



**DETERMINANTS OF PROJECT MANAGEMENT SUCCESS IN  
RWANDA, EVIDENCE FROM SUR'EAU PROJECT OF SOCIETY  
FOR FAMILY HEALTH RWANDA**

**A Dissertation Submitted to the University of Rwanda, College of Business  
and Economics in Partial Fulfillment of the Requirements for the Award  
of a Master Degree of Business Administration (Project Management  
Option)**

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## DECLARATION

I declare that this research is my own work. It is submitted in partial fulfillment of the requirements for the degree of Master of Project Management at the University of Rwanda. It has not been submitted before for any degree or examination in any other university. No part of this of this research should be reproduced without the authors' consent.

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## APPROVAL SHEET

This thesis entitled **DETERMINANTS OF PROJECT MANAGEMENT SUCCESS IN RWANDA, EVIDENCE FROM SUR'EAU PROJECT OF SOCIETY FOR FAMILY HEALTH RWANDA**, written and submitted by GAHIGANA Seraphina in partial fulfilment of the requirements for the degree of Master of Business Administration in Project Management, is hereby accepted and approved.

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## **DEDICATION**

This thesis is dedicated to the following people:

My late father Mr. GAHIGANA Charles

My loving mother Mrs. KANTARAMA Speciose

My beloved Husband Mr. James BASOMINGERA

My two daughters BASOMINGERA Keziah and Deborah

My son BASOMINGERA Tunga Jensen.

My Brothers and sisters.

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Finally, my beloved husband Mr. James Basomingera for his support in every aspect of life and to my amazing children Basomingera Keziah, Deborah and Jensen.

## ABSTRACT

Risk in project management remains inherent, however, the factors that drive the project success or failure dependent of the nature of project. of Several types of research exist in literature dealing with the mentioned topic, all of it an attempt to develop methods to aid project managers to evaluate their projects, if not objectively, at least systematically measuring project result is of extreme importance to everyone involved-managers, end-users implementation organization and other stakeholders. The idea of project success and failure is a topic often debated on by researchers and practitioners, yet rarely do these professionals agree on the factors that differentiate a successful project from a failed endeavor. This study inspects the degree of association and significance effect between project leadership, organization maturity, business driven approach, visibility, executive backing, user adoption and failure of SFH sur'eaux. The population of the study included SFH staff,sur'eaux clients and distributors in Kigali city. The study used mixed method to examine the six key drives of a successful project management such as strong leadership, organization maturity, business driven approach, executive backing, user adoption and visibility where related to the success or failure of my case study of sur'eau project of Society for Family Health Rwanda. The results showed that organization maturity level 3 contributed to the failure of sur'eau project at 67%. The results revealed that poor communication from SHF staff, water smells which is not good, chemical used created the insect and cost drive the failing of the sur'eau project. This study suggests to stakeholders to set a policy that should pay attention to communication and cost of the sur'eau product.

**Key words: Project, Success and project management**

## TABLE OF CONTENT

<b>DECLARATION</b> .....	<b>i</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>v</b>
<b>ABSTRACT</b> .....	<b>vi</b>
<b>List of Tables</b> .....	<b>ix</b>
<b>LIST OF ACRONYMS AND ABBREVIATIONS</b> .....	<b>x</b>
<b>CHAPTER 1: INTRODUCTION OF THE STUDY</b> .....	<b>1</b>
1-1    Background .....	2
1-2    The Statement of the Problem .....	3
1-3    Research objectives .....	4
1.4.1 General objective.....	4
1.4.2 Specific objectives.....	4
1-4    Research Hypothesis .....	5
1-5    Significance of the Study .....	5
<b>CHAPTER 2: LITERATURE REVIEW</b> .....	<b>7</b>
2-1    THEORETICAL LITERATURE REVIEW .....	7
2.2.1    Project.....	7
2.2.2    Project Success and Measurement.....	8
2.2.3    Project Failure .....	8
2.2.4    Project Managers and Project Leadership .....	8
2.2.5    Project Leadership.....	9
2.2.6    leadership Styles.....	9
2.2.7    leadership Competence.....	10
2.2.8    Organizational Maturity .....	10
2.2.9    Maturity Measurement .....	11
2-2    Conceptual Framework .....	12
2.2.10    Literature Review About Related Studies .....	15
2.2.11    Critical Review and Research Gap Identification .....	16
2.2.12    Chapter Summary.....	17

<b>CHAPTER 3: RESEARCH METHODOLOGY .....</b>	<b>18</b>
3-1    Research Design .....	18
3-2    Population and Sampling Technique.....	19
Sampling procedure .....	<b>19</b>
. Sample size .....	<b>19</b>
<b>Sample Size for Frequency in a Population .....</b>	<b>20</b>
3-3    DATA COLLECTION METHODS.....	21
3.3.1    Data Collection Instruments .....	21
1 Data collection.....	21
3.5.2 Research instrument .....	21
3.3.2    Data Analysis Procedure .....	22
3.3.3    Bivariate analysis .....	22
3.3.4    Multivariate analysis .....	23
3.3.5    Reliability and validity .....	23
3-4    Ethical Considerations.....	25
<b>CHAPTER 4: PRESENTATION OF FINDINGS, ANALYSIS AND INTERPRETATION .....</b>	<b>26</b>
4.1    Profile of SFH Managers respondents.....	26
4.2    Respondents by age group.....	27
4.4    Respondents level of Education .....	28
4.5    Customers-Driven Project Management (CDPM) .....	29
4.6    Respondents by age group.....	29
4.7    Respondents level of Education .....	30
4.8    Qualitative approach.....	47
<b>CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS.....</b>	<b>50</b>
5-1    Summary of the study.....	50
5-2    Summary of findings .....	51
5-3    CONCLUSION .....	56
5-4    Recommendations .....	57
<b>REFERENCES.....</b>	<b>58</b>



## LIST OF TABLES

Table 3.1 The Sample Determination.....	20
Table 2.3 Reliability Table.....	24
Table 3.1 Gender of Respondents .....	27
Table 4.2: Respondents Age group .....	27
Table 5.3 Marital Status of Respondents.....	28
Table 6.4: Respondents level of Education .....	28
Table 7.5: Gender of Respondents for clients .....	29
Table 8.7: Marital Status of Respondents.....	30
Table 9.1 Respondents level of Education .....	31
Table 10.9: Interpretation Table .....	31
Table 11.10: User Adoption .....	32
Table 12.11 Visibility.....	33
Table 13.12: Culture.....	34
Table 14.13: Project Objectives .....	35
Table 15.15: Organization Maturity Level 1 .....	37
Table 16.16: Organization Maturity Level 2 .....	38
Table 17.17: Organization Maturity Level 3 .....	39
Table 18.18: Organization Maturity Level 4.....	40
Table 19.19: Organization Maturity Level 5.....	41
Table 20.20: Executive Backing.....	42
Table 21.21: Business Driven Approach.....	43
Table 22.22: Visibility.....	44
Table 23.24: Model Summary .....	45
Table 24.25: ANOVA BETWEEN VARIABLES .....	45
Table 25.26: Coefficients .....	46
Table 26.28: Customer satisfaction .....	47

## **LIST OF ACRONYMS AND ABBREVIATIONS**

**MoH:** Ministry of Health

**SPSS:** Statistical Package of Social Sciences

**SFH:** Society for Family Health

## CHAPTER 1: INTRODUCTION OF THE STUDY

Traditionally, project management used to mainly with managing the project planning and implementation process (Brain, 2006). This view of project management specifically deals with the project as a task or process that needs to be completed following the specifications, budget and time given. This approach has provided universally accepted metrics of cost, schedule and performance to evaluate the success of the project. However, these metrics do not provide the necessary view of success from the perspective of the organization and its stakeholder. The determinants for project management success has been a very interesting topic for the last centuries and many researchers have a say about the success of projects. In this study we going to look at the determinants of project success in Rwanda with the case study of sur'eau project. Researchers (e.g., Axson, 2007; Besner & Hobbs, 2006; Drucker, 1954; Kerzner, 2004; Project Management Institute [PMI], 2004) in the field of project management have argued that the major reason projects fail is the inadequate attention that project practitioners pay to activities in the conceptual stage of project implementation. A project is deemed successful when projects are on target, on schedule, on budget, and customers are satisfied (Gido & Clements, 2006; Hedeman, Heemst, & Fredriksz, 2005; Hughes, Tippett, & Thomas, 2004; Kerzner, 2006a; Mescon et al., 1985; Phillips, 2009; PMI, 2004). Although this definition delineates the traditional approach to project management success concept, a new dimension to defining overall project success has emerged. The new dimension to project success, according to Shenhar, Milosevic, Dvir, and Thamhain (2007), takes into consideration the need to link project management and the project's final product. In other words, project success in no longer viewed within the confines of meeting the project constraints of scope, time, and cost; rather, it is a strategic link that connects the final product to the end-user's satisfaction (Kenneth, 2007; Milosevic & Srivannaboon, 2006; Shenhar et al., 2007) targeted at achieving overall project goal (project success). This new approach to project success, according to Shenhar and Dvir 5 (2007), refers to business-related processes that are intended to deliver business outcomes rather than a set of project activities that have to be completed on schedule

This chapter presents the background, research problem, research objectives, research questions, significant of the study, scope of the study and the division of the study.

Projects are widely recognized nowadays by Governments and non-governments institutions. However, regardless of gathering knowledge and enlightening on available approaches to manager the projects in Rwanda and in the entire world, a big number of projects (including health projects) still most of them succeed and others failed. Generally, the aim of this research which is analyzing the determining the Sur'eau project success/failure have been initiated by the research to find out the causes which had piloted the Sur'eau project from its starting to the end. Many strategies were used like reports, journals, publications and interviews with the stakeholders of Sur'eau project were consulted in order to find out the real information about that project.

### **1-1 Background**

Projects are extensively known today by organizations as portion of specified activities agreed upon by both fund providers and implementers. In 1960's project management as discipline started being applied. Despite gathering knowledge and improving on available systems, a substantial number of projects (including educational ones) still fail. Gartner Group's world-wide research presented 61% project fail in their 2012 research work. The question therefore remains until now; what drives projects success? (Spalek, 2014) asserted three main factors to project success; method applied, people in project and organization context.

Young Hoon Kwak, 2003 stated in his book "The Brief History of Project Management" that project implementation has been practiced for thousands of years since the Egyptian era, however, not until half a century ago that organizations start applying systematic project management tools and techniques to complex project. During the 1960s and 1970s, Department of Defense, NASA, and large engineering and construction companies utilized project management principles and tools to manage large budget, schedule –driven projects. In the 1980s, manufacturing and software development sectors introduced and adopted sophisticated project management practices. During 1990s, project management theories, tools, techniques had widely reached different industries and organizations.

The role of different project management techniques to implement projects successfully has been widely established in areas such as the planning, control of time, cost and quality.

The PMBOK® Guide is probably the most popular of several available project management standards. It defines the following nine project management knowledge areas: scope, time, cost, quality, human relations, risk, communication, and Procurement and integration management. The application of the nine knowledge areas is believed to have a major influence on achieving these criteria.

Meredith et al (2012) assert that; the success of each project relies on five phases of the project which are; initiation, planning, implementation, controlling and closure however, planning and implementations are the most crucial in project success. The implementation phase is the longest phase in the project life cycle. Meredith et al (2012) point out that when these factors are given proper importance, they can transform a project. If an implementation team takes time to create tangible, achievable and measurable critical success factors (CSF's) and every decision made during the execution of the project is defined and managed based on these CSF's then the project implementation was a success.

Collins (2015) also adds other six key drivers of project management success such as; strong leadership, organization maturity, business driven approach, executive backing, user adoption and visibility.

Much as these project management methods introduced and reached different sectors half a century ago; project success remains a challenge still today. According to (Hamed, 2016), 8 out of 10 project managers have no adequate project management knowledge.

This current study intends to assess the factors leading to success or failure of project in Rwanda, especially the Society for family health (SFH) projects named sur'eau project.

