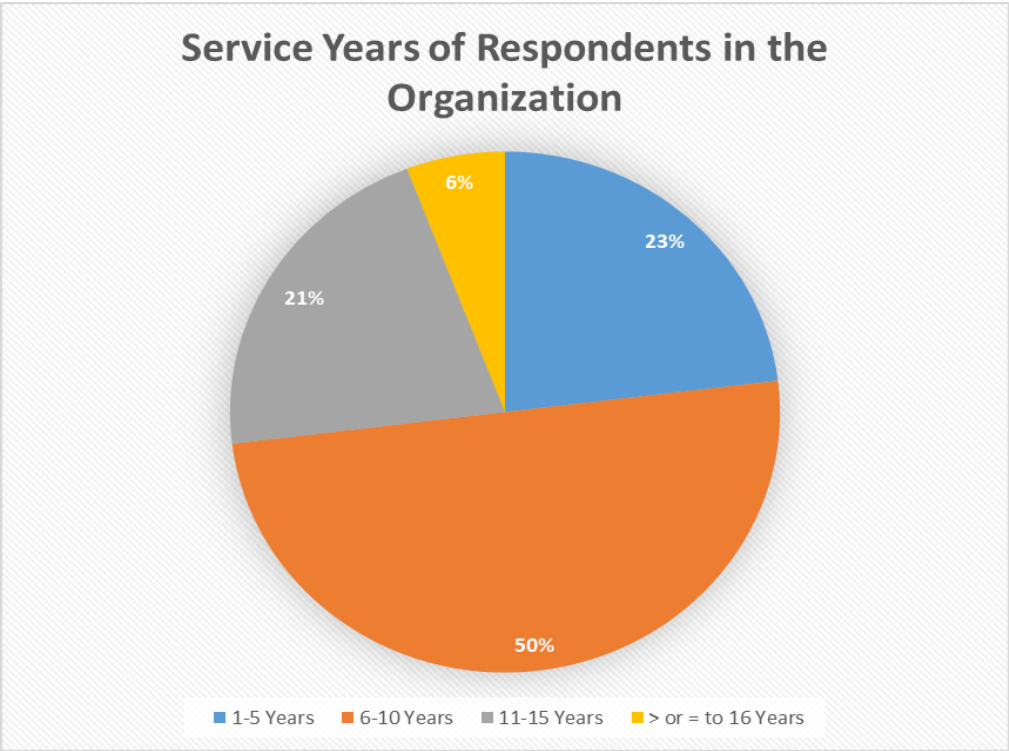


Figure 4 : Educational status of the respondents

Half of the respondents have 6-10 service years in the organization while the least in numbers of the respondents have 16 year or greater service years. This implies that the respondents know deep about the activities of project and can contribute to the project's success.



**Figure 5 :** Service Years of Respondents in the Organization

**4.2. Data Analysis and Results Interpretation**

Respondents were asked to select from the list of determinants presented in the table below (Table 2) five factors that have the highest impact on projects' success. Since all these factors are relevant to projects' success, it can be observed that each of them received votes. On the other hand, there are certain factors that were chosen by more respondents. In this manner, it can be acknowledged that the factors that were chosen by most of the participants have higher impact on projects' success than the others for particular study areas. Based on the findings of the questionnaire, the five factors with highest impact on projects' success are: Project

Communications Management 88(71.2 %), Existence of well-established Infrastructures 83(67.3 %), Project is exhaustively compressive in Work Plan 80(65.4%), Project Technical Design 76(61.5 %) and appropriate and timely Project Monitoring 69(55.8 %) in descending order of importance. Availability of Project Fund is considered to have the lowest impact on projects' success, as they got the smallest number of frequency. The percent scores for all five project success factors in these study are above 50% and are, therefore, considered as quite important factors with respect to project completion, thereby having a definite role of importance towards the quest for successful project completion in the future in these study areas and others with similar context.

