Determinants of Project Success in NGOs: The Case of PACT Ethiopia

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Abstract
This study is designed to investigate the determinants of project success in an international non-governmental organization in Ethiopia. It adopted a cross sectional research design and collected both quantitative and qualitative data from a total of 36 projects that were implemented between 2004 and 2016 by Pact-Ethiopia. Project success was conceptualized as a function of efficiency and effectiveness. It was measured employing a composite index comprised of cost and schedule performance indices as well as performance of the project against key indicators. Accordingly, while two-third of Pacts projects were successfully completed, 22% and 11% were found to be moderately successful and challenged projects respectively. A range of independent variables were regressed against the dependent variable (project success) using the ordered logit model. The result revealed that comprehensiveness of the work plan, procurement, project team building and monitoring and evaluation were found to be statistically significant.

Keywords: *Project, project success, determinant, International NGOs, Pact-Ethiopia*

1. Introduction

1.1 International NGOs in Ethiopia

Civil associations began to emerge in Ethiopia during the 1930s as a factor of urbanization and economic development. Civil society entities in general, however, were slow to take root under the emperor's regime and then restricted during the Derg period (1974–91). Non-Governmental Organizations (NGOs) began to appear in Ethiopia in the 1960s, when neither the self-help groups found in all levels of Ethiopian society nor the government were able to meet the growing demands of the population (Jeffrey, 2000). Most International Non-Governmental Organizations (INGOs) trace their Ethiopian roots to the catastrophic famine crises of 1973–

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74 and 1984–85. The NGOs of those years were overwhelmingly focused on emergency relief operations and were largely foreign entities (ICNL, 2015).

The international NGO sector has gradually diversified its engagement from relief to development projects (ICNL, 2015). The growing importance of NGOs in the development process is attributed to many factors. Mkoba (2002) indicated that NGOs are considered as an alternative approach to development in pursuit of participatory grassroots development and self-reliance in the third world for two major reasons: Firstly, they use of innovative development strategies including cost-effective approaches, assisted self-reliance or participatory development. Secondly, their small-scale oriented operations, flexibility, adaptability, quick response to peoples' need than governments and great capacity to mobilize resources and to organize people to solve their own problems (Lekorwe and Mpabanga, 2007).

Since the 1984 famine, Ethiopia has seen a large influx of International NGOs. As of December 2014, there were 3,181 CSOs operating in Ethiopia (ICNL, 2015). Overall, as of February 2012, the Charities and societies registered at Federal level were implementing over 113,916 projects, of which 57% were implemented by Ethiopian Resident Charities followed by foreign charities (23%) and Ethiopian Resident Societies (15%) (UNDP, 2014b). These NGOs have been investing billions of dollars in wide range of sectors including food security, emergency, water development, health, education, agriculture, women and children development etc. It is too plain to see that projects are central to the existence and success of International NGOs. Consistent with this, Meskendahl (2010) equate projects as the central building block used in implementing organizational strategies, and further explain that organizational success is determined by the success of their projects. As a result, project success and its determinants are topics of great interest.

Pact is amongst the foreign charities that has been engaged in the implementation of myriad of development projects in Ethiopia since 1996. Therefore, in this study an attempt was made to assess the extent to which Pact was successful in implementing its projects using project success criteria measured objectively in a composite index. The research also investigates

factors contributing to the successful completion of development projects by regressing project success against a range of explanatory variables.

1.2 Background of the Organization

Pact is United States based, non- governmental and not for profit international organization operating around the globe to see a world where those who are poor and marginalized discover and build their own solutions and take ownership over their future (Pact Inc., 2014). It aspires to achieve its vision through three impact areas, namely health, livelihood and natural resource management by enabling: (1) vulnerable people access the health products, services and information needed to enjoy a healthy life; (2) people with limited livelihood choices gain the resources needed to be income secured; and (3) resource dependent communities gain lasting benefit from the sustainable use of the natural resources around them. Capacity development, governance and business and market constitute Pact's three core approaches for the achievement of the aforementioned strategic goals. With 50 years of experience across more than 60 countries, Pact is viewed as a leader in the capacity development field. Its approach, methods, and tools have been taken up by the United States Agency for International Development (USAID) and implementing partners (Pact Inc. 2012).

1.3 Statement of the Problem

The development project undertaken by NGOs in the 1990s was estimated to have cost 2.3 billion Birr and was believed to have benefited 26 million people in the country (Kassahun, 2002). Similarly, in the period 1997-2001, NGOs benefited a total of 23.2 million people in five regions of Ethiopia. A total of 360 projects were implemented by 271 NGOs (188 Local and 83 International) in development programs. These NGOs spent a total of USD 392, 222,200 of which 90% was spent on development programs and the remaining 10% on relief and rehabilitation operations (CRDA, 2004 cited in Ayele, 2008).

Despite their tremendous involvement and contribution, the success of NGO projects was not as intended. A recent McKinsey-Devex survey indicated that 64% of donor-funded projects fail (Hekala, 2012). The Standish Group's

CHAOS Summary (2009) revealed a decrease in project success rates in 2008, with 32% of all projects succeeding (delivered on time, on budget, with required features and functions); 44% were challenged (late, over budget, and/or with less than the required features and functions); and 24% failed compared to the corresponding figures of 35%, 46% and 19% respectively for the year 2006. Consistent with this, Dugger (2007) revealed that while the World Bank has invested more than US$5 billion in more than 700 projects in Africa over the past 20 years, its project failure rate was found to be over 50%. The failure rate was found to be greater than the 40% failure rate observed in other poor regions of the world showing that African projects are lagging behind.

Compared with public sector organizations, NGOs have received less research attention at the empirical level thus making the NGO related literature somewhat underdeveloped (Ahsan and Gunawan, 2010; Ika et al., 2010). In particular, very little has been written on international development project success, success criteria, critical success factors and factors affecting success of international NGOs projects in Sub-Saharan Africa (Khang and Moe, 2008; Ika et al., 2010 Ika, 2012; Daniel, 2013). International NGOs operating in Ethiopia, the significant majority of whom are engaged in playing an intermediary role between international donors and local implementing agencies are not exceptional to this. They had not often been the subject of such studies in many parts of the world in general and that of Ethiopia in particular. Furthermore, NGOs are extremely diverse group of organizations, which can make meaningful generalization very difficult. NGOs play different roles and take very different shapes and forms within and across different country contexts (Riddell, 2007). The internal and external environments in which international NGOs operate vary from organization to organization. This calls the need for a closer investigation and understanding of correlates of project success at individual organization level.

