The Impact of Project Management Practice on Public Project Success in Jimma Town, Ethiopia

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ABSTRACT

Purpose: The study aimed to examine the effect of project management practice on project success on selected public projects found in Jimma town, Ethiopia.

Methodology/approach: The study was employed stratified simple random sampling techniques and total sample size of 155 was selected from public sector projects. The data were collected with self-administered questionnaires and key informant interview. The data coded and interred into the. The data were analyzed with descriptive and inferential statistics such as Mean, ANOVA, Pearson correlation and the Multiple Regression Analysis Model using SPSS software application for analysis.

Findings: The results of regrssion revealed that project initiation & planning was positively and significantly associated with project success (r =0.735, $\rho<0.01$). Further, project execution process was positively and significantly correlated to project success (r = 0.659, $\rho<0.01$). Moreover, monitoring & controlling was positively and strongly correlated with project success (r = 0.747, $\rho<0.01$) and also there is a positive correlation between project closure & project success (r = 0.348, $\rho<0.01$).

Practical implications: These research findings have an impact on stakeholders and policy makers regarding project management. The study recommends the introduction of effective monitoring tools and documentation in order to improve the monitoring and control process.

Originality/value: The study can contribute to knowledge sharing and capacity building within Ethiopia's project management community, leading to more effective implementation of projects and improved development outcomes.

Keywords: Ethiopia; Jimma Town; Project Accounting; Project Management; Project Success.

INTRODUCTION

Several definitions have been provided for the concept of a project by various scholars, owing to its complex and multifaceted characteristics. These diverse interpretations stem from the different perspectives and backgrounds of the authors involved. Project Management is a temporary activity or endeavor undertaken purposely to create a unique output within budget, time and standard (Pinto & Winch, 2016). Implementing project management frameworks empowers public sector entities to tackle complex initiatives effectively, optimize resource allocation, and consistently deliver high-quality outcomes, all within defined constraints (Muthivha, 2022). Additionally, by adopting project management as a key enabler, public sector organizations can effectively implement Lean practices, optimizing resource utilization, streamlining processes, and ultimately outperforming in their respective domains (Pinto et al., 2014).

Drawing on the proven track record in private organizations and its adaptability to diverse project objectives, project management is rapidly gaining ground in public institutions across developing countries, particularly in Africa, where its implementation has demonstrably led to better project performance specifically, in the commercial sector and civil society organizations (Nanthagopan et al., 2019). Particularly, within the context of Ethiopia, the integration of project management within various national strategic plans, as well as its application across diverse levels of micro activities, increasingly manifests itself (Rode et al., 2020). Currently, the Ethiopian government is in the process of executing a comprehensive five-year strategic plan, which is an integral component of the national 20-year visionary plan aimed at elevating the nation to the status of middle-income countries (Ababa, 2013). Under this strategic plan, numerous projects are encompassed, including the Addis Ababa light railway project, the national railway project, various national and state road projects, various large-scale hydraulic structures such as dams and irrigation systems, and others. Furthermore, in Ethiopia, a staggering 79.06 percent of projects were unsuccessful in accomplishing their objectives, in addition to 72 percent of projects funded by the Development Bank of Ethiopia in 2013 falling into the failure category. The significant causes of these project failures, as determined by statistical analysis, include delays in implementation, overestimation of project returns, and inadequate quality of manpower dedicated to the projects (A. Ahmed, 2018).

Project success is one of the most important topics in project management (Wu et al., 2017). The significance of achieving success in a project is contingent upon factors such as the contractual obligations associated with the project, the nature of the project itself, and the specific role that an individual's personality plays within the project (Noor et al., 2020). Project success consists of two components. The first component pertains to the success of project management, while the second component relates to the success of the product. (Baccarini, 1999). Numerous scholars have deliberated upon the notion that front-end planning constitutes an essential factor in achieving success in projects as a whole (Lindsjørn et al., (2016); Shiferaw, (2017); and Samset & Volden, (2016)). Many case studies have been conducted and outcomes have been published to confirm that the implementation of project management indeed generates value for the organization (Taana & Raju,

(2020); Mirbagheri et al., (2020); Varma, (2022)). Similarly numerous empirical studies of project management success factors suggested planning as one of the major contributors to project success (Akbar et al., (2019); Stanitsas et al., (2021)). All the project managers are required to prepare a solid project plan and follow this plan all the way to success (Yazici, 2020).