**Table 4.2:** Ranking the Success factors of the Project in order of their Importance

Success Factors	Number of Choice	Percentage of respondents choosing the factors
Project Technical Design	76	61.8 %
Project is exhaustively compressive in Work Plan	80	65 %
Detail Project Cost Estimation	38	31 %
Project Scope Management	50	40.65 %
Project Risk Management	17	13.8 %
Project Team	21	17.3 %
Availability of Project Fund	9	7.3 %
Project Monitoring	69	56 %
Project Evaluation	66	53.65 %
Project Communications Management	83	71 %
Project Sustainability	50	40.65 %
Existence well-established Infrastructures.	64	52 %

Source: Author's calculation

### **4.3. Correlations between Determinants of success factors**

Pearson correlation was used to measure the degree of association between variables. Pearson correlation coefficients range from -1 to +1. Negative values indicate negative correlation and positive values indicate positive correlation where Pearson coefficient  $<0.3$  indicates weak correlation, Pearson coefficient  $0.3 < x < 0.5$  indicates moderate correlation and Pearson coefficient  $>0.5$  indicates strong correlation (Wachamba Elizabeth Wanjiru, 2013).

Accordingly, to authenticate the correlation between the Determinants of Project success “Project Communications Management” and the other success factors that applied in the circumstance of the analyzed projects, the statistical test Pearson was used (Table 2). The value of Sig. lower than 0.05 confirms that there is a statistically significant correlation between the statements project has Communications Management and; detail and Compressive Project Cost Estimation; appropriate project risk management; well-built and managed project team availability and secured of project fund; appropriate project monitoring and evaluation and well-planned project sustainability. This is because the respondents vote the project communication while they were requested to rank determinants factors and it considered as dependent variables to correlate with it.

These results point out that change within one variable bring about changes within the other variable that is related. Pearson coefficient implies further information concerning the correlation of the analyzed variables.

The positive values of the Pearson coefficient indicate a positive correlation; if values of one variable increase, the values of the other variable also increase and vice versa. In the below table where significant correlation was identified, the values of Pearson coefficient are positive.

The results achieved through the application of these statistical tests showed that the more projects have clearly defined project communications management have positive influences. Such as; project are more likely to respects detail and compressive project cost estimation; appropriate project risk management is achieved more; project team is well-built and managed; availability and secured of project fund increased; appropriate project monitoring and evaluation on time increased and chance of project Sustainability is increased.



These results indicate the importance of identifying the main success factors through a positive influence on the factors that have the highest influence on project's success.

**Table 4.3. Correlations between Determinants of success factors**

Correlations	The project has clearly defined Project Communications Management		
Project Technical Design	NO Significant correlation	Pearson Correlation	.219
		Sig. (2-tailed)	.126
Project is exhaustively compressive in Work Plan	No Significant correlation	Pearson Correlation	.215
		Sig. (2-tailed)	.134
Compressive Project Cost Estimation	Significant correlation	Pearson Correlation	.296*
		Sig. (2-tailed)	.037
Project Scope Management	No Significant correlation	Pearson Correlation	.004
		Sig. (2-tailed)	.978
Project Risk Management	Significant correlation	Pearson Correlation	.495**
		Sig. (2-tailed)	.000
Project Team	Significant correlation	Pearson Correlation	.472**
		Sig. (2-tailed)	.001
Availability of Project Fund	Significant correlation	Pearson Correlation	.300*
		Sig. (2-tailed)	.036

Project Monitoring	Significant correlation	Pearson Correlation	.463**
		Sig. (2-tailed)	.001
Project Evaluation	Significant correlation	Pearson Correlation	.536
		Sig. (2-tailed)	.000
Project Sustainability	Significant correlation	Pearson Correlation	.342**
		Sig. (2-tailed)	.015

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

**Source: Author's analyze (SPSS analyze output)**

### **Model assumption test (assumption for binary logistic regression)**

Binary logistic regression does not:

- Assume linearity of relationship between the independent variables and the dependent,
- Assume homoscedasticity, and in general has less stringent requirements.

It does, however, require that observations are independent and that the logit of the dependent variables is linearly related to the independent

Goodness-of-fit tests such as model chi-square are available as indicators of model appropriateness as is the Wald statistic to test the significance of individual independent variables( Robert B.Burns and Richard A.Burns,2008).

- ❖ Homoscedasticity: the variance of Y is constant across values of X.

### **Model Summary**

The likelihood ratio chi-square of the model was found to be 7.746, which was statistically significant at  $p < 0.01$ . The coefficient of determination stood at 0.687 indicating that 68.7% of the project success could be attributed to the below mentioned six independent variables.

The signs of the coefficients were found to be as expected in the hypotheses. The log-likelihood, which is the difference between successive iterations of SPSS, stood at -44.66. This indicates that the difference between successive iterations was sufficiently small, and hence, the below mentioned binary logistic regression output table was generated at iterations that fits the full model.