## **1-2 The Statement of the Problem**

Scholars especially Project Managers argued that project failing is due to one or more of these four 'project failure criteria'; "Not delivering when it was expected (Scheduled), Not delivering it at the cost expected (budget), Not delivering all the functionality that was expected (scope), and Not delivering the functionality with the expected quality". What many Project Managers would probably not put on their 'project failure criteria' list is the criterion that deems to be the cardinal one, the single biggest factor on which the business will typically assess a project as a failure, namely, "Not realizing the full business benefits, as presented in the original business case (Billows, 2015).

Few studies have been conducted in the Rwandan context using the six drivers; strong leadership, organization maturity, business driven approach, executive backing, user adoption and visibility of project for project management success. In this view, the current study, intend to assess the application of those drivers to success or failure of project in Rwanda, especially the Society for family health (SFH) projects named sur'eau project.

In the same spirit, SFH recognizes that some of its projects were not successful. The project under this study has failed whereby project objectives were not met. SFH Rwanda has had some few projects that has failed and many more that have succeed including the nutrition project that had a product called KUZA NEZA, the project didn't achieve its objectives and in the planned period of time, more projects have succeed including HIV prevention projects, Malaria prevention projects. The reasons behind project failure remains unknown and SFH remains eager to know what went wrong thus the problem statement to this research.

### **1-3 Research objectives**

This section presents the general and specific objectives of this study.

#### **1.4.1 General objective**

The main objective of this study was to examine or to assess the key driver (leadership and organizational maturity) towards project failure or success in Rwanda.

#### **1.4.2 Specific objectives**

The specific objectives of the study are:

- To establish the effect between leadership and project management fail or success.
- To establish the effect between organization maturity and project management fail or success.
- To assess the effect of business-driven approach on project management fail or success.
- To assess the effect of executive backing on project management fail or success.
- To assess the effect of user adoption and visibility on project management fail or success.
- To investigate the roots causes of sur'eau project success or failure.

## 1-4 Research Hypothesis

H<sub>01</sub>: There is no significant effect between strong leadership and project success/ fail

H<sub>02</sub>: There is no significant effect between organization maturity and sur'eau project success/failure

H<sub>03</sub>: There is no significant effect between business-driven approach and sur'eau project success/failure.

H<sub>04</sub>: There is no significant effect between executive backing and sur'eau project success/failure.

H<sub>05</sub>: There is no significant effect of user adoption on visibility on sur'eau project success/failure.

## 1-5 Significance of the Study

The purpose of the study is to establish the effect of strong leadership and organization with success or failure of project management in Rwanda and SFH Rwanda. The study might be of great importance to policy makers in health, development partners and academia institutions in Rwanda. The study may generate a body of knowledge to future researchers in areas of effective project design, planning and marketing towards successful implementation.

The study might help development partners, public institutions and project implementation teams to understand and appreciate the effect of effective strong leadership and organization maturity plus other key drivers by Collins (2015) on success or failure of project of SFH's project on distribution water purifiers and other related projects for improvement.

## DEFINITIONS OF KEY TERMS

**Project success determinates:** These denotes the external and internal factors that stimulate the success or failure of the project (David, 1974). Success factors are seemingly variables that contribute to projects' success as handles that can be ran by project managers to increase chances of gaining the desired outcomes. Both external and internal factors determine the success or failure of a project and these influencing factors at times make success more probable(Abdul, 2010).

**Project:** refers to a temporary effort to create a unique product, service or result. It has a defined beginning and end. The end is reached when project objectives have been achieved or when the project is terminated. The outcomes might be tangible or intangible (PMP, 2013). .

### **The Scope and limitation of the Study**

In this research study, one of the most concerning problem in the business sectors has been addressed. This research study is focused to find out the possible determinants of success or failure of the projects in Rwanda. In addition, this research study also addresses the Project Management determinants of success and failure of projects in Society for Family Health Rwanda. Therefore, it can be said that this research study is helpful in order to determine the possible reasons behind the project failure in Rwanda. This study was done well, however there a limitation on the size of the sample population that was interviewed. The total number of sur'eau users countrywide is almost one million, however only 150 people were interviewed due to budget and time constraints.



## **CHAPTER 2: LITERATURE REVIEW**

This chapter presents theoretical and empirical literature review, critical review and conceptual framework of the study.

### **2-1 THEORETICAL LITERATURE REVIEW**

#### **2.2.1 Project**

Projects can be considered as a pair of activities that must be done in accordance to specific objectives of the organization or company (Zarina, 2014). It must be finished within a planned, start and end time (Munns, 1996a).

Project managers are assigned with the highest level of responsibility to accomplish and perform project's desired results. Project managers must effectively apply technical and intellectual tools and strategies to achieve the project slated objectives. They should be generalists with various skills required for successfully implement the project. Although projects are different in scale, scope and resources the central requirements to successfully execute a project from start to finish are commonly pertinent in any environment (Tomas 2011).

In a high-level generalization, the core skills for a project manager can be theoretically categorized in a declining scale of priority as: communication, organizational and planning abilities (PMI, 2008). These are all closely related and highly critical for every project manager to exercise to grow into an effective leader (Thomas 2011). Ultimately, this research will support the ideology that a successful project manager must have a combination of these key competencies that will be presented in the latter chapters.

#### *Project success or Failure Determinants*

The topic of project success has captured the attention of researchers for almost a century ago. A big number of project success factors has been produced since then though with varying ideas; time (duration), cost (budget) and quality (specification and performance) and on the other hand; human resource management, competency, customer satisfaction as project success factors or determinates.

### **2.2.2 Project Success and Measurement**

Project success has been determined in a range of ways. While the measurement of project success has focused on tangible results, it is especially considered successful measured against stated goals, objectives and indicators during project design.

Lim and Mohammed (1999) defines project success as "the set of principles or standards by which judgment is made and are considered to be the rule of the game".

Cooke-Davies (2002) explains that project success can be measured against overall objectives. Project management success rather is measured against the traditional factors of performance such as completing project within time, cost, budget, scope and quality Thomas( 2011).

### **2.2.3 Project Failure**

The effort to gain a more understanding of the causes of project failure has been a hard task for both academic researchers and practitioners. The concept of project failure is tenuous. The difficulty differs for type of project under study and stage of project's life cycle at the time of the failure assessment. Therefore, failures of projects are often highly peculiar and not generalizable to a larger project population. (JEFFREY, 1990).

### **2.2.4 Project Managers and Project Leadership**

Project managers are accountable for project success. Therefore, their role requires management and leadership skills to lead the project team effectively. Successful project management depends highly on the leadership competencies and the general management competencies of the project manager (Turner and Muller, 2010).

Project leadership is significantly more valuable as it underlines a personal commitment to the project team and adds intangible value to the project's objectives and aims for project success. Project managers to apply project leadership effectively ought to be multidimensional in their behavior, approach and actions. In exercising project

leadership, the project manager must establish a deep personal connection between the project's objective and the team's goals (Richmand, 2002).

The project manager should engage the project members toughly that any setback or degree of failure in the project is unacceptable. Ideally, the success of the project should become every person's achievement in the project team members.

### **2.2.5 Project Leadership**

Leadership is one of the fifteen behavioral abilities essentials for project management success (Panagiotis, 2013).

The key project front-runners are project managers (Steinfort, P and Walker, D 2007). A leader plays various roles such as; mentoring, coaching, negotiation, team builder, technical problem solver, entrepreneur and strategic planner (Dubrin, 2010). Research has shown that more than 60% of businesses fail to attain their anticipated goals and the causes for failure are commonly lack of strong leadership, lack of team skills, and lack of stakeholder engagement Thomas (2011).

### **2.2.6 leadership Styles**

In project management, Leaders are often measured and described based on their leadership styles and models. Importantly, leaders' styles are composed of a set of capabilities and are exercised differently.

Various researches done based on the competency institution have examined the competency profiles of effective leaders or managers. All these researches converge that different leadership competency profiles are in fact related to leadership success in different contents. Moreover, the soft factors of leadership often emerged as the most important attributes of successful managers in all types of projects (Panagiotis, 2013). Project leaders are expected to have 15 competence profiles (vision, strategic perspective, managing resources, communication, empowering, developing, achieving, self-awareness, emotional resilience, intuitiveness, sensitivity, influence, motivation, conscienceless and critical thinking Muller (2009)

### **2.2.7 leadership Competence**

Stuart and Lindsay (1997) define Leadership competencies as integrated sets of managers' behaviors and attributes which can be fixed towards successful goal attainment within competence fields of one's job, agreed work standards, and can be improved via training and development. Barner (2000) asserts that leadership competencies can be defined as the ability to adapt, effective interpersonal, communication, and good decision making.

Berglund (1999): defines leadership competence as; "Competence used to complete something. It comprises knowledge in all shapes, but it also includes personality traits and abilities.

### **2.2.8 Organizational Maturity**

PMI, 2003 defined project management maturity as; a degree to which an organization practices organizational project management. (Thesis 2011) defines it as; "Maturity is the extent to which a specific process is explicitly defined, managed, measured, controlled, and effective". Maturity entails a possibility for growth in capability and shows both the richness of an organization's practice and the consistency with which it is functional in projects throughout the organization.

An undeveloped organization does not have or use reliable and defined processes in management of its projects (Sarshar, et al., 2000). "An organization that is immature in project management sometimes deliver individual project excellent results, however, in such cases managers are probably working reactively, concentrating on solving immediate issues, rather than proactively acting.

In the context of maturity measurement, the focus is on measuring organization's standards in knowledge, assessment and improvement practices of an organization. This will evaluate how organizations plans, makes assessments; plans and implements progresses and how they replicate it over time.

### **2.2.9 Maturity Measurement**

(PMI 2003) The actual maturity level for an organization can be determined by combining the averages for each maturity level. The average maturity for an organization is, therefore, the average of the maturity of the nine knowledge areas, where the average of a specific knowledge area is determined by the processes within that knowledge area. When examining the actual levels of maturity per organization size, as well as the perceived levels, actual maturity levels are compared to perceived levels; organizations in general tend to overestimate their abilities in different knowledge areas. (SA 2003).