Approaching to the study areas, specifically there is no adequate published works are available in relation to the effect of project management practice on project success on selected public projects found in Jimma town. Thus, the existence of such limited researches on this particular case study area and the researcher motives to put contribution by examining the effect of project management practice on project success on selected public projects found in Jimma town. Therefore, this study was tried to fill the current gaps by assessing the effect of project management practice on project success on selected public projects found in Jimma town. The general objective of the study is to examine the effect of project management practice on project success on selected public projects found in Jimma town, Ethiopia. Specifically, the primary aim of the study was to accomplish the subsequent specific objectives.

- To investigate the impact of the project planning on the success of public projects in Jimma town.

- To explore the impact of project implementation on the public project's success in Jimma town.

- To examine the impact of projects controlling on project success on public projects in Jimma town.

- To investigate the influence of project closure on project success on public projects in Jimma town

LITERATURE REVIEW

Contingency Theory

The Contingency Theory, also referred to as Fiedler's Contingency Model and Fiedler's Theory of Leadership, posits that there is no singular correct or right approach to leading a business due to the multitude of internal and external factors that impact the effectiveness of leadership. Fiedler's Contingency Trait Theory and Contingency Management Theory highlight the correlation between a leader's traits and their efficacy, suggesting that leadership styles should be adaptable in different situations. This theory emphasizes the significance of self-awareness, objectivity, and adaptability in determining the most effective leadership approach for a given circumstance. The research applied this theory to the context of project success factors, encompassing both internal and external influences. Environmental contingency theories primarily focus on the relative stability of the environment. Conversely, Structural Contingency Theory argues that the optimal organizational structure is contingent upon the alignment of the structure with the organization's level of contingency factors. When the structure aligns with the contingencies, it leads to high performance, whereas when it does not align, it results in low performance (Verkerk, P. J., 1990).

Project Management Competency Theory

According to Raven, J. (2001), competency refers to the fundamental attribute of an individual that is causally associated with the achievement of effective and/or superior performance in a job or situation that is based on specific criteria. Subsequently, various competency frameworks have been formulated by different project management institutes.

Resource Based View Theory

The strategic management theory known as the resource-based view (RBV) is extensively utilized by project managers. Within the realm of project management, the RBV suggests that the success of a firm relies on its distinctive resources and capabilities. Essentially, every organization is composed of customized and cultivated assets, which contribute to its competitive advantage. The RBV theory offers potential insights into how project management skills, specifically tailored to an organization's environment, can provide a unique advantage in the marketplace (Ireland et.al, 2011).

Empirical Literatures

The presented section encompasses the literature that supports the investigation of the impact of project management practice on the project success in specific public projects conducted in Jimma town. According to Nyakundi, (2015), a study was conducted to examine the impact of the project management process on the outcome, specifically focusing on samples taken from public sector infrastructure projects at Telkom Kenya Limited. The results of the study indicated that the execution phase had the least influence on the outcome, whereas the initiation and planning, monitoring and evaluation, and closure stages demonstrated the highest level of influence. It is recommended that project outcomes should be assessed from both the perspective of customer acceptance and satisfaction, as well as the business objectives of the organization. In addition, Zhang, (2016), focused on researching how to better proactively enhance projects' "adaptability, robustness, and flexibility which results in projects success" by studying how to analyze and manage risk events. A project manager is the one who steers the project toward success by effectively managing risks during the predefinition phase and by maintaining mitigation strategies.

Mohamud & Nyang'au Paul, (2020), This study investigated the impact of project constraints on public housing construction in Isiolo County, Kenya. It found that all four constraints (scope, time, cost, and quality) positively influenced project implementation, with time management having the biggest effect. The study recommends that the county government effectively manage these constraints to improve the success of future projects.

Numerous empirical studies of project management success factors suggested planning as one of the major contributors to project success (Rolstadås et al., (2014); Berhan & Beshah, (2017); Anantatmula & Rad, (2018)). All the project managers are required to prepare a solid project plan and follow this plan all the way to success (Englund & Graham, 2019). Previous studies suggested that organization should improve the performance by focusing the planning (Lemma, 2014). Culture has significant effect on performance and is strongly related with project success and Recent studies suggest that organization

which implements such management practices that include planning, risk management and culture fit have strong organizational culture which positively affects project management plan (R. Ahmed, 2017).

