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FURTHERING THE USE AND SCOPE OF THE PROJECT IMPLEMENTATION PROFILE (PIP): CRITICAL SUCCESS FACTORS FOR SMALL SCALE LIVESTOCK PRODUCTION FOREIGN AID PROJECTS

Abstract:

Success factors have been extensively studied in the field of project management. The PIP (Project Implementation Profile), designed by Pinto & Slevin, is often used as an assessment method enabling project managers to identify critical success factors either at the beginning or at the end of projects. The PIP has been used mainly in the fields of construction and hi-tech development. Recently, adaptations of the PIP have been tested in other fields including foreign aid projects. The aim of this paper is to study the applicability of the PIP in the case of a small scale livestock production project conducted in a rural area of the Democratic Republic of Congo. A case study approach was used to assess the relative importance of each of the criteria outlined by Pinto & Slevin and to identify dimensions specific to the field of foreign aid projects which were not considered in the PIP. Results indicated that the PIP by itself does not take into account all the factors which are critical to achieve success in this field. Two essential dimensions must be added to encompass all the critical success factors: 1) the benevolent nature of many foreign aid projects which precludes in part formalization within a strict contractual approach; 2) the added risk factors which must be controlled when dealing with livestock production and human well-being as outputs. An adapted version of the PIP is proposed with the aim of generalizing its use both as an assessment tool and as a foreign aid project design framework.

Keywords:

project management; foreign aid; livestock, developing countries

JEL Classification: F35, O19, O22

1. Introduction

Success factors are an essential element of project management considering what is now known as the basic iron triangle managers must respect: budget, schedule, quality. Many papers have been published on this topic in the more traditional fields of project management such as construction, engineering and software development (Finch, 2003; Bakar, Razak, Abdullah, Awang, & Perumal, 2010). One could argue that the evaluation of success factors is embedded in the project management process as a quality control process, but the seminal work of Pinto and Slevin seems to indicate that a systematic objective and/or external review of critical success factors is essential. To that effect, they have designed the PIP (Project Implementation Profile; Pinto & Slevin, 1987) which is extensively used to assess the presence of critical success factors in various projects. Fourteen success factors were identified: tenwhich can be controlled by the project manager and four which are fixed constraints (See Table 1).

Table 1: Description of the PIP project success factors

Factor	Description	Control[1]
Project mission	The manager must clearly define the purpose and objectives of the project which should be stated at the outset of the project.	Yes
Support from senior management	The authorities' willingness to provide the resources needed for the project.	Yes
Project Schedule	Details of the actions and steps for the implementation including all financial, material and human useful to the project.	Yes
Client consultation	Active listening, communication and consultation with beneficiaries for which the project is intended.	Yes
Personnel	Careful recruitment, selection and training of key personnel to form the project team for technical and logistical reasons.	Yes
Technicaltasks	The availability of technical expertise required and people who need to manage and implement the project.	Yes
Customer acceptance	Delivery of the final product or deliverable to users who will put it to good use.	Yes
Monitoring and feedback	The quality of information, monitoring and control at each stage of the project, verifying that the initial forecasts are met.	Yes
Communication	Quality of information between all network participants, between the team and the organization as well as customers.	Yes
Troubleshooting	Ability to manage crises, unforessen situations and deviations in the project.	Yes
Competence of project manager	Interpersonal skills, administrative and technical capacity to manage the project team.	No
Power and politics	Power games within the organization and the perception of the project by the members.	No

Social and physical environment	External events that positively or negatively affect the project.	No
Urgency	The perception of the importance of the project and the need to achieve it in a timely manner.	No