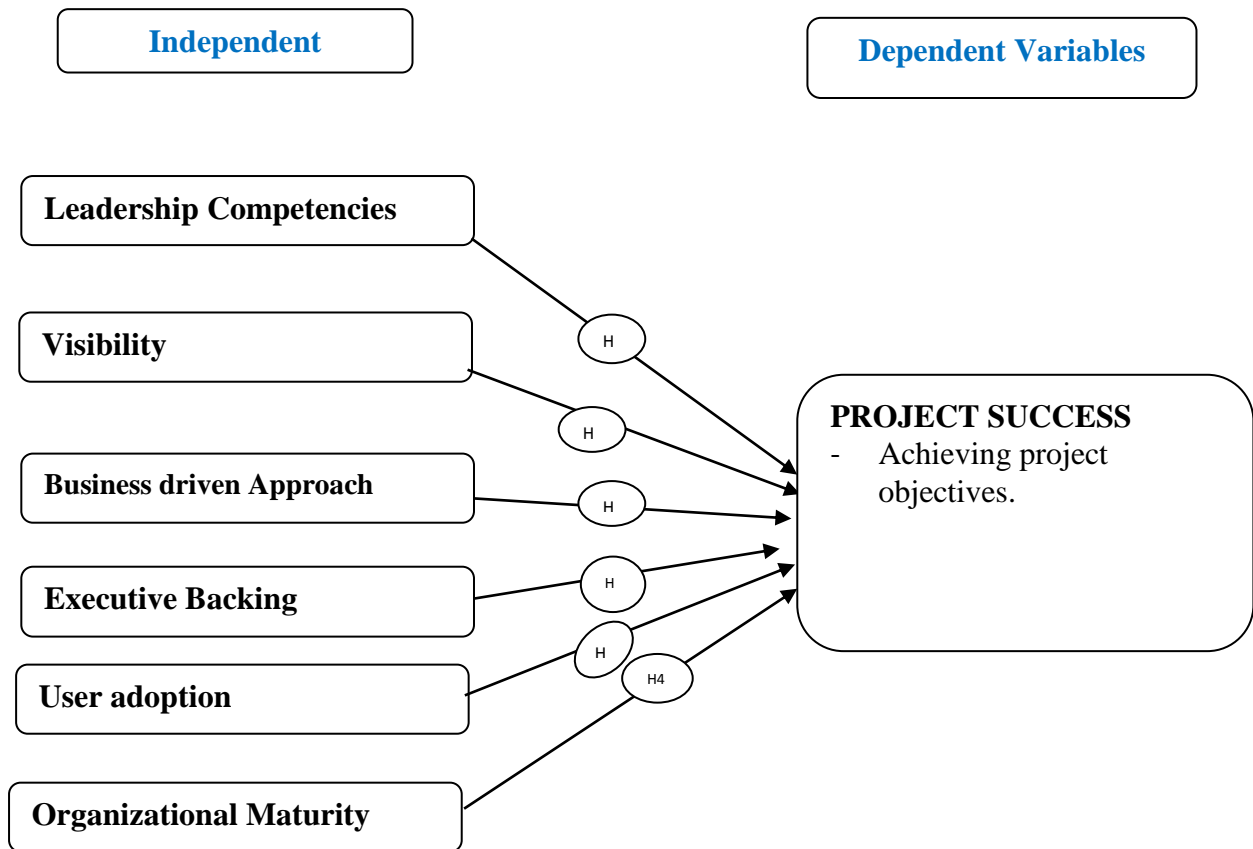
In this context, the maturity measurement focuses on measuring organization's standards in knowledge, assessment and improvement practices of an organization. This will assess how organizations plans, performs assessments; plans and implements improvements and how they repeat this cycle of management operations. The assessment focuses on best practices in respect as to assess exiting capabilities and how such capabilities are transformed into project outcomes. Capability is a specific competency that must exist for it to execute project management processes and deliver project management services and products. Capabilities are incremental steps, leading up to one or more best practices. Capabilities are demonstrated by tangible or intangible outcomes result of applying a capability. Projects are composed of processes (initiation, planning, execution, monitoring & control, closure), each process brings out results. Project management describes, organizes and complete work of the of the project (PMI, 2003) Since the mid-1990s several project management maturity models (PMMMs) have been developed. There is capability maturity model, Project Management Process Maturity Model, Kerzner's PM Maturity Model, Organizational Project Management Maturity Model-OPM3 among others (thesis 2011). Maturity Models are process models (measurement tools) that are developed to assess the maturity of organization's (can also be business unit, or department) processes and practices to identify opportunities for improvement and point out strengths and weaknesses. Maturity models are also used as a framework to guide improvement efforts (Jugdev & Thomas, 2002),

## **2-2 Conceptual Framework**

In this study project success shall be assessed using qualitative and quantitative data (Pretorius 2012). Project success or failure shall be assessed by determining if project objectives were met in relation to project leadership and organizational maturity. Traditional project leadership success factors of cost, scope, schedule, quality (Thomas 2011) and stakeholder satisfaction (Turner, 2010) indicators shall be used as basis of success measurement. The project manager shall be considered as the project leader. therefore, leadership capability shall be evaluated on the basis of leader's leadership style (**Geribe 2016**), Leadership style measure: goal oriented, involving and engagement (Tuner & Muller, 2005), project managerial competencies and leadership competencies (thesis 2011; lee et al 2013; overby et al 2012; georghgan, 2008) as well as organizational maturity using Kerzner's Project Management Maturity Model (kerzner 2001; Crawford 2002; Domir 2010) and average performance per project knowledge area and process (Sonnekus, R. 2006). Measures of leadership were supplied by others' ratings, rankings, or nominations (Timothy A. Judge 2012). In therefore, success shall be measured using the following three measures of success as elaborated by (Dr Pedro Serrador, 2014).

The conceptual framework focuses on effect of strong leadership and organization maturity on failure or success of SFH project on Project on distribution water purifiers in Rwanda. The analysis of the empirical relationship between project leadership and organizational maturity (independent variables) and project failure or success (independent variable) shall be assessed as per the following conceptual framework. The basic conceptual model specified below was elaborated as per previous authors (Elaborated as per authors: (kerzner, 2001; Crawford 2002); Sonnekus, 2006 and Domir, 2010)

Figure 1: Conceptual Framework



## Independent Variable Indicators

- **Strong leadership:** Just look over your shoulder at the tens or hundreds or thousands of people who are following some of your ideas or values, goals or life-targets not primarily because of some organizational role, or job title, but simply because of the nature of who you are, the values you have, the vision you hold, the friendships you have and what you mean to those people's lives.
- **Organization maturity:** The extent to which an organization has explicitly and consistently deployed practices or processes that are documented, managed, measured, controlled, and continually improved. Organizational process maturity may be measured via a process appraisal.
- **Business driven approach:** is a meta-methodology for developing project solutions that directly satisfy business requirements.
- **Executive backing:** An executive backing is when someone who is employed by a business at a senior level follows and pay attention on current, previous and future planning activities of the project of business that he/she leads.
- **User adoption:** It is a situation in which users adopt a system that works to fill a specific need. They transfer from an old system and adopt a system that is newer, better, faster, more comprehensive, and altogether more efficient.

**Visibility:** the degree to which something has attracted general attention prominence  
The researcher postulates there might be other moderating variables related to the available of adequate skilled project team, involved and committed stakeholders, market and other external factors to the organization that may affect the relationship between independent and dependent variables. In testing the relationship between the two variables, the researcher will hold the moderating factors constant. The relative % by score of each failure factors shall be determined and used for further analysis(Anton, 1998). This conceptual framework hypothesizes that:

H1: There is no significant effect between strong leadership and project success or failure.



H2: There is no significant effect between organization maturity and project success or failure.

In this study, the focus is to examine why some of Society for family health (SFH) projects fail. SFH Rwanda is a national health organization dedicated to improving the health of people in Rwanda by focusing on family planning, HIV/AIDS, barriers to maternal health, and the greatest threats to children under five including malaria and malnutrition. A hallmark of SFH Rwanda is a commitment to the principle that health services and products are most effective when they are accompanied by robust communications and distribution efforts that help ensure wide acceptance and proper use.

The project in question mainly was implemented by SFH since 2012 and it focuses on the distribution of water treatment of Sur'eaux and Water purifier (P&G) across Rwanda on a subsidized price through Community Health Workers on health center, different pharmacies, shops and supermarkets. The project targeted Rwandan population with no access to clean water country wide. The objectives of the project were to ensure that all Rwandan communities are able access water purifiers and able to use clean & treated drinking water for minimized disease control. Most of the projects in Society for Family Health Rwanda were a great success and left a remarkable impact. However, one specific project of distribution of sur'eaux in Rwanda failed to the extent that big quantity of products expired in SFH's warehouse. The research will examine the main contributing factors towards the fail of the product and the determinants for project success.

#### **2.2.10 Literature Review About Related Studies**

Cousillas *et al.*,(2010) Adds that project manager's lack of communications skills is afrequent failure cause for customers na d Project team Members and wrong number of people assigned to the project is usually confronted by customers and project manager's. According to Whitney and Daniels (2013), more than 80% of the projects failed due to the absence of presenting Project Management in an proper way. Whenever, the results of a project do not meet the expectations of the project stakeholders, the project can is regared as a failed product. Therefore in order to achieve the project goals successfully, the project initiators need to consider three perspectives of the project management methodologies, which may include Quality, Cost and Time, Daniel, Andrew and Naomi(2013).

HAROLD( 2009) avows that Project success or failure regularly depends on management's ability to handle personnel matters properly throughout the final phase. The concept of project success is a topic often debated by researchers and practitioners, yet hardly professionals agree on the reasons that differentiate a successful and a failed project. The success in projects is something much more complex than just meeting cost, deadlines and specifications. In fact, customer satisfaction with the final result has a lot to do with the perception of success or failure in a project (Montequin, 2016)and often illusory construct, but nonetheless it is of crucial importance to effective project implementation. Practitioners have attempted to identify the causes of project failure and the various factors. Success of a project means that certain expectations for a given participant were met (Zarina, 2014). Success factors are subjected to the perceptions of the ones involved in the project development, depending not only on the stakeholder but also on cultural or geographical differences, which are reflected in the context of the organization(Montequin, 2016).

There are many factors outside the control of management which could determine the success or failure of a project. These factors are referred to as critical success/failure factors and only a few studies have been done to assess, clarify, or analyze these factors(Walid, 1996).

Today we know that determining whether a project is a success, or a failure is far more complex.

### **2.2.11 Critical Review and Research Gap Identification**

The empirical literature has demonstrated that several scholars identified a positive effect between project planning and project failure. However, the researcher observed that, there is no specific research by scholars that attempted to test effect of project planning & failure of SFH project on distribution water purifiers in Rwanda. Based on such observation, the researcher attempts to generate knowledge and test the effect of poor planning & marketing towards SFH project on distribution water purifiers' project in Rwanda.

### **2.2.12 Chapter Summary**

The development of the findings from the literature finding has been associated with addressing the research aim and objectives for the research. The researcher has intended to perform the assessment of the project and developed the definition of project with the proper understanding of the determinants of project management success in Rwanda. In addition to identify the success criteria of Project Management it has been found that the role of leadership, organization maturity, is most important parameters. Moreover, the literature findings have indicated that external and internal factors associated with the Project Management are the key drivers that guide a project towards success or failure. Existing factors found in the research literatures has revealed the facts associated with nature of project failure, which is associated with communication gap, inadequate resources and poor risk management as the primary reason. Considering the tools and techniques required to avoid the failure of the project the literature findings have suggested the fact that concentrating on key performance indicators indicates the success of the project work. Depending on the literature findings to address the research objectives the researcher has developed the research methodologies in following chapter.

## **CHAPETER 3: RESEARCH METHODOLOGY**

Bailey (1978:26) defined the term methodology as the philosophy of the research process. This includes assumptions and values that serve as rationale for research and the standards the research uses for data collection, interpreting and researching conclusions. According to (Kevin, 1988) the scientific method is the method that seeks to test thoughts against reality in disciplined manner with each step in the process made explicit. This study will cover the research design, the target population, the sample size, the sampling strategies, the data collection instruments and administration, the data management, the data analysis, limitations and delimitations of the study, the validity and the reliability of the research instruments and ethical considerations.

### **3-1 Research Design**

Creswell (2014) defines research design as a plan for collecting and utilizing data so that desired information can be obtained with sufficient precision or so that a hypothesis can be tested properly. Research design can be thought of as the structure of the research. It is a plan which covers all the aspects of the selected research. It is also a blue print of the proposed study. It presents the overall scheme of the study. In this study, the researcher made use of quantitative research design given that the research aim was to assess the role of scope change management on project success. Indeed, since the scope project management and project success expressed into the numbers and the study adopted for a quantitative design that is concerned with numbers and anything that is quantifiable Plano Clark & Creswell (2008).

Since the objective of this study was to determine the factors that drives the sur'eau project success/failure, this study opted for mixed methods research design The researcher given that causes of project failing and factors that drives the project success included the perceptions and views of a numerous numbers of respondents like: Sur'eau clients and a team of project managers of Society for Family Health. A questionnaire was used to collect quantitative and qualitative data for further analysis. In this process, the researcher will collect data from SFH project management and project team and sur'eau clients and descriptive survey was conducted.

In addition, for quantitative correlational and regression analysis were used in order to establish the degree of association between variables delivered from project leadership, organization maturity, executive backing, visibility, user adoption and project failure or success.