Based on the above reviewed theoretical and empirical literature, the researcher tried to test the following research hypothesis:

H₁: Project initiation and planning has positive and statistically significant effect on project success

H₂: Project execution has positive and statistically significant effect on project success

H₃: Project monitoring and controlling has positive and statistically significant effect on project success

H₄: Project closure has positive and statistically significant effect on project success

Conceptual framework: Based on the previous studies four critical factors can affect projects success such as project initiation and planning, project execution process, monitoring and project closures. The relationship is diagrammatically presented in figure below and the arrows show the interrelationships between the variables of the study.
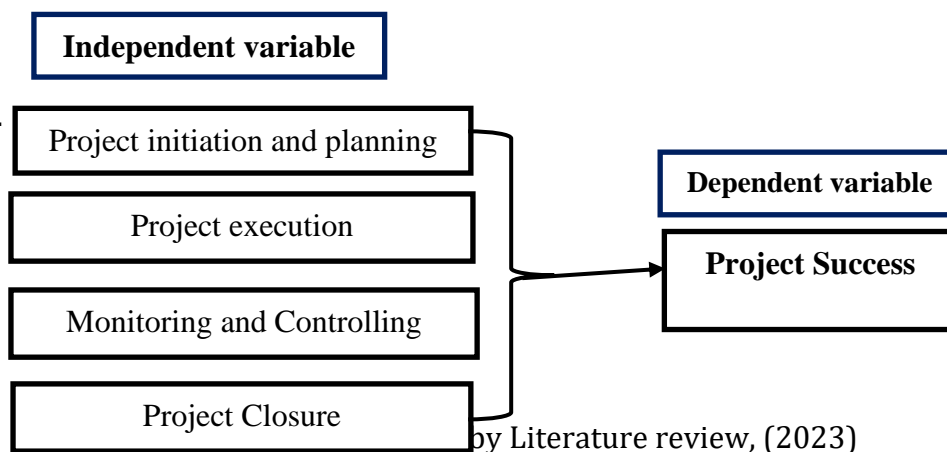

Figure 1.Conceptual Frame work.

METHODS

The study area is Jimma Town is located at 352 km away from Addis Ababa in south-western direction. It is located between 7.40º north latitude and 36.50º east longitude. In the study, cross-sectional research design with both quantitative and qualitative approach to investigate the effect of project management practice on project success on selected public projects found in Jimma town. The study targets, eight public sectors found in Jimma town.

The study was used both quantitative and qualitative data which were collected from primary and secondary sources. Primary data was collected using self-administered questionnaire from professional employees working in the selected eight different public Sectors. Depending up on Taro Yamane (1973) the sample size was calculated as follows:

$$n = \frac{N}{1+N(e^2)} = \frac{253}{1+253(0.05^2)} = \textbf{155 employees}$$

Where, n=Sample size,   N= Population,   e= standard error

Therefore, the total sample size representing population is 155 employees. The researcher was employed stratified simple random sampling techniques. Sample size from each stratum, was calculated by number of employees in relative to the total number of employees found, managed and representing the Eight selected public sectors found in Jimma town and sample for each stratum is obtained by multiplying sample size (155) which is obtained from the total population.

The study dependent variable is project success, while the independent variables is project management practice of the eight selected public organizations i.e. project initiation and planning, project execution process, monitoring and controlling and project closure processes that was measured using 5-point Likert Scale. Multiple regressions analysis was used in determining the relationship between the dependent and independent variables.

$$PS = \beta_0 + \beta_1 PIP + \beta_2 PEP + \beta_3 PMC + \beta_4 PC + \varepsilon_i$$

Where: PS = Project Success

$\qquad$ B$_0$ = Constant term

$\qquad$ β_1.... β_4= Regression Coefficient to be estimated

$\qquad$ PIP = Project initiation and planning

$\qquad$ PEP = Project execution process

$\qquad$ PMC = Monitoring and controlling

$\qquad$ PC = Project closure

$\qquad$ Ɛ= stochastic term

All the above statistical tests were done using the Statistical Package for Social Sciences (SPSS) version 20. Reliability test was done by the researcher to identify the ambiguities and inadequate items in the research instrument; where the instrument reliability is the dependability, consistency or trustworthiness of a test. The scores were tested using Cronbach's Alpha for the data to be reliable for those questionnaires raised by Likert-scale.

