

Study on the Critical Internal Failure Factors in Implementing Textile and Garment Investment Projects in Ethiopia, the Case of East Gojjam Zone Enterprises

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Abstract

This study identifies the internal factors of failure in project implementation for garment and textile investment projects to categorize the major influencing factor according to the key project participants; the internal factors. The research identifies and analyses whether or not the major factors of project implementation failure are attributed to project employees. It is new and not yet researched. The target projects for the study are selected from one failed garment and textile investment project. The projects are selected using purposive sampling. The project size in terms of investment costs mainly focuses on small and medium ones. The collected data is analyzed by calculating the relative importance index of the factors responsible for project implementation failure. The point of agreement between the rankings of any two respondents is shown using Spearman's rank correlation coefficient (ρ). A total of 40 questionnaires were distributed using purposeful and suitable sampling to respondents. The Statistical Package for the Social Sciences (SPSS) was used to analyze the quantitative data from the questionnaire. Calculating the RII (Relative Importance Index) of each factor to show the rank and effects of the 3 factors (Lack of leadership, Poor planning, and Poor communication with clients) under the 3 major factors, and it has ranked from these factors lack of leadership is the critical failure. Things to consider for a textile investment project in Ethiopia, especially in the east Gojjam zone. So to solve this problem, training to have high leadership skills can minimize the project from failure.

Keywords: Textile and garment investment projects, Project Implementation failure, Internal Factors

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1. Introduction

1.1 Background of the Study

Project implementation is defined as "project inputs are converted to project outputs", in the other way it seems to be as locate or doing things in action all the activities of the project, taking action, or showing into practice what was planned to do in the project appraisal (i.e., converting the project plan into the actual project.) (Belassi, W. and Tukel, O.I., 2012)

Garment and textile investment projects are one of Ethiopia's major manufacturing investments. The Ethiopian government allows investment through joint ventures, i.e., investment in operation with the government but no restriction on equity. In Ethiopia, foreign investor's alone, and in partnership with domestic investors, like to invest in garment and textile projects. According to the Ethiopian Investment Board, investors need to get an investment permit from the government. The investment permit says that if the investor doesn't start working within two years of getting the permit, they lose the right to invest. Most of the time, the investment permit is given to manufacturing firms. Depending on how well the business works and how willing the investor is, the permeation could be extended for another 2–8 years and used to help the company grow. The investors report their process every three months to the government.

Starting from 2010, the Ethiopian government has set a special attempt to advance, carry out and expand the textile and garment projects, both international and domestic market demand but principally to export and be competent and selective in the global market (TIDI, 2014). The Ethiopian government is aiming not only for an export-driven textile market but also the domestic market with a population of around 110 million. Now day's, Ethiopia has 15 textile and 60 garment projects in working and 65 licensed international investment projects of garment and textile.

"Textile yield gives 1.6% to the GDP (supposed) and 12.4% of the Industrial yield by value terms in 2010. The annual Production capacity of the Textile and Apparel Industry is 102 thousand tons of yarn, 207 million meters of woven fabric, 50 million kg of knitted fabric, 63 million knit garments, and 28 million pieces of woven

garment. The workers are more than 48,000 workers. For the last 8 years, the sector's export efficiency and effectiveness have shown an increasing tendency, on average 50% per annum." Government report (2017)

According to different years' reports of Ethiopia's trade and investment organization, many projects failed for various reasons at different phases (planning, processing, and implementation). Still, there is no single factor for project failure. The factors may be different from place to place, enterprise to enterprise. This study would be important to minimise the failures of other projects at the implementation stage in the east Gojjam zone. According to the zonal trade investment report, 8 textile and garment projects failed for different reasons. So, this research would study factors to minimise these projects' failures, especially at the implementation stage in east Gojjam zone enterprises.

1.2. Research Significance

This research comes mainly as the researcher has used to serve in textile and garment investment projects in Ethiopia and has firsthand knowledge about the problems in project implementation, especially in garment and textile investment projects. Problems related to project implementation have been serious issues because many projects fell at the implantation phase.