Population and sampling technique

### 3-2 Population and Sampling Technique

#### Target population

Target population refers to the entire group of individuals or objects to which researchers are interested in generalizing the conclusions. The target population usually has varying characteristics and it is also known as the theoretical population Kothari, C.R. (1990). A population refers to an entire group of persons or elements that have at least one thing in common. The population for this study was divided into two categories, one for SFH Rwanda project team managers and clients of sur'eau product. The researcher choose these categories to get different views on the side of SFH Rwanda and its clients which from the findings will help to draw a proper conclusion. From the project team managers eleven (11) managers were given a questionnaire to answer to and from the clients one hundred and fifty (150) clients ere samples from the entire population of 1,132,686 of Kigali city residents.150 clients were samples from 3 districts kicukiro, Gasabo and Nyagurugenge 50 respondents each. The prevailing reason to choose kigali city is because its where there are more clients of sur'eau because people use more water tanks which needs water purifiers to keep the water clean and safe.

#### Sampling procedure

Stratified sampling is a probability sampling technique wherein the researcher divides the entire population into different subgroups or strata, then randomly selects the final subjects proportionally from the different strata. Therefore, stratified proportional sampling for each district was the procedure for this study

#### . Sample size

The random sampling was computed from OpenEpi, version 3 calculator under the formula:

$$n = \frac{DEFF * N * p(1 - p)}{[d^2 / z_{1-\alpha/2}^2 * (N - 1) + p * (1 - p)]} = \frac{1.5 * 1132686 * 0.5 * 0.5}{[\frac{(0.75)^2}{1.96^2} * (1132686 - 1) + 0.5 * 0.5]} = 150$$

Where  $p$  = probability of success = 0.5,  $1-p$  is probability of non-success,  $N$  is total population,  $d$  = margin error = 0.75,  $DEFF$  = design effect = 1.5 and  $Z$  is the z-score = 1.96 at 95% CI, and  $n$  is the sample size.

Based on the total population ( $N$ ) = 1,132,686 the formula was used to calculate the sample size of our targeted population in the Kigali city of sur'eau clients.

Sample Size for Frequency in a Population

**Table 3.1 The Sample Determination**

<b>Sample Size for Frequency in a Population</b>		
Population size (for finite population correction factor or fpc)( $N$ ):		1132686
Hypothesized % frequency of outcome factor in the population ( $p$ ):		50% +/- 10
Confidence limits as % of 100(absolute +/- %)( $d$ ):		10%
Design effect (for cluster surveys- $DEFF$ ):		1.5
<b>Sample Size(<math>n</math>) for Various Confidence Levels</b>		
<b>Confidence</b>	<b>Level (%)</b>	<b>Sample Size</b>
95%		145
80%		62
90%		102
97%		177
99%		249
99.9%		406
99.99%		568
<b>Equation</b>		
Sample size $n = [DEFF * Np(1-p)] / [(d^2 / Z^2_{1-\alpha/2} * (N-1) + p*(1-p)]$		

### **3-3 DATA COLLECTION METHODS**

#### **3.3.1 Data Collection Instruments**

Data collection technique refers to the collection of qualitative and quantitative data. The quantitative data was collected using questionnaires and focused group discussions. The questions were distributed in sections as per study sub-variables as indicated under conceptual framework. The qualitative data was collected using interview guide to key informants from different SFH project management team and sur'eu clients.

#### **1 Data collection**

Primary data are acquired directly from original sources whereas data collected indirectly from reports and publications are referred to as secondary Chandran (2004). This study has been used primary data collected from the field. To collect this primary data, the researcher used of structure questionnaires. The questionnaires were given to respondents and then filled face to face for a feedback.

#### **3.5.2 Research instrument**

##### **3.5.2.1 Questionnaire**

In this study, questionnaires was created following and adapted following the research question and objectives. Kurnar (2005) argues that the questionnaire is less expensive since it saves time as well as human and financial resources. It offers greater anonymity and, in some situations, where sensitive questions to ask, it helps to increase the likelihood of obtaining accurate information. The fact that the questionnaire is easy to distribute to many people and is relatively inexpensive to conduct makes it appropriate for this study.

The questionnaire for project team managers had 7 main sections that include: (1) personal profile or socio-demographic variables of the respondents such as age group, gender, level of education,; (2) meeting project objectives through Likert scale measurement: 1= strongly disagree to 5=strongly agree; (3) leadership competencies through Likert scale measurement: 1= Very desirable to 5=undesirable; and (4) organizational maturity through Likert scale measurement: 1= strong disagree to 5=strong agree, (5) executive backing through Likert scale measurement 1= large extend

to 5= not at all, (6) Business driven approach through Likert scale measurement 1= Strongly agree to 5= strongly disagree and (7) Visibility through Likert scale measurement 1= large extend to 5= not at all and a last open ended question for qualitative data.

The questionnaire for sur'eu clients had 4 main sections that include: (1) personal profile or socio-demographic variables of the respondents such as age group, gender, level of education,; (2) User adoption through Likert scale measurement: 1= poor to 5=Excellent ; (3) visibility through Likert scale measurement: 1= Large extend to 5=Not at all and (4) Culture through Likert scale measurement: 1= strong disagree to 5=strong agree, and a last open ended question for qualitative data

### 3.3.2 Data Analysis Procedure

For quantitative data, data collected shall be coded and captured in Software named Social Package for social sciences (SPSS) version 21 before analysis. To interpret the data, frequencies tables, mean and standard deviation will be used for numerical variable. Furthermore, to cluster the determinants, principal factors analysis will be used. The bivariate analysis will use chi-square test for association of two categorical variables or spearman's Rho correlation for two numerical variables. With multivariate analysis the researcher will use logistic regression model to assess which of the factors (determinants) has contributed to fail or success of the sur'eu project. For qualitative thematic interpretation will be used from direct questions of the respondents.

### 3.3.3 Bivariate analysis

To assess the relationship between two numerical variables, the correlation analysis has been performed. Indeed, the *correlation* analysis consists of computing the correlation coefficient that is used to measure the strength and direction of a linear relationship between two variables. A correlation can only indicate the presence or absence of a relationship, not the nature of the relationship since **correlation is not causation**.

With bivariate analysis, the researcher Have performed perform Spearman's correlation coefficient. Spearman's correlation coefficient is a statistical measure of the strength of a monotonic relationship between paired data. In a sample it is denoted by and is by  $r_s$  design constrained as follows:  $-1 \leq r_s \leq 1$  and its interpretation are similar to that of Pearson, e.g. the closer is to the stronger the monotonic relationship. Correlation is an



effect size and so it helps to describe the strength of the correlation using the following guide for the absolute value of:

### **3.3.4 Multivariate analysis**

In multivariate analysis, the t-test for paired samples was performed. In order to test the effect of scope change as predictor on the dependent that is performance and control success. Indeed, the t-test has been performed to compare the means of two samples (or treatment) even they have different numbers of replicates Pallant (2013). In this context, the means on project success before and after related to the scope change was finding as statistically significant at level of 5%; this change will be attributed to scope change.

However, if the null hypothesis in a statistical test is rejected, it will be computed the effect size in order to measure the magnitude of mean differences and this will be expressed by Cohen's (d) and will be interpreted such as  $d^2=0.01$  means small effect;  $d^2=0.09$  means medium effect and for large effect  $d^2=0.25$  Pallant (2013). [Where  $d^2$  is

computed as  $d^2 = \frac{t^2}{t^2 + df}$  ]

### **3.3.5 Reliability and validity**

Reliability and validity according to Asemah et al (2012) refer to accurateness of a measurement. In order to validate instrument in relation to the objectives and research questions in chapter one, the researcher generates the number of questions and will give it to the supervisor, based on this input. Finally, this will provide the researcher a clear picture on required clarity on the content and increases the reliability and validity of the results of the study.

Creswell (2012) presents reliability as the degree to which an assessment tool produced stable and consistent results. Validity refers to how well a test measures what it is purported to measure. In this study the internal validity and the reliability were tested through Cronbach's Alpha that considered acceptable in range of 0.7 to 1. However, beside the internal validity, the researcher took more attention to the following elements: (1) taking the instrument that had been used in previous and update it. (2) Peers reviews of the instrument and submit it to the supervisor.

**Table 2.3 Reliability Table**

PILOT				STUDY		
Label	Value of Cronbach Alpha	Number of items	Decision	Value of Cronbach Alpha	Number of items	Decision
Meeting project objective	0.82	5	Acceptable	0.83	5	Acceptable
Leadership	0.51	8	Acceptable based on Neumann	0.72	3	Acceptable
Organization maturity. Level 1	0.40	3	Acceptable	0.67	2	Acceptable
Level 2	0.57	5	Acceptable	0.77	4	Acceptable
Level 3	0.74	5	Acceptable	0.74	5	Acceptable
Level 4	0.77	7	Acceptable	0.78	7	Acceptable
Level 5	0.69	7	Acceptable	0.70	6	Acceptable
Executive Backing	0.86	2	Acceptable	0.86	2	Acceptable
Business driven approach	0.45	3	Acceptable	0.65	2	Acceptable
Visibility	0.83	4	Acceptable	0.84	4	Acceptable

Primary data collected June 2019

### **3-4 Ethical Considerations**

The researcher will obtain an introductory letter from the Dean of School and SFH organization for data collection among project stakeholders. This will be followed by the official acceptance by project end-users to be surveyed. During the data collection or interviews the researcher will assure the respondents that the data collected shall be used for academic purposes, so the information revealed by the respondents shall be kept with maximum confidentiality.

## **CHAPTER 4: PRESENTATION OF FINDINGS, ANALYSIS AND INTERPRETATION**

This chapter presents the findings, analysis and interpretation of the study that focuses on the determinants of project management success or failure. The findings presented in this chapter were obtained from entire SFH Rwanda managers and 150 sampled populations from the clients of sur'eau product and they highlighted the answers to the profile, socio-economic factors of the respondents and the following objectives:

- 1) To establish the effect between leadership and project management fail or success
- 2) To establish the effect between organization maturity and project management fail or success
- 3) To assess the effect of business-driven approach on project management fail or success
- 4) To assess the effect of executive backing on project management fail or success.
- 5) To assess the effect of user adoption and visibility on project management fail or success
- 6) To investigate the roots causes of sur'eau project management success or failure

### **4.1 Profile of SFH Managers respondents**

This section presents the profile and their socio-economic factors of the respondents. These factors include variables such as: gender; age differences, educational level and terms of employment. Here, the frequency table and percentages have been used to analyze the data as indicated in Table 4.1

**Table 3.1 Gender of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>	<b>Age</b>	<b>Frequency</b>
Male	7	63.6	63.6	63.6
Female	4	36.4	36.4	100.0
Total	11	100.0	100.0	

**Source:** Primary data (June 2019)

Table 4.1 represents the results on gender. The results in Table 4.1 revealed that there were more male 7 (63.6%) than female 4(36.5%). Form these results one should conclude that most of the project managers are male.

#### **4.2 Respondents by age group**

Table 4.2 shows the results of 11 respondents that participate in this study of 11 SFH Rwanda Managers respondents, majority are 8 respondents at 36.4% in the age group from 31-40 (4) respondents and 41-50 (4) respondents.

**Table 4.2: Respondents Age group**

<b>Age Group</b>	<b>Frequency</b>	<b>Percent</b>
14-20	0	0
21-30	1	9.1
31-40	4	36.4
41-50	4	36.4
51+	2	18.2
Total	11	100.0

**Source:** Primary data (June 2019)

In Table 4.2, the first groups have 4(36.4) for the age group of 31-40 and 4 (36.4) for the age group 41-50, second group has 2(18.2%) for the age group of 51+. the third age group has 1(9.1%) for the age group of 14-20 and the last group is 0 (0%) of age group of 14-20.

**Table 5.3 Marital Status of Respondents**

<b>Marital status</b>	<b>Frequency</b>	<b>Percent</b>
Married	8	72.7
Single	2	18.2
Divorced	1	9.1
Total	11	100.0

**Source:** Primary data (June 2019)

Table 4. 3 represents the results on marital status. The results in Table 4.3 revealed that there were more married respondents 8 (72.7%) than Single 2 (18.2%) and divorced 1(9.1%) . Form these results one should conclude that most of the project managers are married which to some extend explains the level of responsibility.