Pact is amongst the international NGOs engaged in the implementation of development projects in Ethiopia. In the past 22 years, it has implemented over 50 projects with a total budget of over 179 million dollar in a range of sectors including education, health, livelihood, emergency, peace building,

orphans and vulnerable children. The organization has reached millions of Ethiopians, most of whom were disadvantaged and living in the peripheral areas. Despite this, 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 the correlates of project success in an international NGOs in Ethiopia and thereby add a brick to the project management body of knowledge in general and to the development endeavor of Ethiopia in particular. Specifically, the study attempts to answer the following research questions:

i. To what extent was Pact successful in implementing its projects?
ii. What does the overall project success rate of Pact look like?
iii. What are the planning-phase related factors determining successful completion of projects?
iv. What factors determine project success in relation to the execution phase?
v. Does monitoring and evaluation determine project success?
vi. To what extent do the identified factors influence the successful completion of projects?

1.4 Scope and Limitation of the Research

The study was conducted on development projects implemented by Pact Ethiopia. Being confined in one organization, the external validity of the study may be questioned for not being too strong to generalize for INGOs. The research was confined deliberately on projects completed within the last 13 years (2004-2016) just for two reasons: i) the longer the time span, the more difficult it will be to trace key project documents and ii) given the temporary nature of project staff employment, it will be too difficult to find the majority of the then project staff who will serve as key informants. As a result, the number of projects subject to the study was limited to 36, which is not much, if not too small to conduct hypothesis testing.

2. Conceptual Framework of the study

A project is said to be successful if it is completed on schedule, within the budget and in conformance with predetermined performance specifications (Ioana et.al, 2015; Paul, 2008; Smith, 2007; Lewis, 2001; APM, 1995, Pinto and Slevin, 1988 and Gaddis, 1959). This implies that project success is pegged on whether or not these parameters are met. From this it is too plain to see that project success entails both effectiveness and efficiency. This

research, therefore, equate project success as a function of effectiveness and efficiency, where:

Effectiveness: Refers to the degree to which objectives of the project are achieved. More specifically, it refers to the extent to which the project manages to achieve its target in terms of key indicators set from the outset.

Efficiency: Refers to completion of the project within schedule and approved budget. To this end, Schedule Performance Index (SPI) and Cost Performance Index (CPI), which are measures of schedule and cost performance of a project (PMI, 2008) were employed.

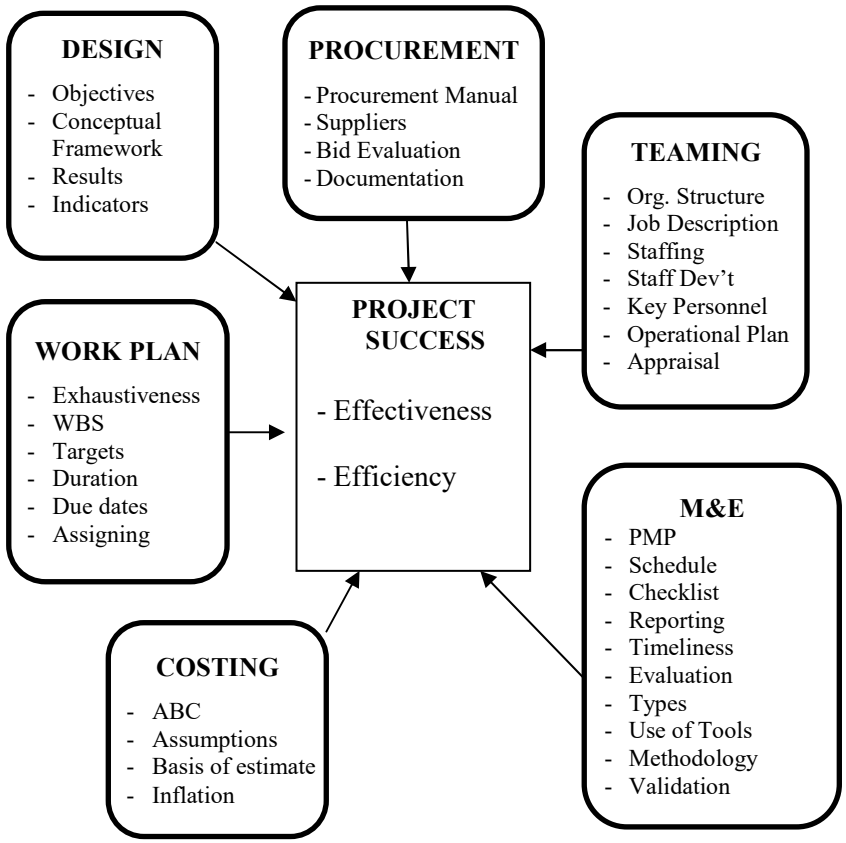

Figure 2.1: Conceptual Framework for the study

Source: Authors' construction based on literature (2017)

Project success is a variable that depends on myriad of independent variables, known as project success factors. These independent variables determine success in the different stages of the project cycle. A total of six independent variables (technical design, work plan, cost breakdown, project team building and monitoring and evaluation) were run in the ordered logistic regression model. The other group of independent variables including scope creep, pre-award assessment, risk management and project communications management were dropped from the ordered logistic regression model for absence of data variability. See the conceptual framework presented in figure 2.1.

Hypotheses

Project success is determined by myriads of independent variables. This research was therefore be undertaken with the following hypotheses.

Hypothesis1: Projects with appropriate technical design are expected to have high probability of success.

Hypothesis 2: Projects with detail work plan are expected to have high probability of success.

Hypothesis 3: Projects with detail cost breakdown are expected to have high probability of success.

Hypothesis 4: Projects with good practice of team building are expected to have high probability of success.

Hypothesis 5: Projects with clear procurement procedures/manuals have high probability of success.

Hypothesis 6: Projects with properly functioning monitoring and evaluation system have high probability of success.