Project Implementation failure is a common feature and phenomenon in projects worldwide. However, these are particularly harsh in developing countries. Project implementation failure makes a project difficult to implement, emphasising the implementation failure deviation factors as they are very common in manufacturing investment projects in our country.

Based on the literature reviewed, several issues, such as a lack of standardisation in the application of implementation failure identifying methodologies, a lack of adequate leadership from project managers, and poor planning practice across more manufacturing sectors, contribute to the ongoing difficulty with failure declaration resolution.

According to Assaf and Al-Hejji (2006), some of the primary causes of failure are poor planning, poor management, insufficient employee knowledge, and market problems; poor payment systems for completed and ongoing work, difficulties with work sanction and approval, and the inaccessibility of raw materials and equipment failure. As stated in annual, semi-annual, and quarterly reports, various project follow-ups, and justifications for loan repayment rescheduling and additional loan requests, projects have failed for at least one year due to internal, external, or neither of the two factors. The researcher focused only on implementation failure priority areas of projects for at least one year and above, such as industrial and agro-processing, which is garment and textile investment.

1.3. Objective of the Study

The objective of this study is to identify and analyze the failure factors of textile and garment project implementation in selected enterprises of East Gojjam Zone, North West Ethiopia, and to recommend potential ways of eradicating or minimizing them

Specific objectives

- (1) Identify and prioritize the internal factors for project implementation failure in Ethiopia
- (2) To analyze the major failure factors of garment and textile project implementation
- (3) To assess opportunities and constraints of textile and garment project development and to give a clue to investors who like to invest in textile and garment projects in Ethiopia

2. Research Methods

The methodology refers to the technical structure within which the research is conducted. It deals the procurers to be followed in carrying out this research, the center of attention on the study plan, target sampling, population sampling and sampling dealings, research techniques, and the methods of data collection and analysis of the findings.

Generally, this chapter clearly describes the connections to be used in accomplishing the study, focusing on research design, target population, sample and sampling techniques, research techniques, and data collection and analysis of all findings in the research.

2.1. Research Type and Design

In this dissertation, a quantitative methodology has been chosen to determine and identify the project failure factors of garment and textile investment projects in Ethiopia. Qualitative research is associated with perceiving some aspect of social life and its method, characterized by its aims (Bricki and Green, 2007). The collection of arithmetic data and exhibiting the relationship between theory and practice as having and as deductive on the objective idea, defined by (Bryman and Bell, 2005).

Furthermore, the qualitative research method is gaining an understanding underlying the reasons, options, and motivations of research subjects. It would help to build up ideas or hypotheses for potential

quantitative research while quantifying the problems of producing arithmetical data. So it has been used to quantify different variables and generalize results from sample populations. This dissertation has used a mixed research method using the quantitative and qualitative deductive approach with a set conceptual framework.

Research type: - This study is applied because it aims to solve a currently experienced problem in textile and garment investment project implementation. It is also an explanatory research type in objectives because it is intended to explain the causes to project implementation failure in the mode of inquiry (in which both qualitative and quantitative research methods have been applied. Depending on the kind of data used in the research, the general study approaches are identified, qualitative or quantitative. The quantifiable data are gathered by closed-ended questionnaire questions designed to keep the respondents in scope. There were also open-ended questions, providing unquantifiable data, which were designed to give the respondents the freedom to express what they believed was important for the study. This leads the investigation to use a mixed mode of inquiry in which quantitative and qualitative research methods are applied.

Research Design: -the research design answers the research questions and realizes the confirmed objectives. The study used a mixture of expressive and inferential study designs. The cause and effects (causal) relationship between variables is assessed throughout the study. "Causal research design has been intended to gather raw data and generate data configuration and information that will allow the decision maker or investigator to model cause-and-effect relationships between two or more result variables." (Hair *et al.*, 1998). This research also used cross-sectional data to assess the causes of project implementation failure of the textile and garment projects in selected enterprises of the East Gojjam Zone of Ethiopia. "Cross-sectional data is data in which various segments of the population are sampled at a single point in a time." (Zikmend, 2003). This study's primary data-collecting tools were questionnaires, interviews, and document analysis.

