

**AN EXPLORATION OF THE CRITICAL SUCCESS FACTORS IN  
UNCONDITIONAL CASH TRANSFER PROGRAMMING: A CASE OF  
MUTARE DISTRICT OF ZIMBABWE**

**FREEMAN MULEYA**

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**2020**

**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: *“An Exploration of the Critical Success Factors in Unconditional Cash Transfer Programming: A Case of Mutare District of Zimbabwe”*, in partial fulfillment of the requirements for the Degree of Master of Project Management (MPM) of the Open University of Tanzania.

.....

Dr. Raphael Gwahula

**(Supervisor)**

.....

Date

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I, **Freeman Muleya**, do hereby declare that this project is the result of my investigation and research and that this has not been submitted in part or in full for any degree or for any other degree or Post graduate to any University.

.....

Signature

.....

Date

## **DEDICATION**

I dedicate this work with all my love to my family, for understanding my being away from you sometimes and for your support. May God bless and be with you always. I LOVE YOU ALL.

## **ACKNOWLEDGEMENT**

My special thanks go to the Open University of Tanzania for the opportunity to gain further skills and knowledge in project management; this has been made possible by the dedication and support of the university staff. I give gratitude to my supervisor for his unwavering support and guidance throughout the process of the dissertation. The dissertation provided me with an opportunity to interact with colleagues studying towards the Master of Project Management, and the interactive sessions we did are well recognized and shaped my studies.

## ABSTRACT

Given the global shift in humanitarian assistance toward cash transfer programming, there have been keen interest from humanitarian actors to shift their programming towards cash assistance. This study looked at the critical success factors in unconditional cash transfer programming and key objectives of the study was to identify key and critical success factors when implementing unconditional cash transfer program and confirm the relation with other similar projects and industries. The study used both qualitative and quantitative methods to analyses and derive conclusion of the study. Multi Linear, Regression Method, Relative importance index, focus group discussions, key informant interviews and household questionnaires were used in this study. The tools enabled to provide the researcher with the analysis that concluded the significance of critical success factors in unconditional cash transfers. Anything concluded to be critical and key to success is values and recognized in all spectrum. The critical success factors have been seen more reliable in ensuring the project is successful compared to relying on project goals. While a similarity of critical success factors was noted with the humanitarian or community projects, it was concluded that, as the project is unique, there is need for practitioners to further analyse industry critical factors in context of the specific projects. Client involvement is noted as the mandatory success factor that define the success or failure of the project. The identification of the competent team that understand not only the project, but the environment and the target beneficiary needs is key to the success of unconditional cash transfer projects. This will be a key tool that will lead the project to success.

**Keywords:** Critical success factors. Unconditional cash transfer, Client involvement, cash transfer programming

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**LIST OF ABBREVIATIONS**

|        |   |
|--------|---|
| CALP   | Cash Learning Partnership                   |
| DFID   | Department for International Development    |
| IRC    | International Rescue Committee              |
| IT     | Information technology                      |
| NGO    | Non-Governmental Organisation               |
| PMBoK  | Project Management Book of Knowledge        |
| SIDA   | Swedish International Development Agency    |
| UNICEF | United Nation Children Education Fund       |
| WFP    | World Food Program                          |
| ZIMVAC | Zimbabwe Vulnerability Assessment Committee |

## CHAPTER ONE

### INTRODUCTION AND BACKGROUND TO THE STUDY

#### 1.1 Introduction

People affected by disasters may need external assistance in order to survive and recover; one of the more exciting innovations in the response to humanitarian crises of recent years has been the use of cash. Across the humanitarian sector there is growing recognition that cash transfers can support people affected by disasters in ways that maintain human dignity, provide access to food and shelter and help rebuild or protect livelihoods. Relief responses by national governments to the Indian Ocean tsunami and the South Asia earthquake included substantial cash-based assistance (Adams, 2006). In response to hurricanes Katrina and Rita in the United States, the US government provided over \$4 billion and the American Red Cross \$1.57 billion in cash grants to affected households (American Red Cross, 2006). In 2009, growing interest in the use of CT programs in Sub-Saharan Africa led the World Bank to initiate a comprehensive desk review of the CT programs that had been used recently in the region.

Evaluations of unconditional programs have found significant impacts on household food consumption (Miller et al 2007 Evaluation Team for Malawi's Social Cash Transfer Program). An experimental evaluation found that a program for adolescent girls conditioned on their school attendance improved enrollment, attendance, and test scores in Malawi. Unconditional transfers in the same program decreased early marriage and pregnancy among girls who had already dropped out of school (Baird, McIntosh, and Özler 2011). Another experimental evaluation of a conditional program



in Tanzania found that a relatively large transfer conditioned on STI status helped keep adults from contracting STIs, thereby pointing to the potential of CT programs to help fight HIV (de Walque and others 2011). The question is no longer whether cash is an appropriate way to meet the needs of people engulfed in crisis, but how organisations, donors and governments can use cash transfers to best effect.