Number of observation = 52, LR  $\chi^2(8) = 7.75$

Pseudo  $R^2 = 0.687$

Prob >  $\chi^2 = 0.0000$  Log likelihood = -44.66

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	44.66	.312	.687

Hosmer-Lemshow's goodness-of-fit test produces chi-square of 7.75 with p-value of 0.759 and 8 degree of freedom hence the model was good fit for the data.

Step	Chi-square	df	Sig.
1	7.746	8	.759

#### **4.4. Determinants of Health Projects Success in World Vision Jimma Area Programs**

##### **4.4.1. Results of Binary Logistic Regression Model**

In Binary logistic regression analysis, appropriate project design, detail work plan, detail cost estimation, strict scope management, timely and regularly monitoring, communication management and existence of well-established infrastructures were variables those satisfied  $p < 0.05$  and were found to be independent predictors of factors associated with project success.

Generally, the project success determinants in binary logistic regression analyses model showed that appropriate project design (OR=4.86 [95% CI: .186,3..288]), detail work plan (OR=3.98 [95% CI: .227,.278]), detail cost estimation (OR=4.50 [95% CI: .199,.248]), strict scope management (OR=2.75 [95% CI:.322,.411]), timely and regularly monitoring (OR=.363 [95% CI: .321,.410]), well communication management (OR= 1.468 [95% CI:1.172,1.840]), and

existence of well-established infrastructures (OR=1.468 [95% CI:1.172,1.840]) were found to be determinant factors for Health projects success in World Vision Ethiopia, Jimma Area program. On the other, project risk, team, fund, evaluation and sustainability management, did not show significant associations with project success.

**Table 4.4:** Binary logistic analyses of Determinants of World Vision Ethiopia Jimma Area Health Projects, South West Ethiopia.

Predictor	B	S.E	Wald	df	Sig.	Exp(B) / OR	95.0% C.I. for EXP(B)	
							Lower	Lower
Design	1.581	0.052	926.033	1	.000	4.86	.186	.288*
Plan	1.381	.051	724.198	1	.000	3.98	.227	.278*
Cost	1.504	.056	710.929	1	.000	4.50	.199	.248*
Scope	1.012	.062	267.883	1	.000	2.75	.3223	.410*
Risk	-.410	.704	.340	1	.560	.663	.167	2.638
Team	-.485	.698	.484	1	.487	.616	.157	2.416
Fund	-.427	.699	.374	1	.541	.652	.166	2.567
Monitoring	-1.014	.062	266.456	1	.000	.363	.321	.410*
Evaluation	-.107	.759	.020	1	.888	.898	.203	3.974
Communication	.384	.115	11.145	1	.000	1.468	1.172	1.840*
Infrastructures	1.506	.057	704.018	1	.000	.222	.198	.248*
Sustainability	-.450	.708	.403	1	.525	.638	.159	2.554
Constant	25.340	1.165	473.281	1	.000	1.011E11		

#### 4.5. Discussion

The results of the Binary logistic regression analysis discovered that the variable with project technical design was found to be Positive and statistically significant ( $p < 0.05$ ). As a result, the null hypothesis “projects that pass through appropriate design process have high probability of successful completion finding was accepted and found inconsistent with findings of (Serrador,2015;Shete,2019) who in their research revealed existence of positive relation between the two variables. Accordingly, such projects were found to be 4.86 times more likely to be successful than those not designed rigorously.

The study also revealed that well-prepared project work plan and successful project execution exhibited a positive and statistically significant association ( $p < 0.05$ ). As the result, projects that come across rigorous work planning process were found to be more likely successful projects. Accordingly, the odds of such projects were found to be 3.98 times more likely to be successful. The result was found to be inconsistent with findings at Romania (Beleiu et al., 2015, Stephen and Danie,2016).

The findings of the binary logistic regression revealed that detail cost break down preparation was found positive and statically significant association ( $p < 0.05$ ). Accordingly, the odds of such projects were found to be 4.50 times more likely to be successful. As the result, the null hypothesis “Projects with detail cost breakdown have more probability of success” is accepted. The finding was found to be inconsistent with finds in Toronto ( Morteza and Kamyar 2009;Serrador, 2015).