A self-rated questionnaire designed to identify the most important factors of project implementation failure was applied. Respondents are asked to point out by marking a column the relative importance of each of the factors of project implementation failure (5 = 'Strongly Agree' 4='Agree', 3 = 'Neutral,' 2 = 'Disagree', 1 = 'Strongly Disagree). In addition, non-structured interviews of the government officers, their immediate supervisors/team leaders, and clients/promoters of projects facing project implementation failure selected based on a literature search are conducted.

The purpose of the interview is the key cast list essentially to confirm an initial set of project implementation failure factors obtained from the literature and to decide from their experience other causes which reason of project implementation failure. Qualitative and quantitative approaches were used to analyze the data and determine what went wrong during the project's implementation.

2.2. Sampling Method and Sample Size

According to the zone annual report as of December 31, 2018, G.C, a total of 8 projects failed due to different factors at the implementation stage. From the approved projects, the period ranging from January 2017-May 2019 to three consecutive years increased the failure rate for three straight years.

1. Target Population

This study has been concerted on east Gojjam zone trade investment. The government officers and the employees of two projects selected from east Gjojam zone enterprises, which is the district of the case study, set a total of 40 respondents.

2. Sample Frame

The sample frame of this research is composed of two projects from the enterprises of the East Gojjam zone and government officers from the east Gojjam zone trade and investment office.

3. Sampling Techniques

An identical sampling technique was used, which means the same respondents were used to contribute to a quantitative and qualitative study. In using similar samples simultaneously for the interview and questionnaire sampling design in the other way, quantitative and qualitative data were collected from the same people (identical sampling) at the same time. In the same chronological sampling design, quantitative and qualitative data were gathered from the same respondents (similar) in the period. Samples selected randomly (random sampling) method was used to obtain a sample of 20 respondents from government officers and 20 from workers in textile and garment enterprises set to complete questionnaires.

2.3. Data Collection Methods/Instruments

This study's main data-gathering tools are questionnaires, interviews, and document analysis. Regarding this, Creswell (2017) states that applying multiple data collection instruments helps the researcher to unite, support, and adjust some of the inadequacies and for triangulation of the data.

The data is composed of primary and secondary data sources. The preliminary data were obtained through structured questionnaires and interviews. The secondary data will be accepted through literature reviews, such as

annual enterprise reports, journals, articles, reference materials, various books, websites, other published and unpublished sources and relevant documents, bulletins, follow-ups, inspection reports, etc.

2.3.1. Data collection method

Structured and semi-structured questionnaires prepared by the researcher were used to collect data from government employees and project employees. The researcher has officially requested authorization from the enterprise and the government for the study to distribute these questionnaires. The researcher has followed the schedule after receiving approval to distribute and collect questionnaires and conduct interviews with the relevant body. The researcher used closed-ended questionnaires and structured interviews for the data collection rationale. Closed-ended questionnaires were arranged by considering the main factors of project implementation failure in Ethiopia's case study of garment and textile investment projects.

This study's main data assembling tools were questionnaires, interviews, and article (document) analysis. Regarding this, Creswell (2009) states that applying multiple data collection instruments helps the researcher to unite, support, and adjust some of the inadequacies and for triangulation of the data. The main tool for data gathering was questionnaire and interview. "A questionnaire is a formal set of questions for obtaining information from respondents that explain the researcher's information requests into a set of specific questions that respondents are willing and able to answer."

Questionnaires: The questionnaire has been used to gather applicable and firsthand information from the respondents currently working in process owners, team leaders, and expert positions at both organizations. The questionnaire items, which the researcher has designed, have been mostly close-ended and some open-ended questions. The ground why questionnaires were used is that they are easier to grip and easier for the respondents to reply quickly (Koul, 2008).

Interview: non-structured interviews were used to collect data from directors, team leaders, and project managers/owners already involved in the implementation process. As stated in ethical issues, the researcher has formally requested permission from the project manager for the study. Then after receiving approval, distribution, and compilation of questionnaires and interviewing of the concerned body will be made by the researcher as per the schedule. An interview will be employed because the procedure is standardized and determined before the interview (Koul, 2008). This data-gathering instrument is imperative to get important data about the issue under study.