Zimbabwe has endured a series of economic, social and political shocks that has resulted in increased food insecurity, corruption and dislocation. According, to ZIMVAC (July 2017), 2.2 million people were already food insecure during the said month and an increase of 1.7 million people compared to the previous lean season. Furthermore, the figure was estimated to reach 4 million during the peak hunger period of January – March 2017. Several humanitarian agencies and government were intervening to close the food insecurity gap. Cash transfer programming was the preferred assistance modality for humanitarian actors in Zimbabwe accounting for 52% with in kind being 48% (Agriculture and Food Security Working Group Zimbabwe; September 2016). This is against the 6% of humanitarian aid that is only channelled through cash transfers (WFP, July 2016). From 2009 to 2013, a total of 53 donors were reported to have spent US\$692 million on cash transfers to assist disaster affected population worldwide (OCHA 2015). CTP is increasingly becoming a major modality of humanitarian assistance where there is a functioning local market.

According to CALP (2018) cash transfer is the “...provision of assistance in the form of money; either physical currency or e-cash to recipients (individuals, households or communities). Cash transfers are unrestricted in terms of use and distinct from restricted modalities including vouchers and in-kind assistance.” Cash transfers can

either be conditional or unconditional, unconditional transfers are provided without the recipient having to do anything in order to receive the assistance, other than meet the intervention's targeting criteria while conditional cash transfers have prerequisite activities which a recipient must fulfil (such as attending school, building a shelter, attending nutrition screenings, undertaking work, training) in order to receive assistance. The Grand Bargain, a set of commitments developed by many of the world's largest humanitarian donors and agencies following the World Humanitarian Summit in 2016, emphasized the need to increase the use and coordination of cash-based programming across humanitarian interventions. This has subsequently led to the increase in the proffering of humanitarian assistance through cash transfers,

This has led to a shift by humanitarian agencies with the major player adopting cash first strategies which imply that programming decisions and modality selection should be based on the availability of a justification on why cash cannot be used proffer assistance and not a justification on why cash should be used. This shift priority by humanitarian actors from in kind transfer to cash-based programming against the food insecurity levels in Zimbabwe provides an opportunity to explore the critical success factors for cash transfer programming, given the complex economic challenges faced by the country.

Zimbabwe being a cash economy country and with the current cash crisis being the main challenges of the country, there is need for good project management and critically looking how different project knowledge areas can be integrated in a systematic way to ensure that cash-based programming benefits outweighs in kind support.

Conditional and Unconditional cash transfers have been important components of social protection policies in developing countries since 1990s (World Bank 2009, DFID 2011). El Nino, the worst meteorological drought phenomenon that has occurred in Southern Africa for the past 35 years coupled with the longest driest season in 80 years (Stoddard, 2015, WFP, July 2016) has seriously affected the livelihoods of households and has drawn attention of humanitarian agencies to provide humanitarian support. This also led to humanitarian agencies lobbying for the use of cash transfers as a modality to reach more beneficiaries. While Indian Ocean Tsunami that occurred in 2004, is regarded as the first humanitarian situation where cash transfers were used as an alternative for food (Bailey 2013, Kita 2014), their use has been increasing ever since either as a standalone modality or done in combination with in kind transfers. Care International in a consortium with World Vision International implemented a Department for International Development (DFID) funded unconditional cash transfer program is reaching to 350, 000 beneficiaries across 15 districts in Zimbabwe which is the largest consortium providing cash transfers after the World Food Program (WFP). With 1.4 million beneficiaries of the targeted 2.5 million beneficiaries covered through cash transfers in Zimbabwe it is worth exploring to ensure the “bright spots” critical success factors and potential risks are identified and documented to ensure that they are properly managed in future interventions. This must be contextualised and given Zimbabwe’s unique situation, which is characterised, by serious cash/liquidity crisis and continuous closure of industries due to economic situations both of which threaten the appropriateness of market-based responses.

Conditional cash transfer provides a sustainable solution to poverty alleviation by encouraging human capability building, thus breaking the intergenerational cycle of poverty (Fizbein and Schady, 2009). Furthermore, these are based on the idea of “co-responsibility” or joint responsibility meaning human development is not only a matter of state but a task that should be performed and facilitated by all people and communities themselves (Cecchini and Madariaga, 2011). Unconditional cash transfer on the other end allows poor households the choice and flexibility of allocating resources to meet basic needs they find most pressing (Klein, et. al 2011).

With regard to unconditional cash transfer, the key is to see how the beneficiary allocates received money to improve their food consumption score and their coping strategies. This gives the households the freedom and liberty to make decisions based on individual need at household level. While humanitarian agencies are responding to complex environments where there is economic meltdown, cash crisis, and corruption in Zimbabwe, this intervention is perceived as more tempting target for theft and diversion (Harvey 2005).

Positively, the use of cash transfers in war torn countries such as Iraq, Pakistan, Sudan demonstrate that getting to know the critical success factors and having risk mitigation strategies allows programs to be implemented successfully (Harvey and Bailey, 2011). Project Management plays a key role to ensure that while identifying the critical success factors, risk management should be part of the process given the risks involved in cash transfer programming among other knowledge areas as stated in the Project Management Book of Knowledge (PMBK 2013).

