



**Analyzing the Relationship between Project Success and  
Critical Success Factors –  
An Empirical Investigation for USAID Funded  
International Development Projects in Pakistan**

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TECHNOLOGY**

**[2018]**



A Thesis submitted in partial fulfillment of the requirement for the degree of MS in  
Project Management at School of Professional Advancement, University of Management  
and Technology Lahore

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## **Acknowledgements**

In humble submission to Allah, the most Beneficent and Gracious. I offer my solemn gratitude to Him as His unbounded kindness blessed me with perseverance and motivation to bring out this thesis entitled, “Analyzing the Relationship between Project Success and Critical Success Factors – An Empirical Investigation for USAID Funded International Development Projects in Pakistan”, successfully.

I would like to extend my deepest admiration to my principal supervisor Dr. Naveed Yazdani, Director and Associate Professor, School of Professional Advancement, for his valuable comments and suggestions during the course of my research. I would like to extend my appreciation to my co-supervisor Mr. Talha Zubair Ahmad Khan, Lecturer, School of Professional Advancement, for his valuable comments, suggestions and his support for my research. My thanks also go to the panel members of my proposal confirmation for their valuable comments. I am grateful to all those development professionals who have provided their valuable inputs and filled in the questionnaire shared with them, the data they provided for analysis was integral to my research work. I would like to thank the discussants and audience members who participated at presentations I made. Finally, I acknowledge my family to whom I owe a lot more than just thanks for their constant support and encouragement.

**Ishaq Bin Zaighum**

## DECLARATION

I Ishaq Bin Zaighum ID #. S2016171014, Session 2016-2018, hereby certify that this thesis is being submitted in partial fulfillment of the requirements for the MS degree in Project Management.

This thesis is my original work, and the data/material presented herein has not been used for the acquisition of any other degree from any institution.

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## **Abstract**

This study follows the updated framework of project success considering project sustainability, long term impact and stakeholders satisfaction in addition to traditional parameters of time, cost and scope. Instead of following a life-cycle based approach, the critical success factors pertaining to implementing organizations have been taken to study their relationship with the project success. These factors include availability of project funding, trainings of staff, clearly defined objectives, involvement of beneficiaries in decision making, communications with staff and provision of security to staff. A questionnaire adapted from the available literature on international development projects is administered to collect responses from development professionals who have worked in USAID funded international development projects in Pakistan. The respondents include managers, specialists, component leads, officers and associates. The analysis of the relationship reveals that availability of project funding, trainings of staff, clearly defined objectives, involvement of beneficiaries in decision making and provision of security to staff positively influence the success of USAID funded international development projects in Pakistan.

**Keywords:** Project success; Critical success factors; International development projects; USAID

## 1. INTRODUCTION

Improving the lives of people in terms of their economic condition and financial stability in the long run is one of the sustainable development focuses. In the same context, the international development projects are working in various parts of the world to play their role in the improvement of the people's lives. United States Agency for International Development (USAID) is one of the leading agencies that is working to achieve their goals of poverty reduction and economic sustainability for more than 50 years. USAID has been working in Pakistan for decades with a special focus on the economic growth, agriculture, health, education and energy sectors in the country. The agency has provided the funds worth millions of dollars to make interventions of grants and technical assistance to the targeted beneficiaries in different agricultural value chains across Pakistan. These funds are allocated to various implementing partners to lead and implement the USAID projects in Pakistan and endeavor to work on behalf of the agency by working directly with the target population.

Developing a stable, secure and tolerant Pakistan with a steady financial system is one of the top priorities of the U.S. civilian-assistance program.

USAID has focused its program while working with other donors as well as U.S. agencies, including international development partners, on five areas critical to Pakistan's long-term development and stability and they also reflect Pakistani priorities. These areas include: energy, economic growth, stabilization, education and health.