[1]Controllable or not

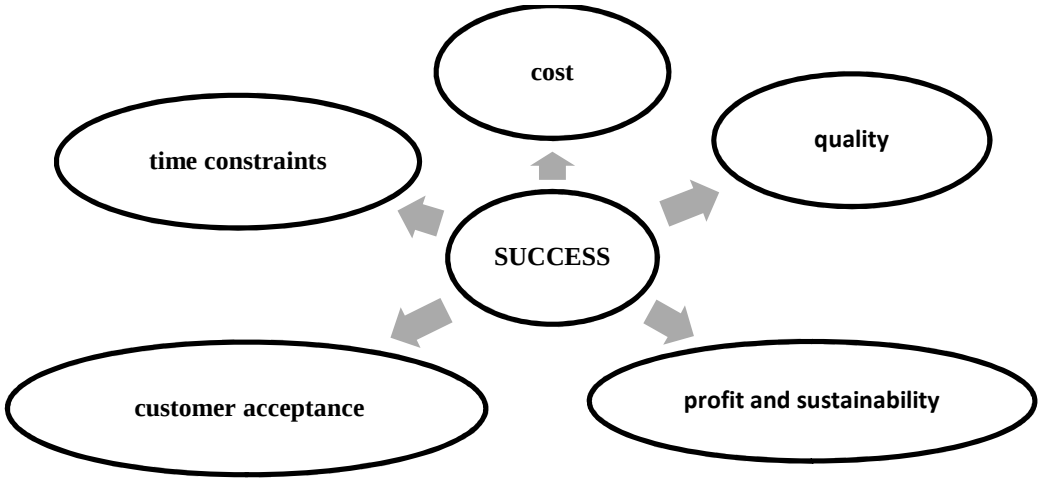
Other models of critical success factors in project management have been published (Cooke-Davies, 2002; Munns & Bjeirmi, 1996), but overall, the PIP is considered as the most comprehensive instrument. However, as stated earlier, it was designed with traditional projects in mind. The scope of project management is getting broader with the inclusion of educational, health related and foreign aid projects which require an adapted or modified series of critical success factors(Chowdhury, Orr & Settel, 2009; Duke, & Long, 2007; Fataneh, 2006). The aim of this paper is to test the goodness of fit of the PIP to a small livestock production project impemented in a rural area of Congo. International agencies involved in foregn aid have also designed success factors for humanitarian projects, but they usually rely on a limited number of criteria which are more generic and less specific, such as relevancy, effectiveness, efficiency, impact and **s**ustainability (Adebayo & Idowu, 2000; Birkelund, 2001; Cartier-Bresson, 2000; CIDA, 2004; Mundy, 2010; Oliveira Cruz & McPake, 2010; Ozawa & Bellak, 2011; Stevens & Peikes, 2006). Ika (2009) proposed a slightly modified version of the PIP for foreign aid projects which relies on 10 crititical succes factors rather than fourteen. Since the main adaptations are in fact a reduction of the scope of factors, the original PIP will be used as the main instrument for the purpose of this study.

2. Iron triangle or triple constraint in agro-pastoral projects

It is not possible to develop a comprehensive list of success factors that meets the specifications of all projects in all areas(Bérubé& Noël, 2011; Chan, Suhaiza & Yudi, 2009; Project Management Institute, 2013). This is what Ika (2009) emphasizes, saying that success criteria and project success factors differ from one project to another because of their content, originality and complexity. So it would not be realistic to expect the same key success factors for any project. It is, therefore, in our interest to establish our own key success factors for our project in order to introduce the first return to the notion of iron triangle. We will first provide an overview of successful project management. We have seen that the successful management of a project is based on three elements: compliance with costs, time, and quality. This is what is called the "iron triangle“ or the“ triple constraint" of project management. The quality of the deliverable may be perceived differently among stakeholders (Cooke-Davies, 2002), that is to say, the provider and the client or manager. They may have different interests. The client is seeking to minimize the cost while the manager or supplier wants in his/her turn to maximize profit(Chapman & Moore, 2010; Davis, 2013; Debiel, 2007). This equation is however different in the area of international aid which seeks to benefit the people and to

ensure the sustainability of projects.The quality of the product can be good for the manager and maybe not for the customer. So instead of talking about cost, time and quality, we will add customer acceptance, profit and sustainability to the success factors in managing our project (see Figure 1).

Figure 1: Successful management of agro-pastoral project



Successful managementrequires that the project is completed in accordance with the budget, schedule, quality, and customer satisfaction, and achieves sustainability. This is not easy to accomplish and one must meet a number of requirements and adopt the methods and strategies that are specific to this project and its location. As part of our project, there are three major customers:Lëtzebuerger Jongbaueren has Jongwënzer - Service Co (LJB & JW - SC and MAE) - the funding agency; SSMN - project manager and local stakeholder; the local population.