PMBK (2013), defined project management as the application of knowledge, skills, tools and techniques to project activities to meet project deliverables/requirements. This definition is key to cash transfer programming given the risk involved when dealing with money. It is important to ensure an integrated system that considers all project management knowledge areas, identify key and useful tools that are to be used to ensure efficiency, transparency, dignity, best use of resources/value for money, empowerment, and improved monitoring and evaluation. A lot has been researched and documented on conditional cash transfers with the conditionality attached to them having been identified as the key driving factors behind their success, this therefore, leaves opportunities to explore the research which is focused on unconditional cash transfers. This research focuses on unconditional cash transfers, which will allow exploration of critical success factors given the beneficiaries are the drivers of the process. Under unconditional cash transfers, direct beneficiaries' behaviours and spending patterns determine the project outcomes and influence of other stakeholders in the process. Interestingly, in food security situations, which the research dwells on, it is important to determine the change in food consumption pattern and the coping strategies because of the intervention. This gives the beneficiary the "*Project Manager role*" of ensuring they initiate, plan, execute, monitor and control, and conclude as per scope of the intervention. While the process of getting the unconditional cash to beneficiaries is also key, the research scrutinises deliverables at both output and outcome level. With the spending of cash solely rests on the discretion of the beneficiaries, it is worth exploring how the money is spent, the impact of cash at household level and identifying critical success factors that ensure the key objectives of the unconditional cash transfers are met. The scenario and scope

at hand is key to exploring the critical success factors of unconditional cash transfers for the whole process to be successful.

Coulson – Thomas (2004) concluded that to shape the future, businesses need to establish and build relationships with customers. This ensures a relationship which provides a proper foundation for any project to be successful and hence a priority attention by management which seeks to see the project achieving its objectives. The relationship building process can be successful if critical success factors are flagged out analysed and prioritized, above all ensure that those found along the critical path gets the attention of the Project Manager and project team during the project life cycle.

In addition to this it is important to also understand what the customer view as important in the service being offered hence there is need to look at both sides of the coin and try to understand the factors that are key to the success of unconditional cash transfer from both perspectives (beneficiaries and management). Therefore, it is against this background that the study will focus on critical success factors of unconditional cash transfers with reference to an unconditional cash transfer implemented by the International Rescue Committee (IRC) in Mutare district, Zimbabwe.

## **1.2 Statement of the Research Problem**

The grand bargain has led to quite a significant amount of money has been poured into unconditional cash transfer by humanitarian agencies, with little success and impact being realised. There is well documented evidence which notes the disconnect

between fears of anti-social spending and the reality of general spending. Devereux et.al (207), opined that it is “*shear common sense*” on the part of beneficiaries, and an “*over pessimistic expectation*” on the side of aid agencies. Mayer (2007) notes *lack of sensitization* and guidance by aid organization on what the transfer is meant for, as one of the key setbacks in cash programming.

The areas of CTP-related research, which have already received attention from humanitarian actors, are fairly broad. However, there remain significant gaps and outstanding needs in terms of research that is required to help implementing agencies and donors further advance cash transfer programming (Austin 2014). However, a glaring gaps still remains with regards to taking current research forward in an actionable way for practitioners implementing cash transfer programs.

In addition, there is little research, which inculcate beneficiary voices and choices with regard to cash transfers. Therefor this study will seek to close this research gap by investigating the critical success factors for unconditional cash transfer by ensuring that from and organisational set-up and preparedness perspective, organisations and practitioners have a clear understanding of on critical success factors be they (the necessary technical, technological and compliance requirements) that a needed from the to deliver a cash program at scale in a better way?

The study will take into cognisance that success does not look the same for both beneficiaries and program managers and will seek to understand the role of beneficiaries and uncover the key steps that can make or break the intended outcomes of the project given the scope of the project. Austin (2013) highlights that there is

need for further research on recipient voices, which focuses on the less tangible reasons why people might choose in-kind over cash or vouchers or vice-versa and preferred payment systems, allowing for an understanding of why people make such judgements.

This study will therefore seek to gain insights on what beneficiaries think are the important factors for cash programming. By simultaneously tackling organisational set-up and preparedness together with beneficiary voices and choices, the study will bridge the gap which currently exists between organisations and communities with regards to what constitutes a successful cash program and will set a platform for a more nuanced approach which will ensure the success of cash programs. Furthermore, the study will uncover the ways of addressing the potential risks which humanitarian actors, donors and government has on unconditional cash transfers, thereby providing key inputs to the standard operation procedures for unconditional transfers and flagging out the critical success factors in unconditional cash transfers.

### **1.3 Research Objectives**

#### **1.3.1 General Research Objective**

The main objective of the study is to explore the critical success factors in unconditional cash transfer programming in Zimbabwe.

#### **1.3.2 Specific Objectives**

- (i) To examine the effect of unconditional cash transfer on the intended food security outcomes of the project.