Changes in the scope of projects are bound to happen and if they happen, it has negative effects on the completion time – more especially in complex projects, that involves multi-stage iterative process. Accordingly the output of our binary logistic regression analysis also showed that appropriate project scope management was positive and statistically significant association ( $p < 0.05$ ). Consequently, the odds of these Health projects were found to be 2.75 times more likely to be successful. As a result, the null hypothesis “Projects with appropriate Project Scope management have more probability of success” is accepted. The finding was found to

be inconsistent with study done in Ghana and Ethiopia ( Kaliba et al., 2009; Liu et al., 2011 and Damoah, 2015 and ) and (Shete, 2019).

Additionally, the output of the binary logistic regression analysis revealed that monitoring exhibited a negative and statistical relationship with project success ( $p < 0.05$ ). Consequently, with properly functioning monitoring identify limitations and take timely corrective measures to keep the project on track. The rates of such projects were found to be less likely successful than not monitored projects. For that reason, these projects were found to be 59 % times less likely to be successful. The result was found to be contrary to the study done in Pact's projects in Ethiopia (Serrador, 2015; Shete, 2019). This may be due to socio-cultural and organizational difference.

Studies over the years have proved that effective communication is vital in the project environment – it helps to avoid duplication of information, and also provides all the necessary parties involved in the project with relevant, timely information for effective and efficient delivery of the project. In parallel with this theory, our findings also showed that Strict Project Communications Management follow is positive and statistically significant association ( $p < 0.05$ ). As a result, the odds of such projects were found to be 1.5 times more likely to be successful than those of not managed properly. As the result, the null hypothesis “Projects with appropriate Project Communications Management have more probability of success” is accepted. The finding was found to be inconsistent with study in Ghana (Damoah, 2015; Weijermars, 2009; Wong et al.; 2009; Wi & Jung, 2010).

The results of the binary logistic regression analysis revealed that the variable with project in well-established infrastructure Area was found to be positive and statistically significant ( $p < 0.05$ ). As a result, the rate of such projects were found to be 78% times more likely to be successful than those of not managed properly. Consequently, the null hypothesis “projects that exists in Area where well-established infrastructures have high probability of successful completion is accepted. The finding was found inconsistent with the study in Ghana in which their research revealed existence of positive relation between the two variables (Damoah, 2015).

## Chapter Five

### 5. Summary of Findings, Conclusion and Recommendation

#### 5.1. Summary of Findings

- According to the result of the study, out of the total respondents, 61.5 % of employees are males whereas the rest 38.5% are females
- Concerning the age of the respondents from the total 123 respondents 41% of them are grouped under 36-40 ages category, 36% of them are from age 41 - 45, the rest of the respondents are categorized in 35years old or younger. Majority of the respondents are between the age group of 36-41yers
- When we consider the Position of the Respondents, 30.8 % were technical program officers while 8 % of them are Monitoring and Evaluation followed by managers, coordinators and human resources, 9.6 % each.
- In terms of educational status, almost half (47 %) of the respondents were masters holders followed by degree (BSc,BA) holders (37 %).
- Half of the respondents were have 6-10 service years in the organization followed by 1-5 service years where as the least in numbers of the respondents were have 16 year or greater service years in the organization.
- Based on the findings of the study, the five factors with highest impact on projects' success are: Project Communications Management (71.2 %), Existence of well-established Infrastructures (67.3 %), Project is exhaustively compressive in Work Plan (65.4%), Project Technical Design (61.5 %) and appropriate and timely Project Monitoring (55.8 %) in descending order of importance. Availability of Project Fund is considered to have the least impact on projects' success, as they got the smallest number of frequency.
- The results of the correlation between the determinants of success factor "Project Communications Management" and the other success factors that applied in the circumstance of the analyzed projects are, the statistical test Pearson was used and confirmed that there is a statistically significant correlation between the statements

project has communications management and detail and project cost estimation, project risk management, well-built and managed project team availability and secured of project fund, appropriate project monitoring and evaluation and well-planned project sustainability. These results point out that change within one variable bring about changes within the other variable that is related.

- Binary logistic regression analysis revealed that, appropriate project design, detail work plan, detail cost estimation, strict scope management, timely and regularly monitoring, communication management and existence of well-established infrastructures were found to be independent predictors of factors associated with project success.



## 5.2. Conclusions

Success is most wanted in everyday life, in business activities and in projects. Given the high rate of projects that fail reaching their objectives or creating the wanted effects, researches that approach the topic of success bring positive inputs both to literature and to practice. The research presented in this article is relevant because it aims to identify the main success factors from a very comprehensive list of factors.