2.4. Data Analysis Techniques

This research has a mixed type of quantitative and qualitative data analysis. This data method of data analysis technique was used, which means qualitative and quantitative methods of data analysis techniques were applied. The data analysis and the hypothesis testing were tested using statistical tools SPSS which includes mean, frequency and percentages, and vicariate correlation type, and by calculating RII.

Descriptive analyses were used to describe respondents' characteristics, such as gender, age, marital status, educational level, year of experience, and work position. Analysis of data in this research was done by using statistical tools like mean, frequency, and percentages. Spearman's correlation type, multiple regressions, and descriptive analyses were also applied for demographic factors.

Causal analysis is anxious to study how different variables influence each other and the changes in one variable to another. Therefore, it is a study of purposeful associations between different variables. The data from the finished questionnaires have been studied, recorded, and coping to the computer using the Statistical Package for Social Sciences (SPSS). Descriptive and explanatory statistics have been employed to analyze quantitative data

2.4.1. Data analysis

The survey data consisting of the 3 failure factors were analyzed in major areas: failure due to internal factors

Table 1: List of causes of failure grouped (internal and external)

No	Factors of failure
	Internal factors
1	poor planning of a project
2	lack of leadership
3	poor communication with clients

Source: survey data (2019)

A quantitative data analysis technique of putting the Relative Importance of Index (RII) for each cause of failure is used to analyze the data collected from primary and secondary sources. Calculating the relative importance of the recognized factors is used as accountability for project implementation failure. After approval, the researcher sent out questionnaires and set up interviews with the relevant body according to the schedule.

"The Relative Importance Index (RII) is calculated using the following formula (Fagbenleet *al.*, 2004):

$$RII = \frac{\sum P U_i}{N(n)} \dots \dots \dots (1)$$

Where,

RII = relative Importance index

Pi = respondent's rating of the cause of failure

Ui = number of respondents placing identical weighting/rating on the cause of delay N

= sample size

n = the highest attainable score on the cause of failure."

The ranking of each failure factor described by calculating RII for all the failure factors is calculated using the equation above.

Table 2: RII and rank of failure factors according to government employees and employees of the project

S/N	Factors of failure	Government employee		Project employee		Overall	
		RII	RANK	RII	RANK	RII	RANK
	Internal factors	0.7067	1	0.7244	2	0.7162	1
1	poor planning of a project	0.7500	2	0.7600	2	0.7543	2
2	lack of leadership	0.7700	1	0.7733	1	0.7714	1
3	poor communication with clients	0.6000	3	0.6400	3	0.6229	3

Source: survey data (2019)

3. Results and Desiccation

3.1. Ranking of Causes of Failure

In the ranking of the factors of failure section of data analysis, the employees' and project office staff employees' responses are used to assessing their understanding and perception of project failure factors of garment and textile investment projects. From the collected data RII, frequency, and standard deviation were calculated from all Five-Point Liker Scale items. Then, descriptive statistics, frequency, RII, and standard deviation were calculated to rank the failure factors and assess the employees' perception of each project implementation failure factor.

According to Al-Sayaad, Rabea, and Samrah (2006), the calculated mean score of an item was classified in ranges to fit the five-scaled Likert's measure of responses ("strongly disagree, disagree, neutral, agree, and strongly agree") as shown in Table 3. Accordingly, in this investigation, workers' views were classified for each item across all variables based on the calculated mean score result and the presentation.

The factors of failure were ranked based on frequency relative Importance Index, which enlightens previous from the different points of view of two stakeholders (government employees and project employees).

3.2. Internal Factors Related to Failure Factors

As shown in Table3, three internal-related failure causes are identified and ranked based on the relative importance index from the perspective of both government employees and project employees: lack of leadership, poor planning, and poor communication with clients are ranked from one to three.