#### **4.4 Respondents level of Education**

Table 4.4 shows the respondent's level of education from 11 respondents whereby the majority are 6 respondents at 54.5% with bachelor's degree, second are 4 36.4% with master's degree and 1 for 9.1% for PHD degree. There no respondents with Non-educational, primary and secondary education.

**Table 6.4: Respondents level of Education**

<b>Education level</b>	<b>Frequency</b>	<b>Percent</b>
Non education	0	0
Primary	0	0
Secondary	0	0
Bachelor/Honors degree	6	54.5
Master's degree	4	36.4
PHD degree	1	9.1
Total	11	100.0

**Source:** Primary data, June (2019).

Level of respondent's education were taken from the percentages whereby the highest level of education from the respondents are PHD degree was 9.1% and the lowest level is bachelors' level which was 54.5% and in the middle researcher find 36.4.9% as master's degree respondents. That means managers from SFH Rwanda are educated people and skilled employees which qualifies them to successfully implement a project.

#### **4.5 Customers-Driven Project Management (CDPM)**

There is no doubt that without customers any organization in the world will never exist, given the importance of the customers in the project management, this section presents the frequency tables on the profile of respondents for the following variables: gender; age and educational level.

**Table 7.5: Gender of Respondents for clients**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	78	52.0
Female	72	48.0
Total	150	100.0

**Source:** Primary data (June 2019)

Table 4.5 represents the results on gender. The results in Table 4.5 revealed that there were more male 78 (52%) than female 72(48.0%). Form these results one should conclude that there were more male respondents.

#### **4.6 Respondents by age group**

Table 4.6 shows the results of 150 respondents that participated in this study of sur'eau clients, majority are 104 respondents at 69.3% in the age group from 21-30 (4) respondents and the less are 10 (6.7%) from the age group of 51+

**Table 4.6: Respondents Age group**

Age Group	Frequency	Percent
14-20	36	24.0
21-30	104	69.3
31-40	0	0
41-50	0	0
51+	10	6.7
Total	150	100.0

**Source:** Primary data (June 2019)

In Table 4.6 the first groups have 104 (69.3) for the age group of 21-30, followed by 36 (24%) for the age group 14-20, and the last group 10 (6.7%) from the age group 51+

**Table 8.7: Marital Status of Respondents**

Marital status	Frequency	Percent
Single	73	48.7
Married	73	48.7
Widow	2	1.3
Divorced	2	1.3
Total	150	100.0

**Source:** Primary data (June 2019)

Table 4.7 represents the results on marital status. The results in Table 4.1 revealed that were married and single respondents were equal 73 (48.7%) each and divorced and widow equal with 2 respondents each (1.3%).

#### **4.7 Respondents level of Education**

Table 4.8 shows the respondent's level of education from 150 respondents whereby the majority are 116 respondents at 77.3% with bachelor's degree, second are 28 (18.7%) with secondary school, the third being 4 (2.7%) with master's degree and last with non-education 2(1.3%) . There no respondents with Non-educational, primary and secondary education.



**Table 9.1 Respondents level of Education**

Education level	Frequency	Percent
Non-education	2	1.3
Primary	0	0
Secondary	28	18.7
Bachelor's degree	116	77.3
Master's degree	4	2.7
Total	150	100.0

**Source:** Primary data, June (2019).

Level of respondent's education were taken from the percentages whereby the highest level of education from the respondents are master's degree was 4 (2.7%) and the majority being bachelor's degree holders with 116(77.3%), 28 (18.7%) with secondary school level to 2 (1.3%) with non-education.

**Table 10.9: Interpretation Table**

Mean	Interpretation
$1 \leq \mu \leq 1.75$	Very low mean
$1.76 \leq \mu \leq 2.49$	low mean
$2.50 \leq \mu \leq 3.25$	Average mean
$3.26 \leq \mu \leq 4.15$	High mean
$4.15 \leq \mu \leq 5$	Very high mean

Where,  $\mu$  is the Mean, and if  $\sigma \leq 0.5$  stands for homogeneity of responses and if  $\sigma > 0.5$  there is no- homogeneity responses.

## ITEM ANALYSIS FOR SUR'EAU CLIENTS QUESTIONNAIRE

**Table 11.10: User Adoption**

		Descriptive Statistics			
Items		N	Mean	Std. Deviation	Interpretation
Item 1	Quality of the sur'eau	150	3.24	0.994	There is average mean and there are non- homogeneity responses
Item 2	Sur'eau availability	150	3.08	1.156	There is average mean and there are non- homogeneity responses
Item 3	Was sur'eau affordable	150	3.55	1.185	There is high mean and there are non- homogeneity responses
Item 4	Do customers get value of money	150	3.08	1.020	There is average mean and there are non- homogeneity responses
Item 5	Are your neighbors able to purchase sur'eau	150	3.03	1.111	There is average mean and there are non- homogeneity responses
Item 6	How is sur'eau liked in your area	150	2.51	1.186	There is average mean and there are non- homogeneity responses
Item 7	By the time you used sur'eau how well did it clean your water	150	3.47	1.151	There is high mean and there are non- homogeneity responses
Item 8	Overall, how satisfied are you with sur'eau product?	150	3.32	1.137	There is high mean and there are non- homogeneity responses

*Source: Primary Data collected June 2019*

The results in the table 4.10 presented the mean and standard deviation of the extend at which users of sur'eau adopted the product. The table 4.10 reveals that item7 of the user adoption has the highest (Mean=3.47, SD=1.151), followed by item8 (Mean=3.32, SD=1.137), and the third

item with the high mean is item 3 (Mean=3.55, SD=1.185), the next item is 1 with the average mean (Mean=3.24, SD=0.994), and the fifth item is item 2 and 4 (Mean=3.08, SD=1.156 and 1.185 respectively ) and item5 has average mean ( Mean=3.03, SD=1.11) is the last item with the lowest 2.51 and 1.186 of Mean and Standard deviation respectively.

**Table 12.11 Visibility**

Descriptive Statistics					
Items	Statements	N	Mean	Std. Deviation	Interpretation
Item 1	SFH had a visibility plan established at the beginning of the project?	150	3.07	1.230	There is average mean and there are non- homogeneity responses
Item 2	To what extend was the visibility plan user friendly?	150	3.09	1.012	There is average mean and there are non- homogeneity responses
Item 3	Was the visibility plan implemented in the right time and place?	150	3.07	1.103	There is average mean and there are non- homogeneity responses
Item 4	To what extend was sur' eau product visible to its users	150	2.79	1.014	There is average mean and there are non- homogeneity responses

*Source: Primary Data collected June 2019*

The results in the table 4.11 presented mean and standard deviation of the visibility of sur' eau product. The table 4.11 reveals that item2 of the visibility the highest is average mean (Mean=3.09, SD=1.012), followed by item 1 and 3 (Mean=3.07, SD=1.230 and SD=1.103), and the last item is item (Mean=2.79, SD=1.014).

**Table 13.12: Culture**

Descriptive Statistics					
Items	Statements	N	Mean	Std. Deviation	Interpretation
Item 1	Are the beneficiaries used to water purifiers?	150	3.05	1.122	There is average mean and there are non-homogeneity responses
Item 2	Are there any other water purifiers available rather than Sur'eaux?	150	2.84	1.248	There is average mean and there are non-homogeneity responses
Item 3	Do the target users understand the need to use clean water?	150	2.64	1.211	There is average mean and there are non-homogeneity responses
Item 4	SFH carried out behavior Change Communication activities done to educate people on the use of sur'eaux?	150	3.05	1.035	There is average mean and there are non-homogeneity responses
Item 5	Do Rwandan culture hinder people from using water purifiers?	150	3.32	1.363	There is high mean and there are non-homogeneity responses
Item 6	To what extend can you rank the success of sur'eaux project in SFH.	150	2.99	1.153	There is average mean and there are non-homogeneity responses

*Source: Primary Data collected June 2019*

The results in the table 4.12 presented mean and standard deviation of how culture of people affected sur'eau product. The table 4.12 reveals that item 5 of the culture of people is the highest with high mean (Mean=3.32, SD=1.363), followed by item 1 and 4 with average mean (Mean=3.05, SD=1.122 and SD=1.035 respectively), the third is item 6 with average mean (Mean=2.99, SD= 1.153) the fourth highest is item 4 with average mean ( Mean=2.84, SD=1.248) the last one is item 3 with average mean too (Mean=2.64, SD=1.211).

## ITEM ANALYSIS FOR QUESTIONS TO MANAGERS

**Table 14.13: Project Objectives**

Descriptive Statistics					
Items	Statements	N	Mean	Std. Deviation	Interpretation
Item 1	Were the project objectives met?	11	3.36	1.027	There is high mean and there are non-homogeneity responses
Item 2	Was the project well managed and implemented?	11	3.00	1.183	There is average mean and there are non-homogeneity responses
Item 3	Was the project budget sufficiently and used to meet project objectives?	11	3.36	1.120	There is high mean and there are non-homogeneity responses
Item 4	Were the water purifiers procured and delivered to end-users timely, in quality and quantity as required by the customers?	11	2.64	1.120	There is average mean and there are non-homogeneity responses
Item 5	Was the project implementation schedule met?	11	4.18	1.168	There is very high mean and there are non-homogeneity responses

*Source: Primary Data collected June 2019*

The results in the table 4.13 presented mean and standard deviation of how project objective. The table 4.13 reveals that the highest mean is item 5 with high mean (Mean=4.18, SD=1.168), followed by item 1 and 3 with high mean (Mean=3.36, SD=1.027 and SD=1.120 respectively), the third is item 2 with average mean ( Mean=3.00, SD= 1.183) the fourth highest is item 4 with average mean ( Mean=2.64, SD=1.120) .

**Table 4 .14 Leadership**

<b>Descriptive Statistics</b>					
Items	Statements	N	Mean	Std. Deviation	Interpretation
Item 1	Project leader was interested in expanding the perceptions of organizational staff via finding appropriate solutions to the problems they face	11	3.73	0.905	There is high mean and there are non-homogeneity responses
Item 2	Project leader carefully studied all project aspects for informed decision making	11	4.09	0.701	There is high mean and there are non-homogeneity responses
Item 3	Project leadership owned high level of ownership and wisdom	11	3.82	0.751	There is high mean and there are non-homogeneity responses
Item 4	Project leadership had the capacity to identify high levels of performance, depending on the business results	11	3.45	1.036	There is high mean and there are non-homogeneity responses
Item 5	Project leadership were mindful of stakeholder satisfaction and strive to achieve high levels of satisfaction	11	4.45	0.522	There is high mean and there are stands for homogeneity responses
Item 6	Project leadership effectively monitored performance of project teams to overcome weakness	11	3.73	0.786	There is high mean and there are non-homogeneity responses
Item 7	Project leader used coalitions as a system to effect on project teams	11	3.91	0.831	There is high mean and there are non-homogeneity responses
Item 8	Project leader encouraged coalitions to promote competition among all project team	11	3.64	1.120	There is high mean and there are non-homogeneity responses

*Source: Primary Data collected June 2019*

The results in the table 4. 14 presented mean and standard deviation of leadership of SFH Rwanda and sur'eau The table 4.14 reveals that item 5 has the highest with high mean ( Mean=4.45, SD=0.522) followed by item 2 with high mean (Mean=4.09, SD=0.701), the third is by item 7 with high mean (Mean=3.91, SD=0.831) the fourth is item 3 with high mean and non-homogeneity of responses ( Mean=3.82, SD= 0.751) the fifth item 1 and 6 with high mean ( Mean=3.73, SD=0.901 and 0.786 respectively ) followed by item 8 with high mean (Mean= 3.64, SD=0.831) the last one is item 4 with high mean too (Mean=3.45, SD=1.036).