RESULTS AND DISCUSSION

The sample population consisted of 8 selected projects of the town under investigation. A total of 155 questionnaires were distributed, data was successfully collected from 149 respondents representing a response rate of 96.13%. Fowler (1993) recommends 75% as a rule of the thumb for minimum responses.

Descriptive Results

In this section a descriptive analysis is presented, which demonstrates the perception of the sample and agreement in relation to project success determining factor statements. Moreover, each dimension of the project success determinants was presented in the following section, with its associated statements mean and standard deviation. Subsequently, an explanation into the sample agreement and success in regards to the different dimensions and their subsequent statements were provided later through

these dimensions of project success determinants. A specific scale was used in the process of analyzing questionnaire statements, which was divided into five levels that relate to the weights of the questionnaire (Sekaran, 2004).

Table 1. Descriptive Statistics Project Initiation & Planning

1. Project initiation & planning	Mean	SD
The sector determined, documented, and managed each stakeholder requirements to meet project objective	2.87	1.234
The sector developed a detailed description about the output of the project	3.13	0.956
There are clear policies, procedures, and documentation for project schedule	3.14	0.957
There is effective cost breakdown and anticipated supply requirements for the project	2.85	1.201
The sectors effectively estimated time required for project activities	2.79	1.254
There is clear job description among employee and management in the sector	3.07	1.116
2. Project execution process		
The work defined in the project management plan and approved changes is lead and performed properly	2.85	1.201
There is continuous audit on quality requirements and results from quality control	2.79	1.254
There is effective human resource planning and project team establishment	2.87	1.234
The sector has good project information system in Accordance with the communications management plan.	3.78	0.752
The company effectively obtained, selected, and Awarded resource suppliers.	2.58	1.225
3. Project Monitoring & Controlling		
Progress of the project is effectively and regularly tracked, reviewed, and reported against the performance objectives defined in the project management plan by the sectors.	3.95	1.005
The sectors properly monitored status of project activities to update project progress and manage changes to the schedule baseline to achieve the plan.	2.85	1.201
There is effective communication monitoring and control throughout the entire project life cycle to ensure the information needs of the project stakeholders are met.	3.48	0.997
The sectors monitored specific project results to determine if they comply with relevant environmental standards and identified possible corrective actions	3.85	0.95
There is effective monitoring of key influences of Finance and corrective measures were taken if negative trends are recognized.	2.42	1.164
4. Project closure		
It controls and certifies that both contracting parties have honored their contractual responsibilities	3.56	0.825
It controls and certifies activities involved in evaluating degree of successful contract execution	3.75	0.829
The Project was evaluated after closing	3.42	0.887
It ensures the achievement of expected results	3.53	0.897
The Lesson learned were compiled for the future project	3.66	0.776

Source: Own survey data, (2023)

Table 1, shows the sampled sectors in Jimma town sample respondents 129 of the respondents' responded their sector have adequate and comprehensive project management (positively responded). And 4 of respondents responded that the organization doesn't have adequate & comprehensive project management (negatively responded) and remain 11 respondents do not make any specification regarding their viewpoints (Indifferent). From the above results the study revealed that there is a problem communication approaches, clear job description of employees and also there is a problem concerning

effective time required for the project. Effective budget breakdown is also one of the problems facing those selected sectors even if they are good at comprehensive project management. It doesn't mean all of the items associated with project initiation fall into problem but, the sectors are good at effectively sub dividing project activities into smaller parts.

The respondents were surveyed on the matter of how the company successfully acquired, chosen, and contracted resource suppliers, and it appears that they have differing opinions. It is evident that there is a lack of communication and collaboration with stakeholders to fulfill expectations during the entire duration of the project. The respondents, however, concurred that there is indeed communication between the various sectors and stakeholders to execute the project.

Project success can be observed through the implementation of a robust monitoring and controlling process. In relation to this, a significant number of respondents expressed their disagreement regarding the effectiveness and regularity of tracking, reviewing, and reporting the progress of the project against the performance objectives specified in the project management plan by the respective sectors. Conversely, a majority of respondents agreed with the aforementioned question, resulting in a total response count of 121 (81%), while only 13 (9%) of the respondents remained neutral.