Table 3: The RII (Failure causes resulting from internal actions)

S/N	Factors of failure	Government employee		Project employee		Overall	
		RII	RANK	RII	RANK	RII	RANK
	Internal factors	0.7067		0.7244		0.7162	
1	lack of leadership	0.7700	1	0.7733	1	0.7714	1
2	poor planning of a project	0.7500	2	0.7600	2	0.7543	2
3	poor communication with clients	0.6000	3	0.6400	3	0.6229	3

Source: Survey data, (2019)

3.2. 1. Perception of respondents on internal related factors

Internal related factors are related to the factors inside the project employees and the project owners and created by them, which include lack of leadership, poor planning of a project, poor communication with clients, etc. Most people who answered agreed that a lack of leadership is why garment and textile investment projects fail. This is because if the administration isn't good or the project manager isn't a good leader, the project works don't go well or stop completely. This is also the main reason a project fails if there isn't good leadership and communication between employees. Also, they did not lead to plan the project well as expected at the starting time. Project owners or clients are the identified clients that provide more value for projects from side to side, given more profits, active, long-term partnerships, and powerful leadership.

On the other, the data collected from interviewing team managers and directors of the corporate levels of

the project has to consider the situation related to internal factors. According to them, since the issue of development is the government's top agenda, for this particular cause, the Ethiopian government has its strategy to let both foreign and domestic investors be engaged in investment activities by setting priority investment areas. However, their response accepted the existence of some weakness from the promoter side in addressing that owners are affecting the project implementation schedule from the planned one.

Project employee-related factors (errors during their work, conflicts between clients, failure to build as per the approved design and specification and poor qualification of the technical workers, and failure to give the required technical advice and feedback from customers and whereas neutral with the remaining one items of project employee related factor (poor communication and coordination among stakeholders and client). This indicates that project employee-related factors are one of the most important dimensions of project implementation failure that can fail projects implementation schedule planned one. Project employees have a great role in project implementation on time. Similarly, the data was collected from an interview carried out with directors. They expressed their perception in this regard by pointing the strong agreement with clients and should be needed as they do this work effectively and implement the project without any failure case

3.3. Agreement Analysis

Spearman's rank correlation coefficient (ρ) illustrates the agreement between the rankings of the two respondents (employees and clients).

"The Spearman's rank correlation coefficient (ρ) is calculated as:

$$P = \frac{1 - 6\sum d^2}{n(n^2 - 1)}$$

Where:

d = the difference between the ranks given by any two respondents for an individual cause and

n = the number of causes or groups, which in this case is 3 causes

To determine whether the parties put the significant agreement in their rankings on view, the hypothesis that the two parties do not agree on the ranking of key failure factors is tested using a t-test at a 95% confidence level."

By the usual definition of correlation effect size, which ignores the sign, a correlation of 0.00-0.19 is very weak or very low, 0.20-0.39 is weak or low, 0.40-0.59 is moderate, 0.60-0.79 is strong or high, and 0.80 to 1.0 is very high or very strong.

Table 4 illustrates Spearman's correlation between the Relative Importance of the Index for government officers with the Relative Importance of the Index for project Employees.

Table 4: Correlations between RII of a government employee and project employees

Correlations				
Spearman's	Relative Importance of Index for Clients	Correlation Coefficient	Relative importance of index for government employee	Relative Importance of index for project employee
				1.000
		N	3	3
	Relative Importance of Index for Employees	Correlation Coefficient	.716**	1.000
		N	3	3

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

Source: Survey data, (2019) SPSS software

The correlation analysis results illustrate a positive correlation between the Relative Importance of the Index for Clients and Employees.

Results of Spearman's correlations table show that the rank correlation of the Relative Importance of the Index for government employees and project Employees is positive. Clients' rating of the factors of project implementation failure has a strong or high correlation with the employees' ratings of the major causes of project implementation failure, $r=0.716$, $p < 0.05$.

4 Conclusions and Recommendations

4.1. Conclusion

Garment and textile investment projects are one of Ethiopia's major manufacturing investments, which was established to produce garment and textile products for exported standard or domestic market. The Ethiopian government allows investment through joint ventures, which means investing in operations with the government, but equity limits exist. According to different years reports, Ethiopia is a trade and investment organisation of Ethiopia, and many projects failed for various reasons at different stages.