- (ii) To understand what success looks like both from the beneficiary perspective and project managers' perspective and identify critical success factors for unconditional cash transfer programming.
- (iii) To examine the effect of critical success factors on unconditional cash transfer programming.
- (iv) To determine whether the key critical success factors for unconditional cash transfer are like other projects or industries.

### **1.3.3 Research Questions**

- (i) Why cash and not in kind as a modality for responding to humanitarian needs?
- (ii) What does a successful cash transfer project look like for project managers?
- (iii) What constitutes a successful cash program for the cash recipient?
- (iv) What are the critical factors that are integral to the success of unconditional cash transfers?
- (v) How do these identified critical success factors for unconditional cash transfer compare to critical success factors for other industries?

### **1.3.4 Research Hypothesis**

**H0:** There is no significant relationship between the critical success factors and unconditional cash transfer programming

**H1:** There is significant relationship between critical success factors and unconditional cash transfer programming

#### **1.4 Significance of the Study**

The study aims to identify the critical success factors for unconditional cash transfer programming. The study will provide a framework of how programmatic key success factors and beneficiary voices and choices can be integrated together to ensure the success of the project. Project Managers and the Project teams will be guided by the identified critical success factors during the project planning, implementation and in generally meeting the project scope. The study will focus in Mutare district, where IRC conducted unconditional cash transfer to 4,858 beneficiaries during the 2016 - 2017 peak hunger period. The project was funded by SIDA, rapid response mechanism, and ran for six months.

In addition to that although the study will focus on the IRC intervention, lessons from the Care International and World Vision International's consortium, which also implemented an unconditional cash transfer project, which targeted 1,2 million beneficiaries in 15 districts will be assessed. By identifying critical success factors for unconditional cash transfers, project managers, donors and beneficiaries, will be able to execute their roles with due diligence, minimise the risk associated with cash transfer programming and ensure that intended outcomes/benefits of unconditional cash transfers are realised.

#### **1.5 Organisation of the Study**

##### **Chapter 1: Introduction**

This chapter looks into introduction and background of the study. The problem statement, research question, research objectives and the importance of study is covered.

**Chapter 2: Literature Review**

This chapter two will dwell on looking at the secondary data on cash transfers in general before narrowing to unconditional cash transfers. The different conceptual and theoretical frameworks of cash transfers and critical success factors will be explored, as an effort to narrow to conclusive critical success factors that are key in humanitarian assistance and that can be tested in unconditional cash transfer.

**Chapter 3: Research Methodology**

In chapter three, research methodology, which include research design, sampling and data collection and analysis will be discussed in detailed. This will provide guidance on how the required data will be collected, analysed and with ethical consideration considered. The selected methodology will be explained in depth and all parameters taken into consideration.

**Chapter 4: Research Findings and discussions**

In chapter four, research findings will be presented on the critical success factors in unconditional cash transfers. All the findings, both biographical and focus group discussion outcomes will be concurrently analyzed and discussed in this chapter and compared to available research. While the discussions on the findings are done, it will all be done in line with the research objectives.

**Chapter 5: Summary, Conclusion and Recommendations**

In chapter five, the summaries, conclusion and recommendations will be done. The research objectives will form a guide in coming up with the conclusions and

recommendations. Recommendations will be provided to guide all actors in the unconditional cash transfer programming, and provide suggestions for further academic studies

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter two will review literature on cash transfers in general before narrowing to critical success factors for project management. This chapter will review available literature, which will provide a theoretical grounding, and explanation on key concepts of project success, project success criteria and critical success factors in project management. The different conceptual and theoretical frameworks of cash transfers and critical success factors will be explored, as an effort to narrow to conclusive critical success factors that are key in humanitarian assistance and that can be tested in unconditional cash transfer.

#### **2.2 Conceptual Definitions**

##### **2.2.1 Project Success**

As highlighted by (Baccarini, 1999) project success is a core concept of project management, but its definition remains elusive, the project team must have a clear understanding of their project success objectives. On the other hand, (Lewis, 2005) views project success as meeting the required expectations of the stakeholders and achieving its intended purpose, he further highlights that this is attained understanding what the end result would be, and then stating the deliverables of the project. Project success can only be defined if executives are able to consider the contribution of benefits and if the project is able to achieve these measures in relation to resources, competencies and complexity within the project parameters (Thiry & Deguire, 2006).

Two distinct components of project success are identified by (Baccarini, 1999) who highlights project management success which deals with meeting time, cost and quality objectives, quality of the project management process and satisfy stakeholders during project management process and Product Success which focuses on the effects of the project's final product and has three criterion (meeting the project owner's strategic organisational objectives (goal), satisfy users' needs (purpose) and satisfy stakeholders where they relate to the product (primarily customer/user). Therefore, successful project management will ensure project product success and guarantee the project success.