- The response rate of the study was (n = 123, 96.3.5 %) which indicate the strength of it.
- More than half 76 (61.5 %) of the respondents were males this may be due to the organization focus on rural operation areas and females do not want to be assigned there.
- When we consider the Position of the Respondents, 38 (30.8 %) were technical program officers (n = 17, 34.6%) and it could contributes to the reliability of our data because they are technical experts and know each activity detail.
- Among the success factors, ‘communication management’ 83 (71.2 %), was found to be the most important for the respondents, which suggests that the respondents would normally give high priority to project communication.
- This is followed by the existence of well-established infrastructures 64(52.3 %).This may imply, that which may indicate that a project may be successful if the communication and basic infrastructures are met and may draw attentions of concerned bodies.
- Since factors are usually related to each other, knowing the factors that have higher influence on projects’ success supports the management process and increases its efficiency.
- Availability of Project Fund is considered to have the lowest impact on projects’ success, as they got the smallest number of frequency.

- The research concluded that positive and statistically significant relationship between project design, work plan, detail cost estimation, project monitoring, communication management, basic infrastructures and project success in the implementation areas.

### **5.3. Recommendations**

This section presents researcher's recommendation based on the finding and conclusion of the study. Therefore, based on the above sections the researcher recommends the following:

- It is recommendable to undertake further study with large sample size for generalization of the findings to the whole NGO sector in Ethiopia and as the National for World Vision itself.
- Project communication management was found to be the most important for the respondents and ranked first. Therefore, it is advisable for the organization to give attention for information planning, distribution and decision-making.
- It is recommendable for the World Vision Ethiopian to escalate the study to the national wide.
- The government has to give attention to the basic infrastructures of the implementation areas.
- It is recommended to take the Future research to be done in order to continue the study on a higher sample, by testing the correlation between rankings of success factors and the roles or the experience of respondents.
- The finding of this study was based on only primary data so; it is recommendable to undertake further study using data from both primary and secondary sources to get more strengthen findings

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## **6. Appendix**

**Jimma University**

**College of Business and Economics, Department of Accounting and Finance**

**Department of Accounting and Finance**

**English Version Questionnaire**

Questionnaire For Data Collection on the **Main Factors Influencing Project Success** in Case of World Vision Ethiopia (WVE) Jimma Area Program (Ap) Health Projects, South West Ethiopia.

**Questionnaires for structured Facility Based Descriptive Cross-sectional Study.**

**Informed consent form**

Dear respondent, I am glad to inform you that you are one of the chosen study participants to participate in this study the purpose of which is to assess **Main Factors Influencing Project Success** in Case of World Vision Ethiopia (WVE) Gewata Area Program (Ap) Health Project, South West Ethiopia.

The information in this questionnaire will be kept strictly confidential, will not be divulged to any one and only the research team will have access to the information you gave but your name and address will not be recorded or identified even by the research team.

Only you will fill this questionnaire after you agree to take part in the study. However your genuine and true responses you give value for success of the study and also will help for better understanding of the problem that would eventually help in designing appropriate intervention to solve the problems and I sincerely ask you to give your genuine and true responses to the questions provided .the questionnaire contains three parts and will take not more than 25 minutes.

## 6.1. Questionnaires:

### SECTION – I: PROJECT IDENTIFICATION

- |   | Full Name     |
|---|---------------|
| 1.1 Name of the project:                                | Name in short |
| 1.2 Donor   |               |
| 1.3 Project implementation regions/city administrations |               |

### SECTION-II. SOCIO DEMOGRAPHIC TYPES

#### 1. Gender of the respondents

1. Male 2.Female

#### 2. Education status of the respondents

1. Diploma 2.Degree (BA, BSC) 3.Master (MA, MSc). 4. Ph.D. and/ MD

#### 3. Age of the Respondents:

- 1.35 years old or younger 2. 36-40 years 3.41-45 years  
4. 46-50 years 5.51-55 years 6.Older than 55 years

#### 4. Position of the Respondents:

1. Cashier- Store Keeper 2. Finance Officer 3.TP Officer 4. MEAL Officer 5.Managers 5.Specialist 6.HR

#### 5. Level of the Organization at which the respondents exist.

1. Head Office 2. Regional Office 3. Cluster Program Office 4. Areal Program.

#### 6. For How many years you have been serving on Project.

1. 0-5 years 2.6-10 3.11-15years 3.Greater or equals to 16 years.