To achieve the key success factors for the project, we used the PIP along with other factors derived from experience. We know that the success factors of the project are likely to change over time (Cooke-Davies, 2002) and in the area of project intervention.The PIP does not cover all the success factors of development aid projects in the agro-pastoral area. Those identified by CIDA (2004) cover general development projects. But our research is oriented to the success factors of development projects in a specific way in the agro-pastoral field.We identified four factors from the PIP (project mission, staff, technical and socio-political environment), four from CIDA (partnership, effective use of resources, achievement of outcomes, and sustainability of results) and one factor among those identified by Munns and Bjeirmi (1996): profitability. These address the key success factors of the agro-pastoral project. Three factors (risk management, compensation and respect for environmental constraints on livestock) are drawn from our experience in the management of projects.(See Table 2).

Table 2: Success factors of the agro-pastoral project

Success factors of the agro-pastoral project selected fort he study	
1. Mission project	7. Selection of staff and the manager
2. Partnership	8. Technicality and prophylaxis
3. Sociopolitical environment	9. Remuneration
4. Compliance with environment	10. Achievement of results
5. Efficient use of resources	11. Sustainability of results and project
6. Risk management	12. Profitability

1. Mission project. The mission of the project is recognized by identifying clear and well-defined objectives which take into account the real needs of the local population and their active involvement in the design, planning and implementation of the project, without omitting the process of decision making. The direct beneficiaries and clients should be consulted. This allows the manager and customers to have the same perception of the project and its mission.

2. Partnership. It aims to establish a partner relationship with the financial institution of the project in the communication and definition of responsibilities between the financial partners and local partners. It is also to determine in detail the contribution of each partner in the project. Thus, the relationship is to help both the realization of the project and the development of the local population. The financial partner is the agency that provides financial support for the project. However, it is important to know how to share responsibilities among stakeholders, clarify the roles of beneficiaries, the steering committee and the financial organization of the project. The project management team should develop a communication strategy among all partners and stakeholders in the project.

3. Sociopolitical environment. This is the political, social, cultural and organizational environment. It aims to work with local political institutions and to know the culture and the social aspect of the medium before the project begins. This requires compliance with laws and requires permission and support of the government, the tribal chief and chief of the land. Communication with the local authorities will respect the culture, norms and laws.

4. Compliance with environmental constraints. It aims to adapt the technology and project activities in compliance with adverse environmental conditions. It seeks the rational use of pastoral resources in order to protect natural resources. The choice of livestock must also depend on the operating environment, the climate and the flora in the project area. The manager must have the ability to manage the byproducts of cattle and agriculture. This is to prevent environmental consequences. Precautions must be taken to protect livestock against the weather, diseases and disasters (drought, soil degradation, etc.).

5. Efficient use of resources. It is the ability of the project manager to use material, financial and human resources efficiently, and to do that (what is involved in implementing the project) in a coordinated manner. He / She must take into account the criteria related to aid effectiveness: ownership, harmonization, coordination, mutual accountability, managing for results. He / She must be able to assign and use project resources in accordance with the iron triangle (cost, time and quality). This is measured by the speed of the manager or project manager in the implementation of the project and his / her ability to get information where he / she has no competence and expertise. This also covers the ability of the project manager to work with resource persons who have expertise in the area where he / she directs the project.

6. Risk management. This is measured by the ability of the project manager to manage risk and change, to prevent and identify risks associated with the project design phase from beginning to end. The manager must demonstrate his/her ability to adapt to change and control the unexpected elements that occur during project execution. A graph can be one of the tools that will help the manager to monitor the project. Provide solutions to any epidemics or diseases that affect livestock, absence, illness and death of an important member of the project, etc. must be foreseen.

7. Selection of staff and project manager. This requires identifying the kind of staff and competent manager needed for the implementation of the project. The selection of staff and project manager aims to clarify the responsibilities of the different persons involved, and to distinguish the technical staff from the ordinary worker allocated to the project. This requires allocating sufficient competent human resources, and ensures the stability of the staff and the steering team. This requires supervision and regular monitoring and control of all project sites, hence the importance of allocating a competent technical project person.