### **2.2.2 Critical Success Factors**

Critical success factors are elements of organizational activities, which are central to its future success, and these can change from time to time. Milosevic and Patanakul (2005), define critical success factors as characteristics, conditions or variables that have a significant impact on the success of the project when properly sustained, maintained or managed. The research will look at the critical success factors as key inputs to project management processes that the Project Manager and the Project team need to keep an eye and ensure they are properly managed for the success of the project

### **2.2.3 Unconditional Cash Transfer**

This is an approach where beneficiaries receive cash support without them doing anything in return. This approach, among others are used to reduce poverty at household level, also improving social welfare and stimulating local growth in the

areas of programming. According to (CaLP, 2018) unconditional transfers are provided without the recipient having to do anything in order to receive the assistance, other than meet the intervention's targeting criteria (targeting being separate from conditionality). The research to seek to explore the critical success factors of this approach that can ensure they support given have a positive effect on poverty reduction and social welfare of vulnerable households and the local communities and stakeholders. With the beneficiaries having the freedom to spend their entitlement on what is best to them, it will be of interest to donors, NGOs, Project Manager and other stakeholders to see the overall objective of the project achieved, hence the need to identify critical success factors in the project management process.

#### **2.2.4 Value Chain**

The value chain is a series of activities a product/service must pass through until it serves its final purpose of solving a customer need. In addition to that a value chain can also be defined as “A value chain is the full range of activities – including design, production, marketing and distribution businesses conduct to bring a product or service from conception to delivery” (Harrison, 2019). It describes the activities within and around an organization and relates them to an analysis of the competitive strength of the organization. In the unconditional cash transfer programming value chain, the research seeks to identify the critical success factors from project planning up to the perception of the recipients on how they utilise the cash. The research will extend the value chain beyond providing cash to beneficiaries to a level where the beneficiaries make decisions on utilization of the money at household level given the project objectives.

### **2.2.5 Project Management**

This is one of the key drivers to the success of any project. Gary and Larson (2006), project management is a task derived from an organization that enables professional project managers to use their skills, tools and knowledge to plan, execute and control a unique project within a limited lifespan by meeting the specification requirements of the organization. It is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (PMBok, 5<sup>th</sup> edition, 2013). Project management is also about managing all the different resources and aspects of the project in such a way that the resources will deliver all the output that is required to complete the project within the defined scope, time, and cost constraints. These are agreed upon the project initiation stage and by the time the project begins all stakeholders and team members will have a clear understanding and acceptance of the process, methodology and expected outcome

### **2.3 Critical Review of Supporting Theories or Theoretical Analysis**

Critical success factors are those conditions or evidence, which would add to the project development success (Abu Baker et, al 2009). Success factors are theoretically based rather than empirically based (Pinto and Slevin, 1987), this opines that there are two types of success factors. The first are those that are generic to the scope of the project and the second, are those specific to the project. The twelve success factors from Pinto and Slevin (1987) are generalizable to all projects and form a basis for project management processes. These success factors are key to this research and will guide the formulation of the conceptual framework. Different studies from authors identified and grouped critical success that determines project success. It can be



concluded that there is lack of consensus among researchers on the criteria of judging success factors (Fortune and White, 2006). The complexity, and environment at which the project is implemented and the objective of the research on success factors might have a significant role in the disagreement on generic success factors of a project.

Many researchers have documented on critical success factors, the table shows a 10-year research on success factors done by eight different researchers. Abu Barker et.al (2006), summarized and provided the ranking based on the frequency of occurrence of those success factors that were common among the researchers. While the critical success factors below were for sustainable social housing project delivery, these will be extrapolated to unconditional cash transfer programming, hence providing a guideline in coming up with success factors for cash programming. These are taken as generic success factors and hence testing them in unconditional cash programming.

The critical project management success factors prioritization (Abu Barker et.al, 2009) show competent project team as the first critical success factor. All the eight author's frameworks listed success factor, hence its importance in project management. The second success factor, with a frequency of six was Project Manager/Leader authority. This is with regard to the role the Project Manager and project team play in ensuring the success of the project. Three success factors emerged with a frequency of five, and these are Project mission/common goal, project understanding and top management support. All the five top critical success factors are key components of the project management charter. It is noted that four critical success factors are common across the five- author's frameworks.