The project activities in the sectors were subject to proper monitoring in order to update project progress and manage changes to the schedule baseline, with the aim of achieving the plan. However, this approach was not agreed upon by 70(47%) of the respondents. On the other hand, 60(40%) of the respondents were in favor of the proper monitoring of project activities, while the remaining 19(13%) remained neutral. It is worth noting that there is an effective monitoring and recording of results when it comes to executing quality activities, as indicated by 54(37%) of the respondents. However, the majority of respondents, specifically 65(43%), did not agree with this effective monitoring and recording of results in their respective sectors. In terms of stakeholder communication, 81(54%) of the respondents agreed that the needs of stakeholders are met through effective communication, whereas 19(13%) of them did not agree. The remaining 49(33%) of the respondents remained neutral on this issue.

The majority of respondents agreed on the effective monitoring of overall project stakeholder relationships and adjustment strategies and plans for engaging stakeholders. Only 11(7%) of them disagreed on this matter. The issue of compliance with environmental standards was raised among the respondents, and it was found that 103(70%) of them agreed that their sector complies with these standards. The remaining respondents, accounting for 23% of the total, did not provide their viewpoint on this matter. It is concerning that the majority of respondents did not consider corrective measures and appropriate claim measures to be taken seriously in their sectors. Only 31(21%) of the respondents agreed that their sectors take corrective measures and have appropriate claim prevention mechanisms in place. The monitoring and evaluation of the selected sectors' projects depend on personnel performance, regular reporting to stakeholders, effective monitoring processes, up-to-date information, and the implementation of corrective measures when issues arise in the project life cycle. Unfortunately,

these sectors are lacking in these aspects, which suggests that the organization is not fully utilizing its potential in these matters.

The sector they work in controls and certify that both contracting parties have honored their contractual responsibilities according to 76(51%) of the respondents.12 (8%) of the total respondents disagreed with the question raised regarding keeping promises & abiding with the agreement. The remaining 61(41%) of the respondents kept their point of view on this issue. According to 68(45%) of the respondents the Project is evaluated after closing but, for the 21(14%) them the project is not evaluated after closing. Some of them also stayed neutral or they didn't show whether their sector is evaluated or not after closing.

Project closure ensures the achievement of expected results according to 73(49%) of the total respondents. 16(11%) of them disagreed with the achievement of expected result after closure. Those respondents who can make difference on the issue either by agreeing or disagreeing didn't show their viewpoint. About 76(51%) of the respondents responded that their respective sectors terminate contracts effectively (positively responded). On the other hand, 4(3%) of the total respondents disagreed with the effective termination of project contracts (negatively responded). The rest 69(46%) did not make any specification about their attitudes (Indifferent). Organization gives attention for the well completed project, effective contract termination; record keeping for future project and achievement of expected results were performed well.

Multiple linear regression assumptions

The normality test in the data was conducted by the researcher employing a histogram. Fidell (2001) states that if the residuals are distributed normally around a mean of zero, the resulting histogram should assume a bell-shaped form and the standardized residuals of the regression should fall within the range of 3.3 to -3.3. Based on the provided chart, it is evident that the data adheres to the assumption of normality (Stevens, 2009). Consequently, the model satisfies the requirement of being normally distributed.
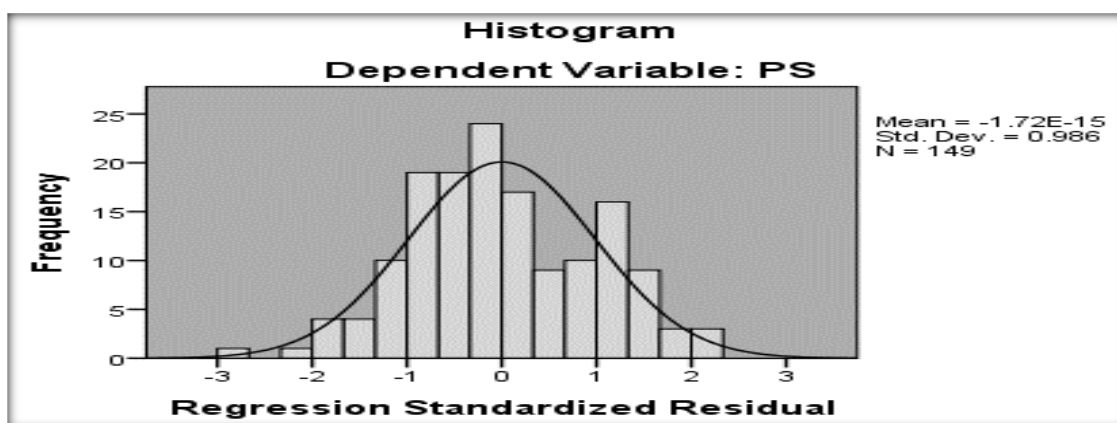
Source: Own survey data, 2023

Figure 2. Normality test

The researcher used and tested this with the Durbin–Watson (DW) test, which tests for serial correlations among errors. The DW test from the appendix shows Sig. F Change 1.732 which means the data is positively auto correlated.