**Table 15.15: Organization Maturity Level 1**

Descriptive Statistics					
Items	Statements	N	Mean	Std. Deviation	Interpretation
Item 1	SFH recognizes the importance of project management & need for good understanding of basic knowledge project management and its language	11	1.91	0.701	There is low mean and there are non-homogeneity responses
Item 2	There are no project management systems in place	11	4.18	1.168	There is very high mean and there are non-homogeneity responses
Item 3	SFH has limited skills in project management	11	4.09	0.831	There is high mean and there are non-homogeneity responses
Item 4	Adhoc project management systems are used	11	3.27	0.905	There is high mean and there are non-homogeneity responses

*Source: Primary Data collected June 2019*

The results in the table 4. 15 presents mean and standard deviation of Organization maturity level 1 of SFH Rwanda. The table 4.15 reveals that item 2 has the highest with high mean ( Mean=4.18, SD=1.168) followed by item 3 with high mean (Mean=4.09, SD=0.831), the third is item 4 with high mean (Mean=3.27, SD=0.905) the fourth is item 3 with high mean and non-

homogeneity of responses ( Mean=3.82, SD= 0.751) the last one is item 1 with low mean (Mean=1.91, SD=0.701).

**Table 16.16: Organization Maturity Level 2**

Descriptive Statistics					
Items	Statements	N	Mean	Std. Deviation	Interpretation
Item 1	Common processes and project management knowledge exist	11	2.09	0.831	There is low mean and there are non-homogeneity responses
Item 2	Project management support exist and encourages use of processes	11	2.09	0.701	There is low mean and there are non-homogeneity responses
Item 3	SFH recognizes the need for common processes, makes concrete effort to use project management & develops processes & methodologies to support its effective use	11	2.36	1.206	There is average mean and there are non-homogeneity responses
Item 4	Estimates and schedules are based on expert judgment knowledge and generic tools	11	6.64	11.784	There is very highest mean and there are non-homogeneity responses
Item 5	Management practices are project centric	11	2.45	1.036	There is low mean and there are non-homogeneity responses
Item 6	Basic processes not standardized on all projects	11	3.27	1.348	There is high mean and there are non-homogeneity responses

Source: Primary Data collected June 2019



The results in the table 4.16 presents mean and standard deviation of Organization maturity level 2 of SFH Rwanda. The table 4.16 reveals that item 4 has the highest mean ( Mean=6.64, SD=11.784) followed by item 4 with high mean (Mean=3.27, SD=1.348), the third is item 5 with low mean (Mean=2.45, SD=1.036) the fourth is item 3 with average mean ( Mean=2.36, SD= 1.206) followed by item 1 and 2 (Mean=2.09, SD=0.831 and 0.701 respectively).

**Table 17.17: Organization Maturity Level 3**

Descriptive Statistics					
Items	Statement	N	Mean	Std. Deviation	Interpretation
Item 1	Project management processes are defined & integrated, visible management support at all levels exist and standard operating procedures are in-place	11	2.91	1.136	There is average mean and there are non-homogeneity responses
Item 2	Project management process groups (scope, cost, schedule, risk, integration, procurement, stakeholder engagement, quality, human resource and communication management processes) are efficiently and effectively management and controlled	11	3.45	1.214	There is high mean and there are non-homogeneity responses
Item 3	All processes are standardized, repeatable and institutionalized for all projects	11	3.27	1.009	There is high mean and there are non-homogeneity responses
Item 4	Estimates and schedules are set based on standards	11	3.45	1.214	There is high mean and there are non-homogeneity responses
Item 5	Formal culture of assessing project/organizational performance exist	11	2.64	1.120	There is low mean and there are non-homogeneity responses

*Source: Primary Data collected June 2019*

The results in the table 4.17 presents mean and standard deviation of Organization maturity level 3 of SFH Rwanda. The table 17 reveals that item 2 and 4 has the highest mean with high mean ( Mean=3.45, SD=1.214) followed by item 3 with high mean (Mean=3.27, SD=1.009), the third is

item 1 with average mean (Mean=2.91, SD=1.136) the last one is item 5 with low mean (Mean=2.64, SD=1.120) .

**Table 18.18: Organization Maturity Level 4**

Descriptive Statistics					
Items	Statements	N	Mean	Std. Deviation	Interpretation
Item 1	There is project management office in-place for approval change requests and effective project control	11	2.45	1.572	There is low mean and there are non-homogeneity responses
Item 2	Project performance data (qualitative and quantitative) used and benchmarked	11	3.55	1.293	There is high mean and there are non-homogeneity responses
Item 3	Processes are integrated with corporate processes	11	3.00	1.183	There is average mean and there are non-homogeneity responses
Item 4	Management mandates compliance	11	2.09	0.831	There is low mean and there are non-homogeneity responses
Item 5	Management takes an organizational entity view	11	2.09	0.831	There is low mean and there are non-homogeneity responses
Item 6	Management uses project performance data to make decisions	11	2.91	1.221	There is average mean and there are non-homogeneity responses
Item 7	Solid analysis of project performance culture exists	11	3.27	1.009	There is high mean and there are non-homogeneity responses

*Source: Primary Data collected June 2019*

The results in the table 4. 18 presents mean and standard deviation of Organization maturity level 4 of SFH Rwanda. The table 4. 18 reveals that item 2 has the highest mean with high mean (Mean=3.55, SD=1.293) followed by item 7 with high mean (Mean=3.27, SD=1.009), the third is item 3 with average mean (Mean=3.00, SD=1.183) the fourth is item 6 with average mean (Mean=2.91, SD= 1.221) followed by item 1 with low mean (Mean=2.45, SD=1.572) and lastly item 4 and 5 with low mean (Mean=2.09, SD=0.831).

**Table 19.19: Organization Maturity Level 5**

Descriptive Statistics					
Items	Statements	N	Mean	Std. Deviation	Interpretation
Item 1	Project's Lesson learnt are documented and transfers knowledge to the projects and teams for improvement	11	3.00	1.183	There is average mean and there are non-homogeneity responses
Item 2	Processes are used to measure efficiency and effectiveness	11	2.73	1.104	There is average mean and there are non-homogeneity responses
Item 3	Corporate wide understanding that strategic planning for project management is continuous and ongoing process	11	3.00	1.095	There is average mean and there are non-homogeneity responses
Item 4	Project management systems exist and fully integrated	11	2.27	0.786	There is low mean and there are non-homogeneity responses
Item 5	Continuous improvement culture in processes exist and practiced	11	2.45	1.036	There is low mean and there are non-homogeneity responses
Item 6	Processes are in-place to improve project performance	11	2.18	0.874	There is average mean and there are non-homogeneity responses

*Source: Primary Data collected June 2019*

The results in the table 4. 19 presents mean and standard deviation of Organization maturity level 5 of SFH Rwanda. The table 4.19 reveals that item 1 and 3 have the highest mean with average mean ( Mean=3.00, SD=1.183 and 1.095 respectively) followed by item 2 with average mean

(Mean=2.73, SD=1.104), the third item 5 with low mean (Mean=2.45, SD=1.036) the fourth is item 4 with low mean ( Mean=2.27, SD=0.786) followed by item 6 (Mean=2.18, SD=0.874).

**Table 20.20: Executive Backing**

Item	Descriptive Statistics				Interpretation
	Statements	N	Mean	Std. Deviation	
Item 1	What extent did executive managers follow up on the activities of the project?	11	1.82	0.874	There is low mean and there are non-homogeneity responses
Item 2	Was the executive team for project supportive to the project activities?	11	1.91	1.136	There is low mean and there are non-homogeneity responses

*Source: Primary Data collected June 2019*

The results in the table 4.20 presents mean and standard deviation of Executive Backing of SFH Rwanda. The table 4.20 reveals that item 2 is the first with low mean (Mean=1.91, SD=1.136) followed by item 1 with low mean (Mean=1.82, SD=0.874)

**Table 21.21: Business Driven Approach**

Descriptive Statistics					
Items	Statements	N	Mean	Std. Deviation	Interpretation
Item 1	Did SFH establish a business-driven approach since the beginning of the project?	11	2.91	1.300	There is average mean and there are non-homogeneity responses
Item 2	Was the business -driven approach adopted on all stages of the supply chain management of sur'eau product?	11	2.82	1.401	There is average mean and there are non-homogeneity responses
Item 3	Was SFH Rwanda able to achieve its commercial purpose for sur'eau product?	11	4.27	0.905	There is very high mean and there are non-homogeneity responses

*Source: Primary Data collected June 2019*

The results in the table 4.21 presents mean and standard deviation of Business-Driven Approach towards sur'eau products. The table 4. 21 reveals that item 3 has the high mean (Mean=4.27, SD=0.905) followed by item 1 with average mean (Mean=2.91, SD=1.300), the third is item 2 with average mean (Mean=2.82, SD=1.401).

**Table 22.22: Visibility**

Descriptive Statistics					
Items	Statements	N	Mean	Std. Deviation	Interpretation
Item 1	SFH had a visibility plan established at the beginning of the project?	11	1.91	0.944	There is low mean and there are non-homogeneity responses
Item 2	To what extend was the visibility plan user friendly?	11	2.09	1.044	There is low mean and there are non-homogeneity responses
Item 3	Was the visibility plan implemented in the right time and place?	11	2.55	1.036	There is average mean and there are non-homogeneity responses
Item 4	To what extend was sur'eu product visible to its users	11	2.64	1.120	There is average mean and there are non-homogeneity responses

*Source: Primary Data collected June 2019*

The results in the table 4.22 presents mean and standard deviation of visibility of sur'eu product. The table 4. 22 reveals that item 4 is the first with average mean ( Mean=2.64, SD=1.120) followed by item 3 with average mean (Mean=2.55, SD=1.036), the third is item 2 with low mean (Mean=2.09, SD=1.044) the fourth is item 1 with low mean ( Mean=1.91, SD=0.944).

#### **a. Multivariate analysis**

In this section, it was used the multiple linear regression to test if the following variables Leadership, organization maturity, business driven approach, visibility, executive backing, customer satisfaction had effect on the project objectives. The stepwise was used and the results are summarized in Table 23. Table 24 and Table 25.

**Table 23.24: Model Summary**

Model	R	R Square	Adjusted R Square	Std Error of estimate	Durbin Watson
1	0.64	0.41	0.35	0.69	2.62

a. Predictors: (Constant), Tot Organization Maturity Level 3

b. Dependent Variable: Cost, Schedule, Quality and Stakeholder Satisfaction

Table 4.24 reveals that the adjusted R-square ( $\text{adj-R}^2$ ) =0.35, that means that the independent variable (organization maturity level 3) explained the variations in the dependent variable which is total score of objectives at level 35%. Given that the Durbin-Watson is  $2.62 > 2.5$ , there is a negative autocorrelation. Table 24 below, helped to assess if whether the model fit the data or not.

**Table 24.25: ANOVA BETWEEN VARIABLES**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.016	1	3.016	6.323	.033 <sup>b</sup>
	Residual	4.293	9	0.477		
	Total	7.309	10			

a. Dependent Variable: Project objectives

b. Predictors: (Constant), Tot\_ Organization Maturity Level 3

Table 4.25 shows that the value of  $F=6.32$  which is big and p-value ( $p$ ) =0.033, then from those two parameters, it was concluded that the model is good, and it fit the data.

**Table 25.26: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.16	0.88		1.32	0.23		
	Organization maturity level 3	0.67	30.27	0.64	2.51	0.03	1.000	1.000
a. Dependent Variable: Achieving project objectives								

Table 4.26 reveals that after using the stepwise technique, only the variable organization maturity at level 3 had significant relationship with the objective. The estimated line regression is expressed by:

$$Y^* = 1.16 + 0.67 \text{ OML3}$$

If the Organization Maturity Level 3 increases to 1% then the objective is achieved at 0.67%. Given that the VIF =1 less than to 10, which means that there is no multicollinearity.