This study's purpose and primary objective are to identify and assess the failure elements of textile and garment project implementation in chosen enterprises of East Gojjam Zone, North West Ethiopia, and to suggest feasible methods for eradicating or decreasing these issues. In addition, the primary objective of this study is to identify, prioritize, and analyze the critical failure factors for project implementation in Ethiopia. This research is primarily motivated by the fact that the researcher has served in textile and garment investment projects in Ethiopia and has firsthand knowledge of the issues in project implementation, particularly in textile and garment investment projects. Project Implementation failure is a common feature in projects worldwide. However, these are particularly harsh in developing countries. Numerous textile and garment projects in Ethiopia have failed due to problems with project implementation. Therefore, it is crucial to conduct this study to assess the potential and constraints of textile and garment project development and to provide investors with direction.

This study focused on project implementation failure in east Gojjam zone textile and garment investment projects. The study required government and project employees' ideas on the relative importance of factors determining failure in garment and textile investment projects. The study showed that all respondents agreed that out of a total of 3 elements, the major failure factors that cause failure ranged from the higher to the lower relative important index value. These factors are listed below:

Internal factors

1. lack of leadership
2. Poor planning of a project
3. poor communication with clients

Both clients and employees agreed that lack of is the primary cause of failure for projects implementation in garment and textile investment projects. Poor planning is the second critical cause. The degree of conformity between the rankings of the two respondents' clients and employees is 0.716, which illustrates that there is a strong or high correlation between employees' and clients'

The failure of garment and textile investment projects in Ethiopia is typically due to internal factors, such as a lack of leadership, poor project planning, and a failure to communicate with clients effectively, especially in the east Gojjam zone.

4.2. Recommendations

The importance of having high leadership skills in priority areas like garment and textile investment projects cannot be over-emphasized. Good leadership skill prevents the project from failing and is the center of attention about which everything else revolves. Lack of leadership affects everybody and everything connected with investing in garment and textile projects. The project failed, and the workers' confidence crashed because of disagreements and conflicts. Investors and the, government suppliers of materials and components and their employees are similarly affected.

The dispute between clients and project managers is to identify ways to remove or reduce the problems due to a lack of leadership and poor control during the project implementation process. In that consideration, the following recommendations were made.

The investor and government have to incorporate in its appraisal study, which shows the experience of the manager and each team leader and the way to control the project's activity and pre-plan the source of workforce required for the project. The total workforce and work experience requirements should be planned along with the project plan. The project manager and the government should strengthen and support firms involved in export-oriented businesses and ensure that a skilled workforce is available before projects are started.

The government should design an appropriate mechanism to check that investors coming to the government in a request for project investment loans have the required equity contribution at hand so that they will contribute the equity immediately after the loan contract signing and get into project implementation.

The government of Ethiopia has availed several investment incentives such as tax holidays, loan guarantees, and land guarantees to investors involved in manufacturing, agriculture, and agro-processing sectors like garment and textile investment projects. Without the complementary availability of the necessary infrastructures, such as power, telecom, water, road, and other infrastructures, on time, along with the other incentives and by developing bazaars and expos, such assurances would not bring about a change.

The different stakeholder government organizations, such as the trade and Investment Office, Different Ministerial Offices, Regional Governments, EEPKO, and ERCA, etc., should be gleaned towards promoting

investment activities in Ethiopia. The rankings point to a failure of leadership as the primary factor. Hence, these government organizations should work collaboratively to help invest in projects whose products are meant for the export market. This will help increase the country's export earnings and improve the country's foreign currency reserve, making the project successful and preventing failure.

Poor communication, investment agreement, and financial problem (a serious budget deficit) are critical factors of project implementation failure. Therefore, the investor and the government need to be aware of this factor and revise their cost estimation technique and communication among project employees. The investor shall also incorporate a contingency budget plan in the project cost determination during appraisal.

To avoid misunderstanding in each aspect of project implementation, the project manager shall check the whole project activity and notice any divergence in the project against the plan (without the investor's permission). Diversion of funds for the unintended purpose by clients shall be subject to instant action on the project to the extent of blocking the following expenditure. The disbursement of funds shall be in such a way that the budget

Building and construction are direct to contractors, and the budget for machinery and equipment, vehicles, and major inputs are immediate to the suppliers.

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