Table 3: Durbin Watson Autocorrelation test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.820[a]	.672	.663	.24137	1.732
a. Predictors: (Constant), PC, PIP, MC, PEP					
b. Dependent Variable: PS					

Source: Researcher data survey, 2023

Multicollinearity Test: Variance inflation factor (VIF) was employed to check whether or not multicollinearity problem exists in explanatory variables. The value of VIF of all independent variables was found to be smaller than 10. Therefore, all the results confirm that multicollinearity assumption is maintains.

Table 1. Collinearity Statistics

Model	Collinearity Statistics	
	Tolerance	VIF
Project Initiation & Planning	.246	4.067
Project execution process	.258	3.872
Monitoring & controlling	.385	2.596
Project Closure	.933	1.072
a. Dependent Variable: PS		

Source: Researcher data survey, 2023

Heteroscedasticity statistics are employed in order to assess the adequacy of the model. The uniformity of the residual variances across different sets of independent variable values is expected, and any deviation from this conformity is referred to as heteroscedasticity. Moreover, the examination of the appendix reveals that the data did not contravene the heteroscedasticity assumption; rather, it exhibited homoscedasticity.
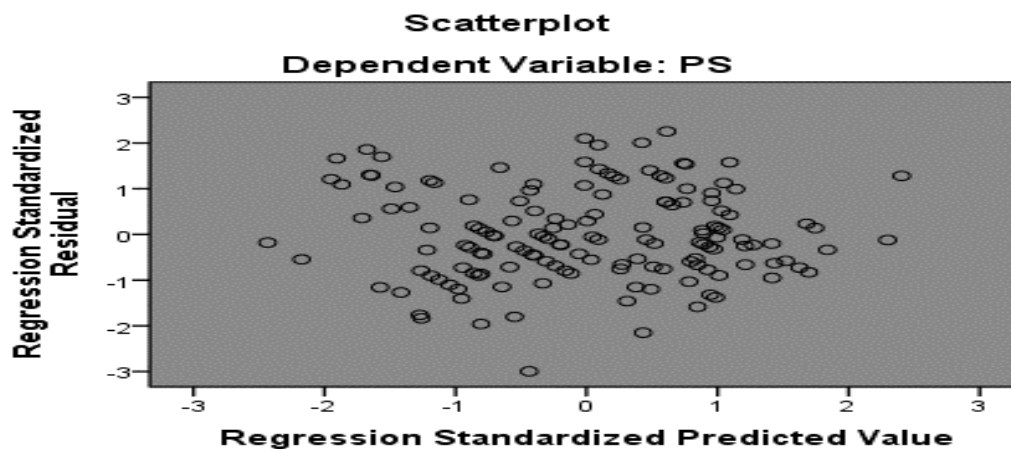
Source: Researcher data survey, 2023

Figure 3. Heteroscedasticity test

Correlation serves as a statistical tool in order to ascertain the degree of association between two suitability variables. In order to determine the relationship between the independent variables and the dependent variable, the Pearson product moment of correlation coefficient was employed. The r value ranges from -1 to +1, which is utilized to describe the direction of the relationship between the two variables. A negative value indicates a negative relationship between the variables, and the absolute value of the correlation coefficient indicates the strength of the relationship. This signifies that if one variable increases, the other variable will decrease. Conversely, a positive sign suggests a positive relationship between the two variables, where one variable tends to increase in direct proportion to the other variable, or decrease in inverse proportion to the other variable (direct relationship). When the correlation coefficient is equal to 0, it denotes that there is no relationship between the two variables.