**b. Logistics regression**

In this section, the researcher did consider the customer satisfaction into two categories such as: (1) = non-satisfied and (2) =satisfied; the following results were obtained:



**Table 26.28: Customer satisfaction**

	Frequency	Percent
Not satisfied	122	81.3
Satisfied	28	18.7
Total	150	100

Source:

Table 4.28 indicates that customers that are not satisfied within the sur'eaux were 122(81%) against 28(18.7%). These results demonstrated that majority of customers interviewed were not satisfied with the sur'eaux product. These results are like what have been find by Cousillas *et al.*,(2010) whn there is poor communication among project team members and clients projects fail due to limited information to clients.

In addition, the results from the logistic regression by considering the dependent variable as: satisfaction prove that if the not satisfied was the reference, customers were likely at 1.71 to deny the visibility and 61% of customers were likely to attribute the failing of sur'eaux project to the culture.

## **Summary**

### **4.8 Qualitative approach**

The identification remains the primary stage of qualitative analysis. Some have been considered as the most crucial element of the process, given that when a risk has been acknowledged, it is possible to do something about it. However, the identification is often be achieved by:

- Interrogating crucial adherents of the project team;
- Organizing meetings with stakeholders;
- Studying historical corporate experience if appraisal records are kept.

All the above approaches are importantly enhanced using checklist, which can either be generic in nature, ie application to any project or specific to the type of project analyzed.

Here within this study that consisted of establishing the causes for the failing and factors that drives the project success could not only make use of quantitative approach, given that causes of project failing and factors that drives the project success included the perceptions and views of a numerous numbers of respondents like: stakeholders, clients, contractors and engineering companies among others. Here, for sur'eau project, to determine the roots causes of it fails, the researcher had to

analysis the perceptions and views of stakeholders and client's qualitative approach was useful.

### **Interrogating crucial members of the project team and organizing meetings with stakeholders**

To capture the perceptions and views of stakeholders and clients a guide interview was used, and the thematic analysis was used to analysis the data. The thematic analysis consists of classifying (or identifying) patterns or themes with qualitative data.

The clients were asked to give their perceptions and views through the following questions: (1) what do you think about sur'eau product? (2) Do you still use the sur'eau product? If no, why? If yes, what are the motivating factors for you to use it?

The responses of clients were classified into four main thematic such as: sur'eau product is good product but people are not well informed about it, sur'eau product is good but the product is expensive, sur'eau product is a chemical product that's bring the insects in the water, sur'eau product is harmful for health with bad smell,

### **Theme 1: Sur'eau product is good product but people are not well informed about it**

With regards to this theme 1, majority of clients said that they like sur'eau product, but they do not have much information about how the project ended. The SFH staff should make a proper sensitization of clients. For instance, Ms X who was asked what you think about sur'eau product said that: 'To my experience the sur'eau product was good product and easy to use for purifying water. She adds that I do not know why the product is not visible on market nowadays'. These results corroborated with what have been find in quantitative in Table 4.27 and in the study of Cousillas *et al.*,(2010). In this view, it should be concluded that the poor communication might be one of the root of sur'eau project failure.

### **Theme2: Sur'eau product is good but the product is expensive**

Clients declared that the sur'eau product is a good product, but the price is still high since does not meet our financial capability. For instance, Ms B was asked if the

sur'eau product is good product and what she think about the price? Ms B said that: 'The sur'eau product is very good product to purified water but my finance capacity does not allow me buy it all the time I do have need, it is expensive. Ms B added that: there is poor communication from SFH on the positive and negative effect of sur'eau'.

**Theme3: Sur'eau product is a chemical product that's bring the insects in the water.**

Clients declared that the sur'eau product is a chemical product that should be tested if it doesn't have negative effect on the clients healthy. For instance, Mr Y said was asked if the product is friendly to be used and what he thinks about the chemical aspect of the product? Mr Y said that: 'The product is friendly to use but after using for long time it creates the insects in the water that might be not good for health. In addition, there is no communication from SFH on the insects that are developed in water after the use of sur'eau, I think this might be the main reason why clients including myself do not like to buy anymore the sur'eau product'.

**Theme4: Sur'eau product is harmful for health with bad smell.**

Most clients complained that sur'eau product has a very bad smell and when applied in water the water smells badly hence users think its harmful to their health. For example Mr. Z was asked if they have confidence in sur'eau product to drink water where it was applied and Mr.Z replied that I don't trust sur'eau because of the bad smell it has I don't believe it is good for my health and for my family.

## **CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS**

### **5-1 Summary of the study**

This study presents the summary of findings, conclusion and suggestions related to findings of determinants of Project Management Success /Failure in Rwanda. The research had to provide the answer to the following objectives:

- 1) To establish the effect between leadership and project management fail or success.
- 2) To establish the effect between organization maturity and project management fail or success.
- 3) To assess the effect of business-driven approach on project management fail or success.
- 4) To assess the effect of executive backing on project management fail or success.
- 5) To assess the effect of user adoption and visibility on project management fail or success.
- 6) To investigate the roots causes of sur'eau project management success or failure.

However, in order to achieve the above objectives, the researcher did a quantitative study, in this manner a sample of 150 respondents was selected from sur'eau product clients and 11 respondents were selected from project team managers of SFH Rwanda that represent the entire population. The data were collect using a structured questionnaire. Despite that level of application was find moderate, the results from the respondents revealed that majority of respondents showed that there is no relationship between leadership and project management fail, however it recognized that there was a relation between organization maturity and fail of sur'eau project. The researcher also did a qualitative study using thematic analysis that revealed that there were four themes that says Sur'eau product is good product but people are not well informed about it , Sur'eau product is good but the product is expensive, Sur'eau product is a chemical product that's bring the insects in the water and Sur'eau product is harmful for health with bad smell.

## 5-2 Summary of findings

In this section, it is presented the summary of findings of this study.

The population of the study included SFH staff, sur'eaux clients and distributors in Kigali city. The study used mixed method to examine the six key drives of a successful project management such as strong leadership, organization maturity, business driven approach, executive backing, user adoption and visibility where related to the success or failure of my case study of sur'eau project of Society for Family Health Rwanda. The results showed that organization maturity level 3 contributed to the failure of sur'eau project at 67%. The results revealed that poor communication from SHF staff, water smells which is not good, chemical used created the insect and cost drive the failing of the sur'eau project. This study suggests to stakeholders to set a policy that should pay attention to communication and cost of the sur'eau product.

For clients male (52%) were more than female (48%) and for the group of project manager the male is (63.6%) and female 36.4%. The results from Age group shown that 36.4% with the age group of 31-40 and 41-50 and lowest is 9.1% in the age group of 1-30. The results from level of education shown that respondents whose bachelor's degree were more at 77.3.4% and the lowest was non-education with a percentage of 1.3% for sur'eaux clients while for SFH Rwanda project managers the highest percentage was 54.5% with bachelor's degree while the low was 9.1% with PHD degree. The summary further shows the finds from the objectives of this study.

**5.2.1 Objective 1:** To establish the effect between leadership and project management fail or success.

To provide the responses to this objective, the researcher had asked the respondents views/perceptions on the effect between SFH Rwanda leadership and sur'eau project fail or success. The results from Table 4.23 Correlation Matrix Shows that there no correlation between SFH Rwanda leadership and the dependent variables of the study thus implying that the failing of sur'eau project has no relationship with leadership. This signify that the failing of sur'eau project was caused by other factors other than leadership.

**5.2.2 Objective 2:** To establish the effect between organization maturity and project management fail or success.

The research through quantitative data collection asked respondents about the effect of organization maturity on project fail or success of sur'eau project of SFH Rwanda. The results showed that the failure of sur'eau project was linked to organization maturity as Table 10 reveals that the adjusted R-square ( $\text{adj-R}^2$ ) =0.35, that means that the independent variable (organization maturity level 3) explained the variations in the dependent variable which is total score of objectives at level 35%. Given that the Durbin-Watson is  $2.62 > 2.5$ , there is a negative autocorrelation

However, the results in this objective are in conformity with research of Paulk *et al*, (1993), puts clearly "(Maturity models) are not silver bullets and do not address all of the issues that are important for successful projects. The models are developed only to provide an orderly and disciplined framework within which to address (certain) management and engineering process issues.

**5.2.3. Objective 3:** To assess the effect of business-driven approach on project management fail or success.

The third objective was to assess the effect of business -driven approach on project management fail or success. The results revealed in table 14 of customer satisfaction under logistics regression that 81.3% of clients interviewed were not satisfied with sur'eau product only 18.7% clients were satisfied with sur'eau. Customers not being satisfied in other words means that the project was not business driven because they were not able to meet the demands of clients and it led to the failure of the project.

**5.2.4. Objective 4:** To assess the effect of executive backing on project management fail or success.

The results of this research revealed that there in table 9 that there is a moderate correlation between Organization Maturity Level 1 and Executive Backing ( $r= 0.63$ ,  $p< 0.05$ ). From the information or data, we got from data collection about executive backing is that in SFH Rwanda there was an executive backing as project team managers revealed that the high-level management was supportive and cooperative with the middle and technical managers.

**5.2.5. Objective 5:** To assess the effect of user adoption and visibility in relation to culture on project fail or success.

The fifth objective of this study was to assess the effect of user adoption and visibility on project fail or success. From the 150 respondents of sur'eau clients showed that the users didn't adopt well the product. This was revealed through qualitative research where most respondents said that they don't like sur'eau product due to the chemicals that are made of sur'eau where it is difficult for them adopt due to low confidence in the product. The users didn't adopt easily because they didn't trust it with their health. Secondly the research shows in Table 13 shows that there is a positive and weak correlation between visibility and culture ( $r = 0.27$ ,  $p < 0.01$ ), a negative and weak correlation between culture and satisfaction ( $r = -0.16$ ,  $p < 0.05$ ).

**5.2.6. Objective 6: To investigate the roots causes of sur'eau project success or failure.**

The last objective was to investigate the roots causes of sur'eau project fail or success, which was investigated through qualitative data research. Where the results showed that the causes for the failing and factors that drives the project success cannot be only studied with quantitative approach, given that causes of project failing and factors that drives the project success included the perceptions and views of a numerous numbers of respondents like: stakeholders, clients, contractors and engineering companies among others. Here, for sur'eau project, to determine the roots causes of it fails, the researcher had to analysis the perceptions and views of stakeholders and clients. To capture the perceptions and views of stakeholders and clients a guide interview was used, and the thematic analysis was used to analysis the data. The thematic analysis consists of classifying (or identifying) patterns or themes with qualitative data.

The clients were asked to give their perceptions and views through the following questions: (1) what do you think about sur'eau product? (2) Do you still use the sur'eau product? If no, why? If yes, what are the motivating factors?

The responses of clients were classified into four main thematic such as: sur'eau product is good product but people are not well informed about it, sur'eau product is

good but the product is expensive, sur'eau product is a chemical product that's bring the insects in the water, sur'eau product is harmful for health with bad smell,

Sur'eau product is good product but people are not well informed about it

With regards to this theme 1, most clients said that they like the sur'eau product, but they do not have much information about how the project ended. The SFH staff should make a proper sensitization of clients. For instance, Ms X who was asked what you think about sur'eau product said that: 'To my experience the sur'eau product was good product and easy to use for purifying water. She adds that I do not know why the product is not visible on market nowadays.

Sur'eau product is good but the product is expensive

Clients declared that the sur'eau product is a good product, but the price is still high since does not meet the clients our financial capability. For instance, Ms B was asked if the sur'eau product is good product and what she think about the price? Ms B said that: 'The sur'eau product is very good product to purified water but my finance capacity does not allow me buy it all the time I do have need, it is expensive. Ms B added that: there is poor communication from SFH on the positive and negative effect of sur'eau''.

Theme3: Sur'eau product is a chemical product that's bring the insects in the water.

Clients declared that the sur'eau product is a chemical product that should be tested if it doesn't have negative effect on the clients healthy. For instance, Mr Y said was asked if the product is friendly to be used and what he thinks about the chemical aspect of the product? Mr Y said that: 'The product is friendly to use but after using for long time it creates the insects in the water that might be not good for health. In addition, there is no communication from SFH on the insects that are developed in water after the use of sur'eau, I think this might be the main reason why clients including myself do not like to buy anymore the sur'eau product'.