3. Research Methodology

3.1 Research Design and Approach

The cross sectional research design is often called a social survey design. It entails 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). Hence, this research employed cross sectional design. Triangulation of data source has a number of advantages that no single source could have. Carvalho and White (1997), in

this regard, pointed out that use of integrated approaches helps in implementing better measurements, confirming, enriching, and explaining the findings thus resulting in better analysis. White (2002) also indicates that using quantitative and qualitative approaches together yields synergy. Thus for the purpose of attaining objectives of the research both quantitative and qualitative data were used.

3.2 Source of Data and Instrument

The data for the study was collected both from primary and secondary sources. Data on whether or not the project was successful from the perspective of the three pillars (cost, time and performance) was collected from secondary sources including project financial reports, baseline, mid-term and end line evaluation reports, terminal reports and Performance Monitoring Plan (PMP). Primary data was collected from the then project managers or program officers using the tool developed for the purpose. Monitoring visit reports, pre-award assessment reports, evaluation and learning review reports and periodic program reports were also used to complement the primary data.

3.3 Sampling procedure

The units of analysis for the research were projects completed by Pact Ethiopia in the last 13 years (2004-2016). The organization has completed a total of 36 projects in the education, health, livelihood and peace building sectors. Given the manageable size of projects, data for the research was collected from all of the 36 projects completed in the aforementioned period.

3.4 Measuring Project Success

The extent to which projects were efficient and effective were objectively measured given that project success is conceptualized as a function of effectiveness and efficiency.

EFFICIENCY: In a bid to measure efficiency in an objective way, performance index including Schedule Performance Index (SPI) and Cost Performance Index (CPI) were computed for projects. SPI is a measure of progress achieved compared to progress planned for a project. While SPI value of less than 1 indicates less work was completed than was planned, SPI value of greater than 1 indicates more work was completed than planned. CPI measures the value of the work completed compared to the actual cost or progress made on the project. While CPI value of less than 1 indicates cost

over run for the work completed, CPI value of greater than 1 indicates cost under-run or work was accomplished for less cost than budgeted (PMI, 2008; Deborah et al., 2013).

$$EV = (\%\ completed)(PV) \quad \text{.....(1)}$$

$$SPI = \frac{EV}{PV} \quad \text{.....(2)}$$

$$CPI = \frac{EV}{AC} \quad \text{.....(3)}$$

Where, *PV is Planned Value, , EV is Earned Value, SPI is Schedule Performance Index, CPI is Cost Performance Index and AC is Actual Cost*

EFFECTIVENESS: Performance of the project's specific indicator was computed by comparing the cumulative achievement of that specific indicator against what was originally planned.

$$Performance\ of\ an\ indicator = \left(\frac{Cumulative\ achievement\ of\ the\ indicator}{Original\ target\ of\ the\ indicator}\right) * (100) \quad \text{.....(4)}$$

The overall effectiveness of the project is therefore computed by taking average achievements of all key indicators, presented as follows:

$$Project\ effectiveness = \sum_{i=1}^{n} X_1 + X_2 + \cdots \ldots X_n \quad \text{..... (5)}$$

Where: X: Key Indicator N: Number of Key Indicators

The composite index of project success is computed by taking average of the aforementioned three parameters as follows:

$$Project\ success = \sum_{i=1}^{n} \frac{X_i + Y_i + Z_i}{3} \quad \text{..... (6)}$$

Where:

X = The rate at which the project was completed compared to the approved schedule

Y = The level of budget utilization at project completion

Z = Mean accomplishment of the project on key indicators.

Paul (2008) explains the conventional approach of determining project success as "an assessment of performance based on whether the project was completed "on time, within budget and to specification. If each was achieved within a narrow range of tolerance then the project is deemed a success." The Standish Group (1995) categorized projects into three. Accordingly, Type 1, (Successful Projects) include those projects completed on-time and on-budget, with all features and functions as initially specified, Type 2, (Challenged Projects) comprise of those completed and operational but over-budget, over the time estimate, and offers fewer features than originally specified. Type 3 (Impaired Projects) include those projects cancelled at some point during the development cycle. Pact uses 4 categories[3] to rate projects based on their level of accomplishment (0-25%, 26-50%, 51-75% and 76-100%). Taking inputs from this, the wide range of literature discussed and the actual practice of Pact, which is in line with Paul's conventional approach, the research considered five categories of projects to gauge project completion status:

Type – 1 Projects: Successful Projects: Refers to projects that were completed on-time and on-budget, with the key indicators achieved 90 percent[4] or more of their targets. Accordingly, a successful project will have a composite index of 96.7% or more.

Type – 2 Projects: Moderately Successful Projects: Refers to projects that were completed and operational but with some extension period and/or over budget while meeting 75 to 90 percent of the originally specified key indicators. Accordingly, a moderately successful project is the one with an index score of 76 to 96.6 percent.

Type – 3 Projects: Challenged Projects: Refers to projects that were completed and operational but with significant extension period and/or over budget while meeting 50 to 75 percent of the originally specified key indicators. Accordingly, a challenged project is the one with an index score of 51 to 75 percent.

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[3] *Pact's Promise Indicator/Balanced Score Card (BSC) Tracking Instruction Sheet*

[4] *Pact, among other parameters, considers a project successful if it manages to achieve 90% or more of its targets on key indicators. Source: Pact's Promise Indicator (BSC) Tracking Instruction Sheet.*

Type – 4 Projects: Impaired Projects: Refers to projects that were cancelled at some point during the implementation process.

Type – 5 Projects: Failed Projects: Refers to projects that were completed with a very significant extension period and/or over budget and might/might not be operational, with the project achieving less than 50 percent of the originally specified key indicators. Accordingly, a failed project is the one with an index score of 50 percent or less.

3.5 Data Analysis Techniques

The data collected from projects was also analyzed employing descriptive statistics. Statistical Package for Social Science (SPSS) software was used to compute frequency, mean and percentages. The outputs of the descriptive analysis was presented in tables, graphs, bar chart and pie-charts. Moreover, data collected from secondary sources including baseline, mid-term and end line evaluations, monitoring visit reports and program progress and terminal reports was used to complement results of the quantitative analysis.

The relationship between an ordered dependent variable and independent variables can be computed using ordered logit or probit models. Logit and probit distributions are very close to each other and using one or the other will not result in substantial differences (Maddala, 1983). In so many cases, logit is preferred to the probit due to its link to other models and its simpler interpretability (McCulaah and Nelder, 1989). Mukherjee et al. (1998) pointed out that in a wider context, using a logit model allows bringing out patterns in the data that might be obscured. Thus, ordered logit model fit by ologit, was employed for the study using stata software, version 11. Detail of the model extracted from Richard (2015) is presented below.