Table 5. Correlations

		PS	PIP	PEP	MC	PC
PS	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	149				
PIP	Pearson Correlation	.735**	1			
	Sig. (2-tailed)	.000				
	N	149	149			
PEP	Pearson Correlation	.659**	.848**	1		
	Sig. (2-tailed)	.000	.000			
	N	149	149	149		
MC	Pearson Correlation	.747**	.747**	.734**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	149	149	149	149	
PC	Pearson Correlation	.348**	.108	.131	.237**	1
	Sig. (2-tailed)	.000	.189	.112	.004	
	N	149	149	149	149	149
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Researchers survey data, 2023

The findings from the Pearson correlation analysis revealed that project initiation and planning exhibit a positive and statistically significant association with project success ($r = 0.735$, $\rho < 0.01$). Furthermore, the project execution process also demonstrates a positive and statistically significant correlation with project success ($r = 0.659$, $\rho < 0.01$). Additionally, monitoring and controlling activities exhibit a positive and robust correlation with project success ($r = 0.747$, $\rho < 0.01$). Moreover, there exists a positive correlation between project closure and project success ($r = 0.348$, $\rho < 0.01$). This suggests that all the variables have a linear relationship with project success within the organization. Notably, project initiation and planning, project execution process, and monitoring and controlling activities display a strong positive relationship with project success in comparison to project closure.

Model Summary and Significance Level (ANOVA)

The results demonstrate that the multiple correlation coefficient, denoted as R, which serves as an indicator of the predictive capability of the independent variable on the dependent variable, is 0.820. This value signifies a strong correlation, thereby implying a favorable outcome. Furthermore, the coefficient of determination, known as R-Square, reveals that the three independent variables encompassed within the model account for 67.2% of the observed customer satisfaction. Consequently, upon considering the Adjusted R Square, it is apparent that the independent variables possess the ability to elucidate 66.3% of the achievement of project success subsequent to adjustments made to the model to address inefficiencies.

Table 2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Watson
1	.820[a]	.672	.663	.24137	1.732
a. Predictors: (Constant), PC, PIP, MC, PEP					
b. Dependent Variable: PS					

Source: Own survey data, 2023

The ANOVA results presented in table 6 demonstrate the reliability of the developed model in explaining the relationship between the study variables. The model's significance was assessed at a 5% level using a 2-tailed test. According to table 6, the F statistic is 73.631, following an $F_{(4,144)}$ distribution. The probability of observing a value greater than or equal to 73.631 is less than 0.001, as indicated by the significance value of 0.000. This value is lower than the critical value at the 5% level in a 2-tailed test. Consequently, the regression model developed is statistically significant. Furthermore, the insignificant variation in the results suggests that even a change in the study units (population) would not lead to a significant difference. Therefore, the model can be relied upon to explain the effects of specific factors on the success of projects in selected sectors in Jimma.

Table 3. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.159	4	4.290	73.631	.000[b]
	Residual	8.389	144	.058		
	Total	25.548	148			
a. Dependent Variable: PS						
b. Predictors: (Constant), PC, PIP, MC, PEP						

Source: Own survey data (2023)

Results of Regression Analysis

Multiple regression analysis was conducted so as to determine the relationship between project success and the four variables. The regression equation becomes:

$$ProjectSuccess = \beta_0 + \beta_1 PIP + \beta_2 PEP + \beta_3 PMC + \beta_4 PC + \varepsilon_i$$

Table 4. Regression result

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.645	.184		3.504	.001		
PIP	.353	.074	.460	4.779	.000	.246	4.067
PEP	-.026	.063	-.040	-.421	.674	.258	3.872
MC	.308	.062	.382	4.966	.000	.385	2.596
PC	.181	.042	.213	4.302	.000	.933	1.072
a. Dependent Variable: PS							

Source: Own survey data, 2023

As evident from the data presented in Table 8, the success of the project is positively correlated with project initiation and planning (0.353), monitoring and controlling (0.308), and project closure (0.181). The multiple regression model, which includes all four predictors, yielded an R2 value of 0.672, an F value of 73.631, and a p-value of 0.000. Since the p-value is less than the predetermined significance level of α=0.05, the researcher can confidently conclude that the predictors significantly contributed to the multiple regression model. Furthermore, the higher values of R and R2 indicate a strong relationship between the observed and predicted values. In this particular case, R is 0.820 and R2 is 0.672, suggesting a robust association between the dependent variable and the independent variables.