Sur'eau product is harmful for health with bad smell.

Most clients complained that sur'eau product has a very bad smell and when applied in water the water smells badly hence users think its harmful to their health. For example



Mr. Z was asked if they have confidence in sur'eau product to drink water where it was applied and Mr.Z replied that I don't trust sur'eau because of the bad smell it has I don't believe it is good for my health and for my family.

The study was about the determinants of project management fail or success, a case study of sur'eau product and the results showed that the project failed because it didn't achieve its objectives. The main contributing factor to the fail of sur'eau product was the organization maturity of SFH Rwanda and didn't meet exactly customer's needs as it was mainly narrated in the qualitative research.

### 5-3 CONCLUSION

This research's aim was to examine the various determinants of project management success or fail. to reach this objective, the researcher used a sample of 150 respondents among sur'eau clients and 11 respondents from project team managers of SFH Rwanda, and the size of this sample was equal to the entire population. Data were captured through a structured questionnaire. The questionnaire had 7 sub-sections that are socio-demographic, meeting project objectives, leadership competencies, organization maturity, executive backing, business driven approach and visibility. From project team managers' respondents' results revealed that there were more male 7 (63.6%) than female 4(36.5%). Form these results one should conclude that most of the project managers are male. 1 revealed that there were more male 78 (52%) than female 72(48.0%). The research from data collected from project team managers revealed that leadership was not was not a problem were most the respondents showed that SFH Rwanda leadership was very supportive. This study finds also that 81.3% of clients were not satisfied as indicated in Table 14 and there was a poor communication between project team members and clients that might be one of the root of sur'eau project failure.

Secondly visibility was also not a problem to sur' eau project as it was indicated that there was visibility of the product and that it was not the cause for the fail of sur'eau, moreover executive backing was also not the cause of the failing of sur'eau project because it was indicated that the project team received a lot of executive support and backing along the course of project implementation. However, research revealed that the organization maturity was questionable where it showed from Table 11 of Coefficients that if the Organization Maturity Level 3 increases to 1% then the objective is achieved at 0.67%. Given that the VIF =1 less than to 10, which means that there is no multicollinearity. Meaning that the project objectives were not meant because organization maturity was lower. Lastly the project was not business driven because it didn't achieve its commercial purposes and didn't meet the customer needs as showed from data collected from sur'eau clients that they were not satisfied. The study further tested hypothesis and the results where that H1: There is relationship between strong leadership and project success or failure. It was null hypothesis and

was reject because there was no relationship between leadership and project fail or success

H2: There is relationship between organization maturity and project success or failure. The second hypothesis was accepted as it showed that there was a relationship between organization maturity and project fail or success. And finally, as Cousillas *et al.*,(2010) argues that project manager's lack of communications skills is afrequent failure cause for customers and Project team Members and wrong number of people assigned to the project is usually confronted by customers and project manager's

#### **5-4 Recommendations**

The following suggestions are offered for related research in the field of project management

1. Given that this study provides a basis for concluding research on project failure defining the attributes that constitute project success/failure would prove to be of valuable to the project management discipline. Such an effort would enable practitioners to derive project related course content from a research base.
2. After doing the study it was seen that customers were not satisfied with the product, the researcher recommends SFH Rwanda and other business projects to consider meeting project objectives that were set and always be business focused to meet what customers want while attaining customer satisfaction.
3. Given that the study provided evidence that organization maturity is a contributing factor to project fail or success. It very evident to the projects and organizations that every step of organization maturity is necessary and should be considered and worked on severally to avoid fail along the course of project implementation.

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<b>PART 2: Meeting project objectives</b>	
<i>On scale of 1-5; determine the extent of agreeability on each of the meeting project objective questions below 1 – Strongly agree 2 – Agree 3 – neutral 4 – Disagree 5 – Strongly disagree.</i>	
5. Were the project objectives met?	1 2 3 4 5
6. Was the project well managed and implemented?	1 2 3 4 5
7.	
8. Was the project budget sufficiently and used to meet project objectives?	1 2 3 4 5
9. Were the water purifiers procured and delivered to end-users timely, in quality and quantity as required by the customers?	1 2 3 4 5
10. Was the project implementation schedule met?	1 2 3 4 5

### **PART 3. LEADERSHIP COMPETENCIES.**

<i>On scale of 1-4; determine the extent of desirability on each of the leadership competencies 1 – Very undesirable 2 – Undesirable 3 – neutral 4 – Desirable 5 – Very desirable</i>	
<b>Business acumen</b>	
11-Project leader was interested in expanding the perceptions of organizational staff via finding appropriate solutions to the problems they face	1 2 3 4 5
12-Project leader carefully studied all project aspects for informed decision making	1 2 3 4 5
13-Project leadership owned high level of ownership and wisdom	1 2 3 4 5
<b>Result driven</b>	
14-Project leadership had the capacity to identify high levels of performance, depending on the business results	1 2 3 4 5
15-Project leadership were mindful of stakeholder satisfaction and strive to achieve high levels of satisfaction	1 2 3 4 5
16-Project leadership effectively monitored performance of project teams to overcome weakness	1 2 3 4 5
<b>Building coalitions</b>	
17-Project leader used coalitions as a system to effect on project teams	1 2 3 4 5
18-Project leader encouraged coalitions to promote competition among all project team	1 2 3 4 5

## PART 4: ORGANISATION MATURITY MEASURES

<i>On scale of 1-4; determine the extent of agreement on each of the organizational maturity levels. whereby: 1=strongly agree: 2= Agree: 3= Neutral: 4= disagree 5= Strongly disagree</i>	
<b>Level 1: Initial Processes</b>	
19-SFH recognizes the importance of project management & need for good understanding of basic knowledge project management and its language	1 2 3 4 5
20-There are no project management systems in place	1 2 3 4 5
21-SFH has limited skills in project management	1 2 3 4 5
22-Adhoc project management systems are used	1 2 3 4 5
<b>Level 2: Structured processes and standardized</b>	
23-Common processes and project management knowledge exist	1 2 3 4 5
24-Project management support exist and encourages use of processes	1 2 3 4 5
25-SFH recognizes the need for common processes, makes concrete effort to use project management & develops processes & methodologies to support its effective use	1 2 3 4 5
26-Estimates and schedules are based on expert judgment knowledge and generic tools	1 2 3 4 5
27-Management practices are project centric	1 2 3 4 5
28-Basic processes not standardized on all projects	1 2 3 4 5
<b>Level 3: Organizational Standards and Institutionalized Processes</b>	
29-Project management processes are defined & integrated, visible management support at all levels exist and standard operating procedures are in-place	1 2 3 4 5
30-Project management process groups (scope, cost, schedule, risk, integration, procurement, stakeholder engagement, quality, human resource and communication management processes) are efficiently and effectively management and controlled	1 2 3 4 5
31-All processes are standardized, repeatable and institutionalized for all projects	1 2 3 4 5
32-Estimates and schedules are set based on standards	1 2 3 4 5
32-Formal culture of assessing project/ organizational performance exist	1 2 3 4 5
<b>Level 4: Managed Processes</b>	
33-There is project management office in-place for approval change requests and effective project control	1 2 3 4 5
34-Project performance data (qualitative and quantitative) used and benchmarked	1 2 3 4 5

35-Processes are integrated with corporate processes	1 2 3 4 5
36-Management mandates compliance	1 2 3 4 5
37-Management takes an organizational entity view	1 2 3 4 5
38-Management uses project performance data to make decisions	1 2 3 4 5
39-Solid analysis of project performance culture exists	1 2 3 4 5
<b>Level 5: Optimized Processes</b>	
40-Project's Lesson learnt are documented and transfers knowledge to the projects and teams for improvement	1 2 3 4
41-Processes are used to measure efficiency and effectiveness	1 2 3 4
42-Corporate wide understanding that strategic planning for project management is continuous and ongoing process	1 2 3 4
43-Project management systems exist and fully integrated	1 2 3 4
44-Continuous improvement culture in processes exist and practiced	1 2 3 4
45-Processes are in-place to improve project performance	1 2 3 4
46-Management focuses on continuous improvement	1 2 3 4

<b>PART 5: EXECUTIVE BACKING</b>	
<i>On scale of 1-5; determine the extent of which there was executive backing 1 – Large Extent 2 – Moderate Extent 3 – neutral 4 – small extend 5 – Not at all</i>	
47.What extent did executive managers follow up on the activities of the project?	1 2 3 4 5
48.Was the executive team for project supportive to the project activities?	1 2 3 4 5

<b>PART 6: BUSINESS DRIVEN APPROACH</b>	
<i>On scale of 1-5; determine the extent of business driven approach on each of the questions below 1 – Strongly agree 2 – Agree 3 – neutral 4 – Disagree 5 – Strongly disagree.</i>	
49. Did SFH establish a business-driven approach since the beginning of the project?	1 2 3 4 5
50. Was the business -driven approach adopted on all stages of the supply chain management of sur'eau product?	1 2 3 4 5
51. Was SFH Rwanda able to achieve its commercial purpose for sur; eau product?	1 2 3 4 5

**PART 7: VISIBILITY**

<i>On scale of 1-5; determine the extent of which there was visibility of sur'eau 1 – Large Extent 2 – Moderate Extent 3 – neutral 4 – small extend 5 – Not at all</i>						
52	SFH had a visibility plan established at the beginning of the project?	1	2	3	4	5
53	To what extend was the visibility plan user friendly?	1	2	3	4	5
54	Was the visibility plan implemented in the right time and place?	1	2	3	4	5
55	To what extend was sur'eau product visible to its users	1	2	3	4	5

**. If the Sur'Eau project succeed or failed, what are the factors that indicate it's failure or success?**

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 .....  
 .....

**THANK YOU**





## PART 1: USER ADOPTION

Were the customers satisfied with the product?

No	Statements of STF's clients Satisfaction	SD	D	N	A	SA
	<b>How would you rate the following aspects of your sur'eau experience? 1=Poor, 2=Fair, 3=Good, 4=Very Good, 5=Excellent</b>					
6	Quality of the sur'eau	1	2	3	4	5
7	Sur'eau availability	1	2	3	4	5
8	Was sur'eau affordable	1	2	3	4	5
9	Do customers get value of money	1	2	3	4	5
10	Are your neighbors able to purchase sur'eau	1	2	3	4	5
11	How is sur'eau like in your area	1	2	3	4	5
12	By the time you used sur'eau how well did it clean your water	1	2	3	4	5

13. Overall, how satisfied are you with sur'eau product?

1=very dissatisfied 2= Dissatisfied 3=Neutral 4= Satisfied 5=Very satisfied

## PART 2: VISIBILITY

	<i>On scale of 1-5; determine the extent of which there was visibility of sur'eau 1 – Large Extent 2 – Moderate Extent 3 – neutral 4 – small extend 5 – Not at all</i>					
14	SFH had a visibility plan established at the beginning of the project?	1	2	3	4	5
15	To what extend was the visibility plan user friendly?	1	2	3	4	5
16	Was the visibility plan implemented in the right time and place?	1	2	3	4	5
17	To what extend was sur'eau product visible to its users	1	2	3	4	5

<b>PART 3: CULTURE</b>	
<i>On scale of 1-5; determine the extent of culture influenced purchasing of sur'eau 1 – Strongly agree 2 – Agree 3 – neutral 4 – Disagree 5 – Strongly disagree.</i>	
18. Are the beneficiaries used to water purifiers?	1 2 3 4 5
19. Are there any other water purifiers available rather than Sur'eaux ?	1 2 3 4 5
20. Do the target users understand the need to use clean water?	1 2 3 4 5
21. SFH carried out behavior Change Communication activities done to educate people on the use of sur'eaux?	1 2 3 4 5
22. Do Rwandan culture hinder people from using water purifiers?	1 2 3 4 5
23. To what extent can you rank the success of sur'eaux project in SFH.	1 2 3 4 5

24. What do you think about sur'eau?

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 .....

**THANK YOU**