#### 7. Category of Your Position:

1. EDLS 2.Health 3.I-WASH 4.Engineer 5.MEAL Officer 6.Manager 7.Specialist

**IIIA: Dear my respondent the following table presents lists of Project Success factors; could you put tick sign under these numbers in order of their importance for Health Project success.**

Success factors (Descriptions)	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	6 <sup>th</sup>	7 <sup>th</sup>	8 <sup>th</sup>	9 <sup>th</sup>	10 <sup>th</sup>	11 <sup>th</sup>	12 <sup>th</sup>
Technical Design												
Work Plan												
Cost Estimation												
Scope Management												
Risk Management												
Team Building												
Availability of fund												
Project Monitoring												
Project Evaluation												
Communication Management												
Well-established infrastructures												
Sustainability												

**SECTION – IIIB: PROJECT SUCCESS FACTORS**

Instruction: Responses for questions that relies on “the extent/magnitude/ rating” are designed to be in a Likert scale of 1 to 5. Would you please circle your response noting that 1 is the *LOWEST (STONGLY DISAGREE, 2-Disagree, 3-Neutral, 4-Agree* and 5 is the *HIGHEST (STONGLY AGREE)*

PROJECT SUCCESS FACTORS								
QUESTIONS				RESPONSE				
1 .Project Technical Design								
1.1	To what extent were objectives SMART?			1	2	3	4	5
1.2	How do you rate the conceptual framework/Theory of Change (ToC) of the project?			1	2	3	4	5



1.3	How do you rate the logical framework/results framework of the project?	1	2	3	4	5
1.4	To what extent were key indicators against which the project would be gauged included?	1	2	3	4	5
<b>2. Project Work Plan</b>						
2.1	To what extent does the project work plan include exhaustive list of activities?	1	2	3	4	5
2.2	To what extent does the project work plan include targets against key indicators?	1	2	3	4	5
2.3	To what extent does the project work plan include duration estimates for each activity?	1	2	3	4	5
2.4	To what extent does the project work plan include due dates for the delivery of each activity?	1	2	3	4	5
2.5	To what extent does the project work plan include responsible persons in charge of the activities?	1	2	3	4	5
2.6	To what extent was the total duration of the project calculated taking account of the time requirement of key milestones/activities?	1	2	3	4	5
<b>3. Project Cost Estimation</b>						
3.1	To what extent was budget prepared reflecting detail cost breakdown structure?	1	2	3	4	5
3.2	To what extent does the project cost estimate make use of documented assumptions?	1	2	3	4	5
3.3	To what extent does the project cost estimate include the basis of cost estimate?	1	2	3	4	5
3.4	To what extent does the project cost estimate take account of inflation?	1	2	3	4	5
<b>4. Project Scope Management</b>						
4.1	Did the project encounter scope creep in its life?	1	2	3	4	5
4.2	If, yes, was the expansion of the scope supported with the provision of the required cost?	1	2	3	4	5
4.3	If there was scope creep, were provisions made to recruit the required project personnel that the scope expansion required?	1	2	3	4	5
4.4	If there was scope creep, was it planned to fit within the agreed project completion period?	1	2	3	4	5
<b>5. Project Risk Management</b>						
5.1	Did the project have risk management plan?	1= No		2= Yes		
5.2	To what extent did the project identify risks from its inception?	1	2	3	4	5
5.3	To what extent did the project practice risk analysis (probability and impact)?	1	2	3	4	5
5.4	To what extent the project managed to assign responsible persons to manage the different risks?	1	2	3	4	5