The Impact of Project Management Practice on Public Project Success
Compared to the other variables project execution process resulted in negative association with project success & it is insignificant according to the responses and project initiation & planning have strong association. The finding that resulted in negative association of execution with project outcome was resulted from less attention of the project review and personnel performance review. Also, according to the findings of this study, identification of changes to improve delivery of future projects leads to this kind of association.

There are some studies conducted by different researchers that substantiate the above reason. According to Nyakundi, 2015 the fact that project outcome is affected more in project initiation than execution. Compared with each other initiation contributes significantly according to the finding found by this researcher. Also, the finding revealed that of the 4 stages, project execution had the least influence on the project outcome.

The study findings revealed a deficiency in the implementation of efficient communication strategies and collaboration with stakeholders to fulfill project expectations at every stage of the project's lifespan. Furthermore, the monitoring, evaluation, and reporting of project progress against the performance objectives outlined in the project management plan by the various sectors were found to be inadequate. This research outcome aligns with previous studies conducted in this field Zhang (2016), Mohamud & Nyang'au Paul (2020) and Nyakundi (2015).

The sectors encountered difficulties in adequately overseeing the status of project activities, thereby impeding the timely updating of project progress and the management of changes to the schedule baseline in order to accomplish the established plan. Furthermore, there exists a deficiency in

ensuring efficient communication monitoring and control throughout the entirety of the project life cycle, thereby failing to meet the information requirements of the project stakeholders. This discovery aligns with previous research studies, such as Anantatmula & Rad (2018), Rolstadås et al. (2014) and Mohamud & Nyang'au Paul (2020).

The findings of the survey revealed that most participants acknowledged the organization's focus on ensuring successful project completion, efficient contract termination, meticulous record-keeping for future endeavors, and the attainment of anticipated outcomes. However, a few reservations were expressed regarding the evaluation of projects post-closure and the realization of expected results. The result of this study is in line with R. Ahmed (2017), Rolstadås et al. (2014) and Berhan & Beshah (2017).

CONCLUSION

The findings of the survey revealed that most participants acknowledged the organization's focus on ensuring successful project completion, efficient contract termination, meticulous record-keeping for future endeavors, and the attainment of anticipated outcomes. However, a few reservations were expressed regarding the evaluation of projects post-closure and the realization of expected results. These concerns align with the outcomes of the study.

The findings of the study indicate that project outcome is greatly influenced by monitoring and control, as revealed by the correlation analysis. Additionally, the regression model highlights the strong significant effect of initiation and planning on the success of the project. The respondents also recommended enhancing the current tools in order to attain the desired project outcome. Based on these findings, it can be concluded that monitoring and control play a crucial role in determining the project outcome. Furthermore, the study concludes that the project closure process has the most significant impact on the project outcome. The study also established that perceived positive project indicators include completing the project within the designated timeframe and budget.

This study holds significance for academics as it contributes to the advancement of project management contingency theory. Contingency theory, a subset of organizational theory, posits that there is no universally optimal approach to managing an organization. Instead, the most effective management style depends on a multitude of factors, including the environment, technology, structure, culture, and individuals involved. By applying contingency theory to project management, scholars can delve into how diverse project management methodologies (such as traditional, agile, or hybrid) impact various aspects of project success (such as efficiency, effectiveness, impact, and sustainability) within distinct contextual conditions (such as the industry, type, novelty, complexity, and pace of the project).

The recommendations that follow are based on the research's findings. A successful project outcome can be achieved through effective communication among stakeholders and even within the organization. The study makes several recommendations for enhancing the monitoring and control process, including the introduction of efficient monitoring tools, staff training on their use, the use of efficient communication, and better reporting and documentation. To see project outcomes, project execution in government and donor funded projects requires close monitoring. In order to have a good

project outcome, the projects should focus on project execution, as the regression result showed a negative association with the outcome. The study also suggests that in order to increase a project's chances of success, all of the team members and stakeholders should be involved from the outset. The majority of respondents were unaware of deliverable milestones, so it is advised that in order for projects to be completed successfully, the organization should make sure that they are clearly state

To enhance further research, it is advisable to incorporate additional performance metrics that have been recently devised in other scholarly investigations. These metrics may encompass factors such as the advantages for end users and the benefits for national infrastructure. It is crucial to note that these metrics should not solely focus on projects affiliated with specific organizations. By incorporating a comprehensive range of metrics, it will be possible to construct a predictive model that can effectively identify project management practices that foster improved project performance, as well as those that may lead to subpar project outcomes.

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