8. Technicality and prophylaxis: This requires the use of modern management, the implementation of appropriate technical methods in project monitoring and regular and precise control by a qualified technician. It also covers the training of direct beneficiaries in the proper use of available and easy ways to adapt by local beneficiaries, such as the choice of breed, breeding, location of livestock, etc. Hygienic and sanitary prophylaxis should be adapted to the type of farming. The involvement and commitment of a technician in the field is essential for the success of the technical activities of the project. It is good to have a schedule for the entire project, including prophylaxis and livestock operations, and to have the ability to apply appropriate methods for each livestock category. For example: number of animals to be fed by surface type of grazing, food, time and / or the age of projected calving, vaccination, type of housing, etc.. The specialist in the project area must be there to set up the project.

9. Remuneration: This involves salary, including social benefits, designed to motivate the management and staff engaged to pilot and implement the project. Employees will be paid based on their production of results. This will help to achieve quality work. The success of the project or program does not only depend on the manager, but on the whole team. Compensation is one of the remedies that reduce the trials and risks of corruption and theft. This contributes to the success of all project activities.

10. Achievement of results: The project should lead to tangible results that meet the direct beneficiaries and project partners. This should correspond to the objectives set at the starting point and the iron triangle. The results will also ensure the sustainability of the project.

11. Sustainability of results and sustainability of the project: The results should promote the sustainability of the project in the short, medium and long term. This sustainability should also be felt in the economic and social level of customer satisfaction. Recipients will be able to use the project results and to continue moving the project forward. The project should not always depend on foreign aid.

12. Profitability: Represents earnings from the result or product of the project. It aims for the profitability of the project. That is to say, the direct beneficiaries or clients will benefit from the project results. The project should pay for itself after the period of support and should encourage financial autonomy of the target population. The results of the development initiative should make a real change in the lives of local people. It should overcome the economic, food and environmental challenges. It also aims to facilitate the marketing of products.

Each success factor plays a role of varying importance depending on the phases of the project. An overview of their relative importance according to the phases is presented in Table 3.

Table 3: Relative importance of the success factors of agro-pastoral project in each phase of the project

SuccessFactors	Project Phases			
	design	**planning**	**implementing**	**closing**
1. Mission project	***	***	***	**
2. Partnership	***	***	***	**
3. Sociopolitical environment	***	***	*	*
4. Environmental compliance	***	***	***	***
5. Efficient use of resources.	*	**	***	*
6. Risk management	***	***	**	*
7. Selection of staff and manager	**	***	***	*

8. Technical aspects and prophylaxis.	***	***	***	***
9. Remuneration	*	**	***	*
10. Achievement of results	*	**	**	***
11. Sustainability of results	***	*	**	***
12. Profitability	***	*	**	***

Very important: ***; Important : **; Less important : *

We can conclude that all success factors do not count in the same way in each phase. But all contribute to the success of the project. One factor may be very important in a project phase and not in another. Note that each of these factors is very important at least once in a phase. Neglect of one factor may negatively influence the overall success of the project.The mission of the project and partnership are most important in the phases of design, planning and execution. They should be respected from the design phase to the concluding phase.The socio-political environment is more important to the design and planning. With the implementation and the closing it becomes less important. Compliance and environmental constraints on livestock are very important in all phases of the project. They operate the same way in all phases.

The efficient use of resources and compensation are important to the planning stage. They become more important in the phase of implementation. They are less important in the design and closure. The technical and prophylaxis aspects are significant from conception to project completion. They are critical to sustainability which is based on the actions of the project closure. Risk management is the very important phase of the design and planning. It becomes important to the performance and its importance decreases at closing.

The selection of staff and the manager is very present in the design phase and it is more important to the planning and execution. At the end it becomes less important, because the selection of staff is done before the implementation of the project.The achievement of results is less present in the design. It is very present in the planning and execution, but it becomes more present at closing. The results of the project are realized at the end.The sustainability of results and sustainability of the project, and cost are more important in the design as at the end. They are quite present in the phase of implementation and present in the design and planning. The sustainability of the results appears at the end of the project and is foreseen in the designing phase of the project. This is what ensures continuity.The risks of the project are managed from conception to execution. They are identified and designed in order to manage them. It is assumed that once the project is completed, the major risks no longer exist. They have been eliminated or managed throughout the project. All factors can be evaluated using specific measures and criteria which are presented in Table 4.