3.5.1 Model Specification

1 In the ordered logit model, there is an observed ordinal variable, γ

2 Y, in turn, is a function of another variable, γ^*

a) In the ordered logit model, there is a continuous, unmeasured latent variable γ^*, whose values determine what the observed ordinal variable γ equals.

b) The continuous latent variable Y^* has various threshold points. The value on the observed variable Y depends on whether or not you have crossed a particular threshold.

3. So, what does Y^* equal? How do you estimate this model?

a) In the population, the continuous latent variable Y^* is equal to

$$\gamma^*_{\iota} = \sum_{k=1}^{K} \beta_{\kappa} X_{\kappa\iota} + \varepsilon_{\iota} = Z_{\iota} + \varepsilon_{\iota}$$

b) The Ordered Logit Model estimates *part* of the above:

$$Z_{\iota} = \sum_{k=1}^{K} \beta_{\kappa} X_{\kappa\iota} = E(\gamma^*_{\iota})$$

c) The K βs and the M-1 κs are parameters that need to be estimated. Once you have done so, using the corresponding sample estimates for each case you compute

NOTE THAT THERE IS NO INTERCEPT TERM. THE ESTIMATED M-1 CUTOFF TERMS WILL BE USED TO ESTIMATE THE PROBABILITY THAT Γ WILL TAKE ON A PARTICULAR VALUE. THE FORMULAS ARE

$$P(\gamma_{\iota} > j) = \frac{exp(X_{\iota}\beta - \kappa_j)}{1 + [exp(X_{\iota}\beta - \kappa_j)]}, j$$ *Which implies*

$$P(\gamma_{\iota} = 1) = 1 - \frac{exp(X_{\iota}\beta - \kappa_1)}{1 + [exp(X_{\iota}\beta - \kappa_1)]}$$

$$P(\gamma_{\iota} = j) = \frac{exp(X_{\iota}\beta - \kappa_{j-1})}{1 + [exp(X_{\iota}\beta - \kappa_j - 1)]} - \frac{exp(X_{\iota}\beta - \kappa_j)}{1 + [exp(X_{\iota}\beta - \kappa_j)]}, j = 2,\ldots,M-1$$

$$P(\gamma_{\iota} = M) = \frac{exp(X_{\iota}\beta - \kappa_{M-1})}{1 + [exp(X_{\iota}\beta - \kappa_{M-1})]}$$

In the case of M = 3, these equations are simplified to

$$P(Y = 1) = \frac{1}{1 + exp(Z_{\iota} - \kappa_1)}$$

$$P(Y = 2) = \frac{1}{1 + exp(Z_i - \kappa_2)} - \frac{1}{1 + exp}$$

$$P(Y = 3) = 1 - \frac{1}{1 + exp(Z_i - \kappa_2)}$$

3.5.2 Definition of the Dependent Variable

The research employed Ordered Logit model to identify correlates of project success in Pact-Ethiopia. In the model, the success status of projects (ProSS) was designated by a value of:

5: If the project was successful (Type – I)
4: If the project was moderately successful (Type – II)
3: If the project was challenged (Type – III)
2: If the project was impaired (Type – IV)
1: If the project was failed (Type – V).

Success status of the project was regressed as dependent variable against the independent variables mentioned below.

3.5.3 Definition of the Independent Variables

TECD: Represents the composite score of the project against technical design. The expectation is that projects that pass through a well thought design process have high probability of successful completion. The composite score was computed from the score of the project against constituents of the variable including clarity of objectives (SMART), conceptual framework/Theory of Change (ToC), logical framework and identification of key.

WOPL: Represents the composite score of the project against work plan. The expectation is that projects with detail work plan have high probability of success. The composite 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.

COBR: Represents the composite score of the project against cost breakdown. The expectation is that projects with detail cost

breakdown structure have high probability of success. The composite 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.

TEAM: Represents the composite score for the project team. The basic assumption is that people are central in project success, because it is people who deliver projects. Therefore, a composite index was developed and score computed for each project against constituents of the variable including availability of governance structure, job description, timeliness and adequacy of staff recruitment, placement and replacement, training, availability of key personnel and the practice of individual operational plan and performance appraisal.

PROC: Represents the composite score for the practice of procurement. The expectation is that projects with proper procurement practice can avail goods and services on the right time and within the budget thus contributing to successful project completion. Therefore, a composite index was developed and score computed for each project against constituents of the variable including availability of procurement policy both at Pact and implementing partners' level, the practice of identifying vendors, tender evaluation and documentation.

MOEV: Represents the composite score for the monitoring and evaluation practice of the project. The expectation is that projects with properly functioning M&E system are better positioned to learn, identify limitations and take timely rectifying measures to keep the project on track. A composite index was developed for the purpose and 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

4. Results and Discussion

4.1 Distribution of Projects by Donor

Pact-Ethiopia had implemented a total of 36 projects in the last 13 years (2004 – 2016) at a total cost of USD 183.3 million. The fund for the implementation of these projects were drawn from 10 donors of which the lion's share accounting for over half of the projects was from the United States Agency for International Development (USAID) followed by Swedish International Development Agency (SIDA) and OAK foundation accounting for 8.3% each. While Packard foundation, Education Above All (EAA), World Bank (WB) and NIKE foundations financed 5.6% of the projects each, UNOCHA, International City Management Association (ICMA) and DFID financed each 2.8% percent of projects. Proportion of projects financed by different donors is presented in Figure 4.1.

4.2 Source of Finance for Projects

USAID holds the lion's share in terms of financing Pact's projects. Accordingly, over nine-tenth of the total project cost accounting for USD 163.9 million was financed from USAID followed by SIDA (3.7%), EAA (1.7%) and Packard and NIKE foundations each accounting for 1.2% and 0.7% respectively. The remaining 5 donors contributed to only 1.3% of the total cost of projects. Detail source of finance for projects is portrayed in table – 4.1.