**Table 2.1: Critical Success Factors from Researchers**

| S/N  | (CSF)   | Pinto and Slevin<br>(1987, 1989) | Belassi and<br>Tukel (1996) | Cooke-Davis,<br>(2002) | Baccarini<br>(1999, 2003) | Andersen and<br>Jessen (2006) | Hyva`ri<br>(2006) | Mu`ller and<br>Turner (2007) | Khang and<br>Moe (2008) |     |     |     |     |     |     |
|--|---|----------------------------------|-----------------------------|------------------------|---------------------------|-------------------------------|-------------------|------------------------------|-------------------------|-----|-----|-----|-----|-----|-----|
| 1.   | Project Understanding                             | P                                | p                           |                        | p                         | p                             |                   |                              | p                       |     |     |     |     |     |     |
| 2.   | Top Management support                            | P                                | p                           |                        |                           |                               | p                 | p                            | p                       |     |     |     |     |     |     |
| 3.   | Information/communication                         | P                                | 9                           |                        |                           | p                             | p                 |                              |                         |     |     |     |     |     |     |
| 4.   | Client involvement/participation                  | P                                | p                           |                        |                           | p                             | p                 |                              | p                       |     |     |     |     |     |     |
| 5.   | Competent Project Team                            | P                                | P                           | P                      | p                         | P                             | P                 | P                            | p                       |     |     |     |     |     |     |
| 6.   | Project manager/leader authority                  | P                                | P                           |                        | P                         |                               | P                 | P                            | p                       |     |     |     |     |     |     |
| 7.   | Realistic cost and time estimates                 | P                                |                             | p                      | P                         | p                             |                   |                              |                         |     |     |     |     |     |     |
| 8.   | Adequate project control                          | P                                |                             |                        |                           | p                             |                   |                              |                         |     |     |     |     |     |     |
| 9.   | Problem solving abilities                         | P                                |                             |                        |                           |                               | p                 |                              |                         |     |     |     |     |     |     |
| 10.  | Project risk management                           | P                                |                             | p                      | p                         |                               |                   |                              |                         |     |     |     |     |     |     |
| 11.  | Adequate resources for project                    |                                  | P                           |                        | p                         |                               | p                 |                              | p                       |     |     |     |     |     |     |
| 12.  | Adequate project for planning                     | p                                |                             |                        |                           |                               |                   | p                            | p                       |     |     |     |     |     |     |
| 13.  | Project monitoring recital and feedback           |                                  |                             | p                      |                           |                               | p                 | p                            |                         |     |     |     |     |     |     |
| 14.  | Project mission/common goal                       | p                                |                             | p                      | P                         | p                             | p                 |                              |                         |     |     |     |     |     |     |
| 15.  | Project ownership                                 |                                  |                             | p                      |                           |                               |                   | P                            | p                       |     |     |     |     |     |     |
| The 'P' indicates the critical project management success factors as adopted by the authors. |   |                                  |                             |                        |                           |                               |                   |                              |                         |     |     |     |     |     |     |
| Critical project management success factors prioritization.                                  |   |                                  |                             |                        |                           |                               |                   |                              |                         |     |     |     |     |     |     |
| Serial No.   | Critical Project Management Success Factors (CSF) |                                  |                             |                        |                           |                               |                   |                              |                         |     |     |     |     |     |     |
|  | 1   | 2                                | 3                           | 4                      | 5                         | 6                             | 7                 | 8                            | 9                       | 10  | 11  | 12  | 13  | 14  | 15  |
| Frequency of occurrence  | 5   | 5                                | 4                           | 5                      | 8                         | 6                             | 4                 | 2                            | 2                       | 3   | 4   | 3   | 3   | 5   | 3   |
| Prioritized rank   | 3rd   | 3rd                              | 4th                         | 3rd                    | 1st                       | 2nd                           | 4th               | 6th                          | 6th                     | 5th | 4th | 5th | 5th | 3rd | 5th |

Source: Abu Baker et al. (2009)

These common critical success factors are top management support, client involvement, project understanding and project mission. Common goals. Three of the common critical success factors are among the top five prioritized based on frequency from eight author's frameworks.

Kanter and Walsh, (2004) noted key to success is identifying the critical success factors and expend all the energy on these factors instead of the many lesser important. To ensure competitive performance results for individuals, group or organization, there is need to emphasize a limited number of factors (Alazmi and Zairi, 2003). Thierauf (1982) observed that if there were not enough focus on these factors, the results obtained by the organisation would be less optimal (1982). The research will adapt this analysis and design the conceptual framework based on the six key success factors which are: competent project team, project manager/Leader authority, project mission/ common goal, project understanding, top management support and client involvement.

### **2.3.1 Framework Models of Critical Success Factors (CSFs)**

Often CSFs have been criticised in many literatures as most authors ignored them and did not attempt to link them with project success criteria (Fortune and White, 2006; Westerveld, 2003). Three framework/theories around critical success factors were analysed based on the subject matter. The first model called Project excellence Model was developed by Westerveld (2003). This was followed by Belassi and Tukel model, which they developed in 1996. The third model on critical success factors is the Formal Systems Model (FSM) developed by Fortune and White in 2006.