3. Application of the evaluation tot he ongoing project

The following table (Table 5) This table how the success factors were applied to the project to be implemented. It shows that all the factors identified here are applicable to the project and are well controlled. After identifying the key success factors of the agro-pastoral project, we hold that for successful project development assistance in this area, it is important to know the mission and purpose of the project, and to establish a relationship with partners who, in one way or another supported the need for the project.The project manager should demonstrate his/her technical and social capacity in the use of financial, material and human resources and in his/her relations with the members of the project team.The selection of staff and manager to be assigned to project tasks, risk management, the technicality and prophylaxis will be among its priorities for the implementation of the project. People cannot be hired who have no interest in the success of the project.Where the manager does not have expertise, He /She will show his / her capabilities by requesting the technical support required, including from those skilled in conducting technical project tasks. The problem lies in the fact that the manager does not always have the technical knowledge, and does not know what decisions he /she wants to make.The team management and project staff will be paid for doing a good job and achieve sustainable and profitable results. These impact the sustainability of the project, which should be carried out in compliance with environmental constraints. These criteria were not mentioned previously in the documentation. Criteria should take into account the socio-political environment in the project area development that is "with and for the people." This promotes a sustainable project for aresponsible future generation.

Table 4: Evaluation Grid success factors of agro-pastoral project

FACTORS	MEASURES	CRITERIA
1. Project mission	Stakeholder agreement, Content analysis of written documentation, survey.	Defined and planned objectives, purpose and mission of the particular project. Direct involvement of beneficiaries and identification of real needs of the community or population.
2. Partnership	Evidence of involvement of partners, eligibility of the applicant organization, the contract and specifications.	Establish relationships with various partners to define and determine responsibilities between local and financial partners, clarify their roles.
3. Sociopolitical environment	Surveys, interviews, surveys, written permission of the local authorities, participant observation, etc.	Respect for the institutional, cultural and social law of the environment of the project, collaboration and communication with the legal authorities of the country and / or the area of the project implantation.
4. Environmental constraints	Consultation with the project documents. Field visit, check the materials used. Impact on environment.	Proper use of agro-resources, prevent the consequences of the project on the environment. Establish the health calendar.
5. Efficient use of resources	Consultation of project documentation, qualification of the project, financial audit, project evaluation	Ability of the project manager to coordinate and utilize the resources of the project. Taking into account the criteria related to aid effectiveness. Rapid execution and compliance with the iron triangle (cost, duration and quality of the deliverable).
6. Risk management	Identify project risks and mitigation strategy. Read the documentation of the project, do surveys or polls.	Prevent and identify risks associated with the project design phase from the beginning to end. Adapt to changes, be able to manage conflict, and prevent disease.
7. Selection of staff and the manager	For the test, interview, testing, control CV, training received, experience in similar works or projects.	Identify the category of staff and manager assigned to the project. Consider the allocation of personal skills.
8. Technicality and prophylaxis	Overall assessment of the project. Allocation of resources. Read the project documents. Check the qualifications of the manager, scope, schedule and budget of the project.	Application of technical methods suitable for the project. Adapt the prophylaxis to the type of farming. The speed and ability to implement the project in accordance with the management of the triple constraint. Supervisory capacity. Promote the work ethic.
9. Remuneration	Check the budget and salary of the staff.	Motivating the team management and staff involved in the project by a certain salary and benefits. Finding ways to fight

		corruption, theft and fraud.
10. Achievement of results	Appraisal, land survey, photos, final project report.	The results of the project should satisfy the beneficiaries and partners of the project and meet the goals set at the beginning of the project.
11. Sustainability of results and project	. Train people who can continue the project. Evaluation and consultation documents	Measured by the sustainability of the results in the short, medium, and long term for the continuity and sustainability of project activities after aid stops.
12. Profitability	The quality and quantity of the deliverable, consultation of project documents and evaluation of the results or output.	The benefit from the proceeds of the project and its performance. Project activities should lead to the flow of the project and the economic and financial development of the population, their ability to market the products.