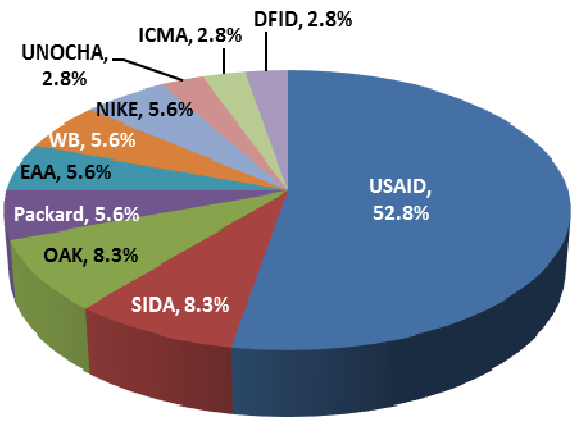

Figure - 4.1: Number of Projects by Donor

Source: Authors' analysis from survey data (2017)

4.3 Size of Projects

Size of projects implemented in the last 13 years vary widely. It ranges from as high as USD 92 million for Yekokeb Berhan HVC project to as low as USD 50,000 for a project to support the establishment of alternative childcare secretariat. The largest slice of projects accounting for two-third of Pact's projects were implemented with a total cost of less than USD 2 million. The number of projects with a total cost of USD 2 to 5 million and over USD 5 million constitute 16 % and 17% respectively (see figure 4.2).

Table 4.1: Project Finance by Donor

Donor	**Project Fund** (in USD)	**%**
USAID	163,852,277	91.4%
SIDA	6,672,922	3.7%
OAK	497,965	0.3%
Packard	2,200,000	1.2%
EAA	3,134,592	1.7%
WB	765,833	0.4%
NIKE	1,202,193	0.7%
UNOCHA	466,600	0.3%
ICMA	321,956	0.2%
DFID	154,639	0.1%
Total	179,268,977	100%

Source: Authors' analysis result based on survey data (2017)

4.4 Duration of Projects

The life span of projects implemented in the last 13 years vary widely. It ranges from five projects (working on education, highly vulnerable children, HIV prevention and peace building) with life of 72 or more months to the shortest one with a planned life of 4 and 11 months (working on acute watery diarrhea and control and rehabilitation of abandoned artisanal and small scale mining sites respectively). While a quarter of projects were found to have life of over 4 years, two-fifth and a quarter of the remaining projects had life of 2 to 3 years and 2 years or less respectively.

4.5 Sectoral Distribution of Projects

Pact-Ethiopia's projects implemented in the last 13 years can be categorized into six broad sectors. It implemented a total of 18 projects in the health and livelihood sector accounting for half of Pact's projects followed by peace building and governance constituting over a quarter of projects. While education is the third largest portfolio with a total of 6 projects accounting for about 17%, projects in the mining sectors follow with 2 projects accounting for 6%. Sectoral distribution of projects is presented in Table 4.2.

Table 4.2: Number of Projects by Sector

Donor	No. of Projects	%
Health	10	27.8%
Livelihood	8	22.2%
Peace Building	7	19.4%
Education	6	16.7%
Governance	3	8.3%
Mining	2	5.6%
Total	36	100%

Source: Authors' analysis based on survey data (2017)

4.6 Geographic Distribution of Projects

Pact had been implementing projects in all the nine national regional states and two city administrations. The largest slice of projects accounting for two-third were implemented in three regional states, namely, South Nations, Nationalities and Peoples Region (SNNPR), Amhara and Oromia regions that constitute 80.2[5]% of the country's population. While Gambella and Afar regional states each received support from about half of Pact's projects, Benishangul Gumuz, Tigray and the Federal Government each benefited from the implementation of one-third of projects. About a quarter of Pact's projects were also implemented in Somali regional state and Addis Ababa City Administration. Details of the geographic distribution of Pact's projects is portrayed in figure 4.2.

[5] Central Statistics Agency (CSA, 2008) in its 2007 census report indicated that the population of the three regions constitute 80.2% of Ethiopia's population.

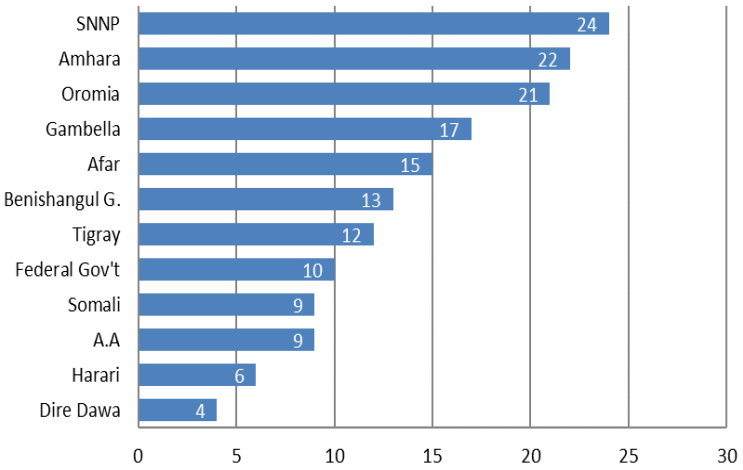

Figure 4.2: Geographic Distribution of Pact's Projects

Source: Authors' analysis based on survey data (2017)

4.7 Success Status of Pact's Projects

1. Success Status of Projects based on Time Dimension

The Mean SPI of Pact's projects was found to be 0.91 indicating that projects were 91% on schedule. The research revealed existence of variation in the mean SPI value by the level of project success. While mean SPI score of successful projects reached 0.98, moderately successful and challenged projects scored 0.85 and 0.58 respectively. Results of the research revealed that four fifth of Pact's projects implemented in the last thirteen years were completed as scheduled. Close to a quarter of Pact's projects, were not completed as scheduled. Of the projects that were not completed as scheduled, a little over one third were completed with a significant extension period accounting for 76 to 100% of the originally approved schedule. While a quarter of the delayed projects were completed with an extension of 26-50% period, the remaining were completed with an extension of 25% or less of the originally approved schedule. The detail is presented in Table 4.4.