5.5	Would you please rate the risk monitoring practice of the project (in a scale of 5, where 1 is poor & 5 is highest)	1	2	3	4	5
<b>6. Project Team</b>						
6.1	To what extent is the organizational structure appropriate to the project?	1	2	3	4	5
6.2	Did project employees have job description for their post?	1	2	3	4	5
6.3	To what extent did the project manage to recruit and place employee on time?	1	2	3	4	5
6.4	Did the project manage to have all the required staff?	1	2	3	4	5
6.5	Did the project manage to provide induction to all of the new staff?	1	2	3	4	5
6.6	To what extent did the project manage to develop the skills of its staff as per the staff development plan?	1	2	3	4	5
6.7	Would you please rate availability of the project key personnel for the entire life of the project?	1	2	3	4	5
6.8	How do you rate the practice of having Individual Operational Plan (IOP) that held staff accountable?	1	2	3	4	5
6.9	To what extent did the project conduct staff performance appraisal?	1	2	3	4	5
<b>7. Availability of Project Fund</b>						
7.1	How do you rate the project agreement in terms of its clarity on the budget (budget by project components, obligated and not obligated etc.?)	1	2	3	4	5
7.2	How do you rate the project in terms of having timely approved disbursement plan each fiscal year?	1	2	3	4	5
7.3	To what extent does the donor channel the budget as per the amount in the disbursement plan?	1	2	3	4	5
7.4	To what extent does the donor channel the budget as per the timeline indicated in the disbursement plan?	1	2	3	4	5
7.5	To what extent was, the financial settlement conducted as scheduled?	1	2	3	4	5
<b>8. Project Monitoring</b>						
8.1	How do you rate the Performance Monitoring Plan (PMP) of the project?	1	2	3	4	5
8.2	To what extent did the project employ monitoring checklist while conducting monitoring visit?	1	2	3	4	5
8.3	How do you rate the practice of developing project-monitoring schedule?	1	2	3	4	5
8.4	How do you rate the practice of using standard template for monitoring visit reporting?	1	2	3	4	5
8.5	To what extent project staff delivered monitoring visit report.	1	2	3	4	5
8.6	What did the practice of sharing monitoring visit reports look like?	1	2	3	4	5

8.7	To what extent did the project use monitoring visit reports for programming/decision making?	1	2	3	4	5
<b>9.10 Project Evaluation</b>						
9.1	Did the project pass through an evaluation process? (Multiple response possible)	1 = No evaluation 2 = Baseline evaluation 3 = Mid-term evaluation 4 = End line evaluation 5 = Baseline + Mid-term and/or end line evaluation				
9.2	To what extent were tools used consistently?	1	2	3	4	5
9.3	How do you rate the timeliness of evaluations conducted to the project?	1	2	3	4	5
9.4	How do you rate the appropriateness of methodologies used for the project evaluations?	1	2	3	4	5
9.5	How do you rate the validation processes of the evaluation reports?	1	2	3	4	5
<b>10. Project Communications Management</b>						
10.1	To what extent did the project identify stakeholders from its inception?	1	2	3	4	5
10.2	To what extent did the project identify information needs of its stakeholders?	1	2	3	4	5
10.3	To what extent did stakeholders (sector offices and/or beneficiaries) participate in review meetings?	1	2	3	4	5
10.4	How do you rate the practice of having project-reporting schedule?	1	2	3	4	5
10.5	How do you rate the practice of using standard project reporting template?	1	2	3	4	5
10.6	To what extent is the project on schedule in terms of submitting performance report to its stakeholders?	1	2	3	4	5
10.7	How do you rate utilization of reports for effective programming/decision making?	1	2	3	4	5
<b>11. Project exists in Well-established infrastructures Area</b>						
11.1	I think there is well-established road in your Area Program					
11.2	There is 24 hours electric power in your Area Program					
12.3	There is uninterrupted Mobile service within 24 hours					
<b>13. Project Sustainability</b>						
13.1	Would you please rate the project in relation to incorporation of phasing out strategy in the project proposal?	1	2	3	4	5
13.2	Would you please rate the project in relation to holding close out meeting with pertinent stakeholders including beneficiaries and the donor?	1	2	3	4	5
13.3	Would you please rate the project for its practice of stakeholder analysis (their interest, influence)	1	2	3	4	5
13.4	Would you please rate the project in relation to stakeholder management plan	1	2	3	4	5
13.5	To what extent did the project beneficiaries involve in the different phases of the project cycle?	1	2	3	4	5

13.6	To what extent did the project hand over major deliverables to beneficiaries as per the phasing out strategy?	1	2	3	4	5
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#### 9.4. Annex v: Assurance of principal Investigator

The undersigned agrees to accept responsibility for the scientific ethical and technical conduct of the research project and for provision of required progress reports as per terms and conditions of Business and Economics College in effect at the time of grant is forwarded as the result of this application.

**Name of the student: Misgana Assefa**

**Date.** \_\_\_\_\_ **Signature** \_\_\_\_\_

#### APPROVAL OF THE ADVISORS

**Name of the first advisor:** \_\_\_\_\_

**Date.** \_\_\_\_\_ **Signature** \_\_\_\_\_

**Name of the coo-advisor:** \_\_\_\_\_

**Date.** \_\_\_\_\_ **Signature** \_\_\_\_\_