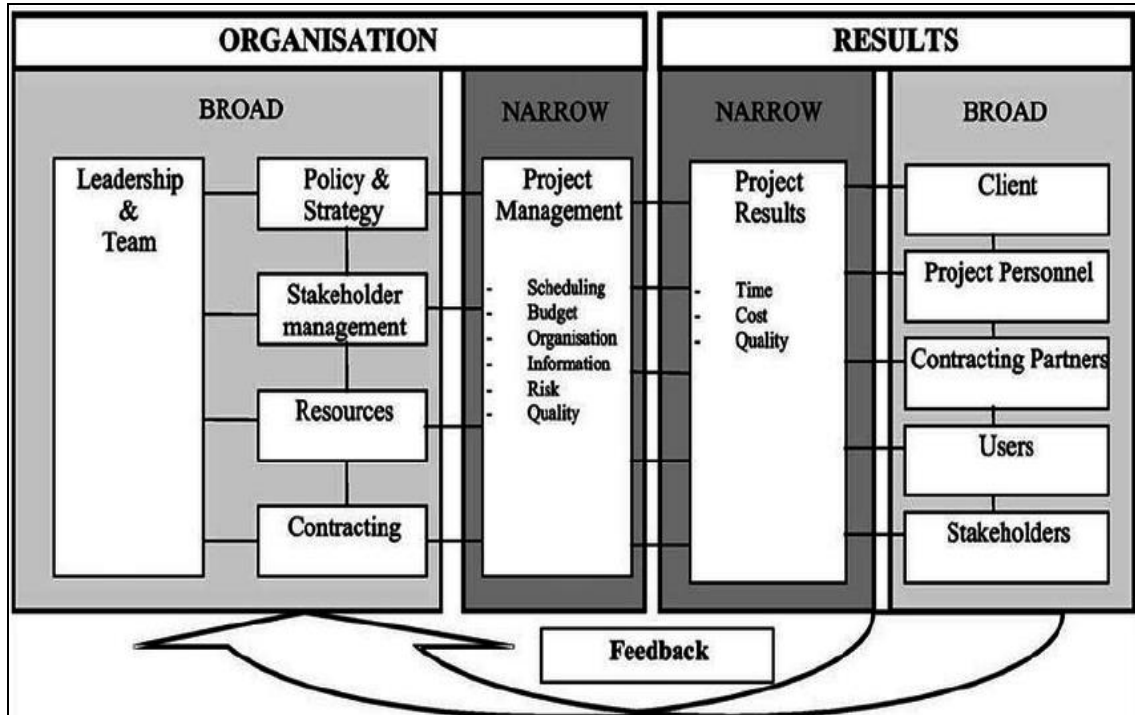
### **2.3.1.1 Project Excellence Model (PEM)**

This model uses research findings from success criteria and critical success factors studies for projects. The model covers six result areas and on critical success factors, there are six organisational areas. The Project Excellence Model is designed to link project success criteria and critical success factors into one coherent model. This model assumes that in order to manage a project successfully, the implementing entity has to focus on result areas (*project success criteria*) and Organisational areas (*critical success factors*) Westerveld (2003). Previously, success criteria dwelled on the golden triangle of time, budget and quality as main criteria for success. Waterridge J, (1998), notes that research on project success shows that it is impossible to generate a universal check list of project success criteria suitable for all projects. He urged that success factors will differ from project to project depending on scope, uniqueness and complexity among other issues.

On critical success factors, the main aim was to identify levers that project managers can pull to increase the likelihood of achieving desired outcomes (Atkinson R 1999). Munns AK, Bjeirmi BF (1996) note that initial research on critical success factors was narrowly directed towards developing standard tools and techniques for project management. This was the foundation for the critical success factors for projects and this considered other factors in managing project successfully other than scheduling alone.

While the Project Excellence Model is a “systematic” model accounting for external, internal, hard and soft factors, it does not assist in deriving the most crucial critical

success factors in a project (Westerveld, 2003). In addition, (Westerveld (2002) also noted that the model is useful in setting up, managing and evaluation of projects.



**Figure 2.1: Project Excellence Model, Westerveld (2003)**

### 2.3.1.2 Framework for Determination of Critical Success Factors

The framework for determination of critical success factors propounded by Belassi and Tukel (1996) provides four main categories of critical success.

#### 2.3.1.2.1 Factors Related to the Project

Belassi and Tukel (1996) argue that project characteristics have been overlooked in literature, regardless of being an essential dimension in project performance. They noted size and value of the project, the uniqueness of project activities, the density of project network, project life cycle, and the urgency of project completion as the factors related to the project.

### **2.3.1.2.2 Factors Related to the Project Manager and the Team Members**

Project manager and team member's skills and characters are key in successful completion of projects. Selecting project managers and team members, based on their skills have significant impact in the successful project completion (Pinto and Slevin, 1989). The competence of team members is crucial in the implementation stage of the project.

### **2.3.1.2.3 Factors Related to the Organizations**

Top management support is an important critical success factor that has an impact on the project completion. The support helps project managers and team members to work towards achieving organizational goals and hence a successful project.

### **2.3.1.2.4 Factors Related to External Environment**

The external factors can have either positive or negative impact on the project success. Among these factors are environmental factors, political, economic, social and technological, and these influence the project manager and team performance and planning. These are factors that the team cannot manipulate, but ensure they consider them in planning and implementation.

*A factor in one group can influence a factor in another group, and a combination of several factors from various groups, which might lead to project failure. For instance, top management support is a factor related to an organization which can be affected by the general state of the economy. Similarly, the uniqueness of the project activities can affect the project manager's competence on the job. Lack of top management support together with the project manager's lack of competence on the job might lead to project failure.” (Belassi and Tukel, 1996)*

Belassi and Tukel (1996), found out that factors alone are insufficient to determine project success or failure. They urged these factors are only inputs affecting

implementation and thus not directly affecting project outcome. The framework uses the cause and effect relationship, which the project team uses to identify and eliminate the factors that have negative impact on their performance. However, regardless of the positive noted in the framework, Fortune and Peters (2005) argue that it is difficult to assess project performance by factors as a set criterion due to lack of definition of the optimal state of any project and due to disagreement on the set of factors.