Table 4.4: Completion Status of Projects by Time

Completion Status	No. of Projects	%	Delay Status of Projects		
			Delay %	No. of Projects	%
On Time	28	77.8	0	0	0
Delayed	8	22.2	<25%	3	37.5
			26-50%	2	25
			51-75%	-	-
			76-100%	3	37.5
Total	**36**	**100**	**Total**	**8**	**100**

Source: Authors' analysis based on survey data (2017)

2. Success Status of Projects based on Cost Dimension

The Mean CPI of Pact's projects were found to be 1.16. Over two-third of the projects (77.8%) scored CPI value of 1 or more indicating cost under-run or project activities were accomplished for less cost than budgeted. A little less than a quarter of the projects were found to have CPI score of less than 1 indicating cost over-run. The research revealed existence of variation in the mean CPI value by the level of project success. While mean CPI score of successful projects reached 1.29, moderately successful and challenged projects scored CPI value of 1.01 and 0.69 respectively. Only two of the projects accounting for 5.5% of the projects were completed over the total approved budget, one with variation of 5% and the other with 49%. Detail of the cost performance is presented in Table 4.5.

Table 4.5: Completion Status of Projects by Cost

CPI Score by Category			Project Completion Status by CPI	
CPI Score	**No. of Projects**	**%**	**Project Completion Status**	**Mean CPI**
>=1	28	77.8	Successful	1.29
0.76 – 0.9	3	8.3	Moderately Successful	1.01
0.50 – 0.75	5	13.9	Challenged	0.69

Source: Authors' analysis based on survey data (2017)

Pact's projects are financed from external sources in United States dollar. The value of dollar against the Ethiopian Birr has been ever increasing since the 1990s. The exchange rate, which stood at Birr 8.64 in 2004 tripled in 2016 hitting a rate of Birr 22.25, with annual average growth rate of 8.6%[6]. Pact's projects have therefore, been enjoying foreign exchange gains, which partly contributed for projects to have relatively relaxed budget.

3. Success Status of Projects Against Key Indicators

Average performance of Pact on key project indicators was found to be 91.05%. While the vast majority of projects accounting for 88.9% managed to achieve 76 – 100% of their targets on key indicators, 8.3% of the projects achieved 51-75% of their targets. Pact Global, in its promise indicator tracking system, defines a project successful among other things if 76-100% of key indicators achieve 90% or more of their targets. By this definition, 75% of Pact-Ethiopia's projects were found to be successful achieving 90% or more of targets against key indicators. Detail of project accomplishments on key indicators is presented in Table 4.6.

Table 4.6: Performance of Projects on Key Indicators

By Performance Category			**By Success Status of Projects**	
Performance Level (%)	**No. of Projects**	**%**	**Success Status**	**Performance Level (%)**
90 or more	27	75	Successful	98.4
76–89	5	13.9		
51–75	3	8.3	Moderately Successful	85.4
26–50	1	2.8		
0–25	-	-	Challenged	57.9
Total	**36**	**100**		

Source: Authors' analysis based on survey data (2017)

4. Overall Success Status of Projects

The large majority of Pact's projects accounting for two third achieved a composite score of 96.7% or more. Thus, these projects belong to Type – I

[6] *US Dollar to Birr exchange rate extracted from the website:* *http://www.exchangerates.org.uk/USD-ETB-exchange-rate-history.html*

projects, which were completed on-time and on-budget, with key indicators achieving 90 percent or more of their targets. About 22% of Pact's projects were found to be in a composite score interval of 76 to 96.6%. These projects belong to Type – II projects, which were completed and went operational but with some extension period and/or over budget, while meeting 76 to 90 percent of the originally specified targets on key indicators. A little over a tenth of Pact's projects were found to fall in a composite score interval of 51-74%, and hence belong to Type – III projects. These projects were completed and went operational but with significant extension period and/or over budget while meeting 51 to 75 percent of the originally agreed targets against key indicators. Of the five project success status, Pact's projects were found to fall into the first three, namely, successful, moderately successful and challenged project types. Therefore the independent variables were regressed against these three levels of project success status

Figure 4.3: Project Success Status of Pact
Source: Authors' analysis based on survey data (2017)

Descriptive analysis was conducted to assess the success states of projects across the different sectors. Accordingly, all projects implemented in the education sector were found to be successful, followed by 87.5%, 71.4 and 60% of the livelihood, peace building and health sector projects respectively. Projects implemented in the mining sector were found to be moderately successful, which is encouraging given that the two mining projects were the first mining portfolio for Pact Ethiopia. Two of the projects in the health sector and another two in the governance sector were found to fall in the

category of challenged projects. Detail of the project success status by sector is presented in Table 4.7.

Table 4.7: Project Success Status by Sector

Sector	No. of Projects	Project Success Status		
		Successful	Moderately Successful	Challenged
Health	10	6 (60%)	2 (20%)	2 (20%
Livelihood	8	7 (87.5%)	1 (12.5%)	0 (0%)
Peace Building	7	5 (71.4%)	2 (28.6%)	0 (0%)
Education	6	6 (100%)	0 (0%)	0 (0%)
Governance	3	0 (0%)	1 (33.3%)	2 (66.7%)
Mining	2	0 (0%)	2 (100%)	0 (0%)
Total	36	24 (66.67%)	8 (22.2%)	4 (11.1%)

Source: Authors' analysis based on survey data (2017)

4.8 Determinants of Pact's Project Success: Results of Ordered Logistic Regression Model

The likelihood ratio chi-square of the model was found to be 51.2, which was statistically significant at $p<0.01$. As depicted in table 4.8, the relation between the dependent variable (project success) and the independent variables (work plan, project team, procurement and Monitoring and Evaluation) was found to be statistically significant ($p<0.05$). The coefficient of determination stood at 0.68 indicating that 68.34% of the project success could be attributed to the aforementioned four 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 Stata stood at -11.85. This indicates that the difference between successive iterations was sufficiently small, and hence, the aforementioned ordered logistic regression output table was generated at iterations that fits the full model.

Table 4.8: Results of Ordered Logistic Regression

Independent Variables	Coef.	Std. Err	Z	p>/Z/
Technical Design	1.74	2.32	0.75	0.452
Work Plan	-7.0	3.53	-1.97	0.049**
Cost Breakdown	-3.42	2.72	-1.25	0.210
Project Team	28.73	13.3	2.16	0.031**
Procurement	16.9	8.43	2.00	0.045**
Monitoring and Evaluation	8.8	4.25	2.07	0.039**
Model Summary				
Number of obs = 36		LR chi2(6) = 51.17		
Pseudo R2 = 0.6834				
Prob > chi2 = 0.0000		Log likelihood = -11.853442		

** *Statistically significant at p<0.05*

Source: Authors' analysis based on survey data (2017)

4.8.1 Determinant of Project Success in the Planning Phase

Marginal effect analysis was conducted employing Stata software to extract the extent to which the independent variables that were found to be statistically significant determine the level of project success. Detail of the marginal effect is presented in the Table 4.9.