Table 5: Summary of the evaluation of the project success factors

FACTORS	PROJECT STATUS	DECISIONS AND ACTIONS
Project mission	Increase the number of livestock; contribute to food self-sufficiency NMMS actions in the DRC and the local population. Respect for the environment.	Purchase of land, construction of three mud houses for workers and trainees. Closure of the land and construction of the corral. Supervision of student teachers, capacity building. Food intake NMMS communities and families.
Partnership	Agreement between LJB & JW-SC and communities SSMN	Funding NGOs LJB & JW-SC. The NMMS manage the project. Contract signed with NGOs (see Appendix 4)
Sociopolitical environment	Acceptance of the project by the local authorities and the population in the determined area.	Letter of support from local authorities and Purchase of grazing land. The staff will be recruited from the local population (see Annex 2).
Environmental constraints	Activities are adapted to the surrounding conditions of the environment.	House construction workers. Regular recycling of organic matter. Keeping the prophylaxis on schedule.
Efficient use of resources	NMMS experiences in the management and allocation of project resources.	The implementation and management of the project by a professional technician trained in the type of project and specified in project management.
Risk management	Organization, prevention, institutional law. Soil degradation and grazing, project safety and theft.	A strategy of the overview regular and care of the herd. Hiring guards. First aid training about livestock. Renewing by pasture planting fodder shrubs.
Selection of staff and the	Existence of a steering team, hiring workers by the manager.	Knowledge of the project and of the scope of the project by the manager. The hiring

manager		interview test, control CV, test run of two weeks, informational investigation.
Technical and prophylaxis	Knowledge in the management and in the field of project	Technical tasks, prevention and management of the project are provided by the executor of the project.
Remuneration	Salary of staff assigned to the project planned for two years.	Payment by task and sub-contracting, etc..
Achievement of results	Meet the food needs of more than 3,400 people.	Currently there are 72 heads. The project provides for the purchase of twenty breeding to increase results.
Sustainability of results and project	The support of NMMS ensures sustainability of the project. The results of the project are ongoing	Commitment of key full-time workers. The livestock numbers increase each year by more than twenty heads.
Profitability	Livestock breeding and help to fulfill the nutritional needs of different communities NMMS	Increase the number of heads in five years. Protection of heifers and breeding cows. Consumption and sale of meat from cattle and cull cows.

4. Conclusion

The aim of this paper was to review and apply critical success factors in the field of small scale agro-pastoral projets supported by foreign aid. To achieve success in such a project, it is important that all stakeholders have an interest in the success of the project. The technician is often the one who is the most involved in the project's success. A manager who knows nothing in the project area will not have such a commitment. In addition, for a project to be sustainable, it is desirable that those who will monitor the project activities are closely related and involved in all phases of project design, planning, implementation, evaluation and closure.

Success factors have been identified with those mentioned by the authors using the resource literature. This may appear as a limitation to this research, given the gap between theory and practice in the field.However, the primary objective of our research has been reached. This research has contributed to the scientific document providing a tool for evaluating projects in the agro-pastoral area, largely untapped in project management. This could draw the attention of researchers in project management to develop and guide research in this area.

Slevin and Pinto.s PIP (1987) and the success factors identified by Ika (2009) suggest that the competence of the project manager and the socio-political environment of the project are uncontrollable by the project team. Our analysis revealed the opposite. The competence of the project manager is indeed controllable and also the socio-political environment in the project area. This requires taking steps and measures to manage

it.On a professional level, as we have already mentioned above, a working tool for practitioners has just been added. The analysis of the success factors of an agro-pastoral project revealed that these factors contribute effectively to the success of the project. They rely partly on managing for results and partly on the scorecard.

This could generate a research moving towards investigations in a project involving plant or animal production, and in development assistance agencies, to validate the tool that we have developed.The success of a project also depends on a good assessment of the status of the project at the end. Only technicians can make this assessment. Abandoning a project that has not reached its maturity is a common error in management, for all projects should have a withdrawal phase and timely support.In conclusion, it may be interesting to note that projects like those we talked about here can only be achieved if the people who work with them have at heart the desire to fulfill the needs of the population and to support their economic development. Humanitarian and social value should be of great importance because these projects require much sacrifice and renunciation to achieve, but do not generate large sums of money.

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