Table 4.9: Marginal Effect of Work Planning Practice

Independent Variables	Ordered Logit Marginal Effect for		
	Successful Projects	Moderately Successful	Challenged Projects
Work Plan	-1.74	1.74	0.0000827
Project Team Building	7.18	-7.18	-0.0003413
Procurement	4.22	-4.22	-0.0002007
Monitoring and Evaluation	2.2	-2.2	-0.0001045

Source: Authors' analysis based on survey data (2017)

1. Project Technical Design as Determinant of Project Success

The mean composite score of projects for the variable, technical design, was found to be 4.38 with the corresponding value of 4.8, 3.9 and 2.9 for successful, moderately successful and challenged projects respectively. However, results of the ordered logit regression analysis revealed that the variable technical design was not found to be statistically significant. As a result, the null hypothesis "projects that pass through a well thought design process have high probability of successful completion" is rejected. The finding was found to be contrary to Pinto and Slevin (1987) and Ika (2011) who in their research revealed existence of positive relation between the two variables.

2. Project Work Plan as Determinant of Project Success

The research established that work plan preparation and successful project implementation exhibited a positive and statistically significant relationship ($p<0.05$). Consequently, projects that pass through rigorous work planning process were found to be more likely moderately successful and not likely to be in the challenged project type. Accordingly, such projects were found to be 1.73 fold more likely to be moderately successful and 0.008 probability of falling in the challenged project type. The result was found to be consistent with Ioana et.al (2015) and Stephen and Daniel (2016).

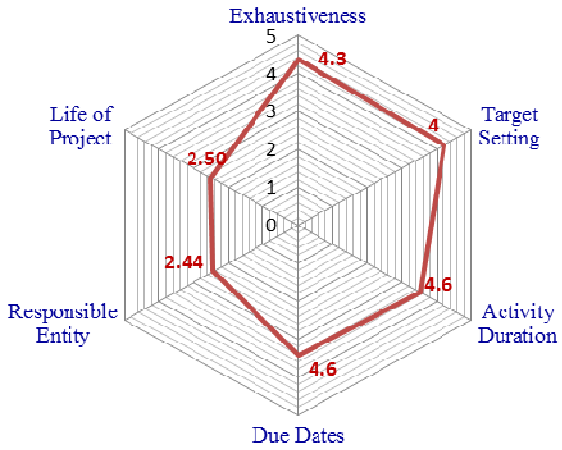

Figure 4.4: Mean Score of Projects on Work Plan
Source: Authors' analysis based on survey data (2017)

Results of the descriptive analysis presented in figure 4.4 is also found to be consistent with the aforementioned results of the ordered logit regression analysis. The mean composite score of projects for the variable was found to be 3.41 out of 5 with scores of 3.8, 3.1 and 1.8 for successful, moderately successful and challenged projects respectively.

3. Project Cost Breakdown as Determinant of Project Success

The mean composite score of projects for the variable, cost estimation practice, was found to be 3.9 with the corresponding score of 4.3, 3.5 and 2.4 for successful, moderately successful and challenged projects respectively as depicted in Figure 4.5.

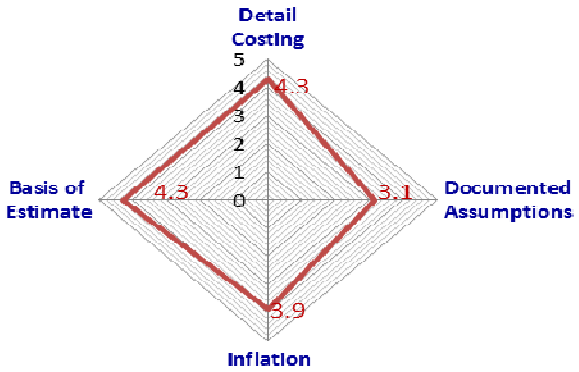

Figure 4.5: Mean Score of Project Costing Practice

Source: Authors' analysis based on survey data (2017)

However, results of the ordered logit regression analysis revealed that the variable cost break down preparation was not found to be statistically significant. As a result, the null hypothesis "Projects with detail cost breakdown have more probability of success" is rejected. The finding was found to be contrary to Morteza and Kamyar (2009).

4.8.2 Determinants of Project Success in the Implementation Phase

1. Project Team Building as Determinant of Project Success

Results of the ordered logit regression analysis revealed that project team building practice and successful project implementation exhibited a positive and statistically significant relationship ($p<0.05$). Consequently projects that pass through rigorous team building practice were found to be more likely successful and less likely to be in the challenged project type. Accordingly, such projects were found to be seven fold more likely to be successful and 0.03% probability of falling in the challenged project type. The result was found to be consistent with Dugger (2007) and Ika (2012). Results of the descriptive analysis was also found to be consistent with the aforementioned results of the ordered logit regression analysis. The mean composite score of projects for the variable was found to be 4.8 out of 5 with scores of 4.9, 4.6 and 4.4 for successful, moderately successful and challenged projects respectively (See Figure 4.5).

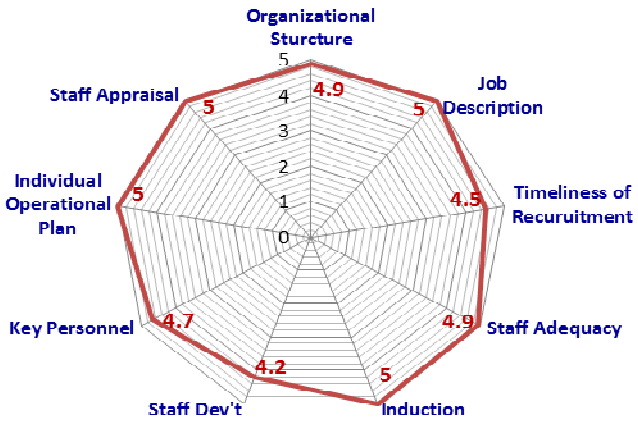

Figure 4.6: Mean Score of Project Team Building

Source: Authors' analysis based on survey data (2017)

Review of secondary data revealed that Pact is a capacity developing organization with a motto "Building capacity worldwide". It is engaged in the capacity development of its staff, implementing partners and the target communities. The Organizational Development (OD) evaluation report revealed that the overall impact of Pact Ethiopia's capacity building activities

has been positive. Significant number of partners indicated this by saying "Pact Ethiopia's approach to capacity building was different from other donors – innovative and productive" (Pact, 2008). Review of secondary data also revealed a recent trend of increasing staff turnover. Decreasing trend of staff development and less competitive benefit packages for staff were amongst the major weaknesses indicated in the SWOT analysis exercise of the 2017 – 2020 strategic plan of Pact Ethiopia.

2. Project Procurement Practice as Determinant of Project Success

The research established that procurement and successful project implementation exhibited a positive and statistically significant relationship ($p<0.05$). Consequently, projects that pass through a systematic procurement process were found to be more likely successful and less likely to be in the challenged project type. Such projects were found to be four folds more likely to be successful and 0.02% probability of falling in the challenged project type. The result was found to be consistent with Stephen (2014) and Peter and Jane (2015). Results of the descriptive analysis were found to be consistent with the aforementioned results. The mean composite score of projects for the variable was found to be 4.53 with scores of 4.7, 4.5 and 4.1 for successful, moderately successful and challenged projects respectively (see Figure 4.7).

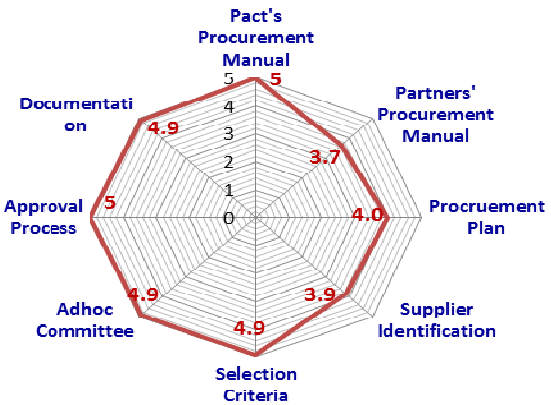

Figure 4.7: Mean Score of Project procurement Practice

Source: Authors' analysis based on survey data (2017)

4.8.3 Determinants of Project Success in the M&E Phase

Results of the ordered logit regression analysis revealed that monitoring and evaluation and project success exhibited a positive and statistically significant relationship ($p<0.05$) supporting the null hypothesis. Consequently, projects with properly functioning monitoring and evaluation system were found better positioned to learn, identify limitations and take timely rectifying measures to keep the project on track. Such projects were found to be more likely successful than others. Accordingly, such projects were found to be two fold more likely to be successful and 0.01% probability of falling in the challenged project type. The result was found to be consistent with Pinto and slevin (1987), Ika et al, (2011); Ioana et al, (2015), Stephen and Daniel (2016) and Aaron and Daniel (2016).

Results of the descriptive analysis was found to be consistent with the aforementioned results of the ordered logit regression analysis. Accordingly, the mean composite score of projects for the variable was found to be 4.19, with scores of 4.6, 4.1 and 2.3 for successful, moderately successful and challenged projects respectively (see Figure 4.8).

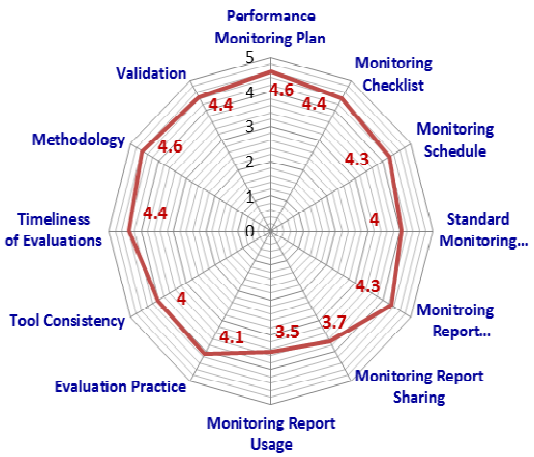

Figure 4.8: Mean Score of Project M&E Practice
Source: Authors' analysis based on survey data (2017)

Review of secondary data revealed that Monitoring, Evaluation, Reporting and Learning (MERL) are central components of sound programming for

Pact. It firmly believes that the strength of M&E system is not just its ability to report on results, rather its ability to provide performance information that is used to manage for results. Accordingly, Pact practices results based management by ensuring that its processes, products and services contribute to the achievement of clearly stated results. Review of the secondary data also revealed that the commitment and strong buy-in of Pact's top management was amongst the major factors that contributed to a properly functioning MERL system.

5. Conclusions

Evidences presented in the result and discussion part of the paper indicated that a very significant proportion of projects were completed on schedule, within budget and meeting targets on key indicators. Project success rate, measured against the aforementioned three criteria concludes that Pact is in good shape in terms of project success. The research concludes that the process of work plan preparation affects successful completion of projects. The research established positive and statistically significant relationship between project team building and successful project implementation. Intentionally planned and properly implemented human resource management activities enables projects to be responsive to issues related to organizational structure and staff retention including key personnel, which are critical towards ensuring the continuity of the management practices, organizational culture and maintenance of institutional memory.

Results of the ordered logit regression analysis also revealed that project procurement practice affects successful completion of projects. Availability of procurement manual, procurement plan and rational bidding process enable projects to have an effective procurement process that ensures availability of goods and services at the right time, right quality and quantity, for the right unit at a reasonable price. The research also concludes that monitoring and evaluation is a determinant of project success. Development of performance monitoring and monitoring visits conducted using standard checklist and reported using standard reporting templates provides critical inputs that enables the project to be on track. Evaluations conducted systematically helps projects to know whether or not the project is on track against key result areas and to take rectifying measures that ensures successful completion of the project.

Results of the ordered logit regression analysis revealed that the relationship between project success and technical design of projects as well as project success and building cost breakdown structure were not found statistically significant. This was found to be contrary to the descriptive statistics which reveals differences in mean score against the three levels of project success. Results of the descriptive analysis also revealed that the lion's share of project fund comes from a single donor, the USAID. It is just like putting all eggs in one basket. Furthermore, review of secondary data also revealed that the volume of fund that Pact gets from USAID has shown declining trend. This could be further compounded by President Trump's "America First" policy, which might lead to significant cut to foreign aid that could in turn have a negative trickling down effect to Pact's current as well as future portfolio.

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