### **2.3.1.3 Formal System Model (FSM)**

Also known as the systems failure approach, the concept of the model is that successful systems can be developed by avoiding failure (Brignell and Fortune, 1983). The formal system model is adopted from Checkland (1981), created by Brignell and Fortune (1984) and was then applied to critical success factors by Fortune and White in 2006. The model addresses inter-relationships between the critical success factors in the system component and the model responds to decision making and interacts with its environment (Fortune and White, 2006). A system is a transformational process, which converts a set of inputs to a set of outputs and can be expressed as an arrangement of subsystem (Brignell and Fortune, 1984). According to Brignell and Fortune (1984), the attributes that are assumed for a system are:

- (i) A system is an assembly of components, connected in an organized way such that each component is connected directly or indirectly to every other component.
- (ii) The components are affected by being in the system, and the behavior of the system is changed if they leave it.
- (iii) The organized assembly of components does something.

(iv) This assembly has been identified as of particular interest.

## **2.4 Empirical Analysis of Relevant Studies**

### **2.4.1 General Studies**

The taxonomy of critical success factors for effective project management is based on four levels of criticality, which are factors linked to success by a known casual mechanism, factors necessary and sufficient for success, factors necessary for success and factors associated with success (Williams and Ramaprasad, 1996). Critical success factors play a key role in ensuring the value of programme outputs are properly tracked and allows the project manager and the project team to plan their execution diligently.

Crawford (2000) highlighted the two major strands of how success is measured (success criteria) and factors that contribute to the success of projects (success factors). Critical success factors have been established and popularized over the last twenty years (Chan, et, al. 2004). Critical success factors were first used context of information systems and project management by Rockart (1982). It has been observed that subsequent researchers followed suit and have reported in different field. Little have been done in terms of critical success factors in humanitarian work. Different critical success factors frameworks have been developed and the Pinto and Slevin, (1987) success factors are regarded as generic, acceptable and form the basis for project management success factors. Hyvan (2006) opined that, while there is general agreement on the factors being important, there is variation both across different frameworks and project lifecycle phases as to the relative importance of these factors.



### **2.4.2 Studies in African Countries**

Diallo and Thuiller (2004) conducted a survey on success dimensions of international development projects focusing on the perceptions of African project coordinators in twenty -six countries (both English and French speaking countries). The survey results suggested three broad categories, which are project management success, project success or impact and profile. Project management success has three success criteria, which are objective, time and budget; project success or impact has satisfaction of beneficiaries with good and services delivered, impact on beneficiaries, and institutional capacity for the country.

The last criteria were profile and has conformity of the goods and services delivered to the project team, national visibility of the project, project reputation among donors and probability of additional funding as critical success factors. Significant studies on critical success factors have been made in the construction industry and the application of project management processes played a fundamental role, hence belief that there is project oriented (Zwikael, 2009). Garbharran et.al. (2012) identified eighteen critical success factors in South African industries and grouped them per the COMs model and these are comfort, competence, communication and commitment.

The study concluded that project manager and the project team strongly support critical success factors as significant in achieving project success. The project manager is solely responsible for the planning and execution of task and the unique nature of projects dictates that critical success factors identified in one industry cannot be transferred to another industry (Yang, Shen & Ho, 2009). However, Pinto and

Selvin (1987), generic critical success factors, confirm this, but also note most of these success factors are generic and their importance depends on industry.

Project failure has been attributed to underlying critical success factors, which have not been identified (Ojiako, Johansen & Greenwood, 2008). This was because most project managers continuously used the golden triangle or triple constraints without taking note of critical success. The triple constraints are only confined to time, cost and quality parameters as a guide to project success. Project success has eluded the construction industry to the point where keeping existing clients has become a battle, let alone attracting new ones, hence the need for critical success factors scrutiny over and above the triple constraints framework (Toor & Ogunlana, 2005).

### **2.4.3 Empirical studies in Zimbabwe**

Project management literature on cash transfer programming success falls short in addressing their specificity (Ika et.al. 2010). Authors have failed to provide sets of critical success factors for cash transfer programming in Zimbabwe, with the emphasis on the benefits and impact of cash transfers to households (Gaurlay, CALP 2012). Concerns have been raised on what constitutes critical success factors in humanitarian and public sector as different actors using different success factors for similar projects to gauge their success (Adinyira et.al, 2012). Generally, reasons noted from different authors that are responsible for project failure in developing countries, including Zimbabwe include: time, cost, poor quality, time and project management issues (Davis, 2014). The objective of cash transfer programmes is to protect individuals or households from the impacts of shocks and support the accumulation of human, financial, and productive assets (UNICEF, 2012).

However, the literature on the critical success factors associated with humanitarian projects remain limited. This calls for the need to explore, understand the complexities and critical success factors in cash transfer programming.

## **2.5 Research Gap Identified**

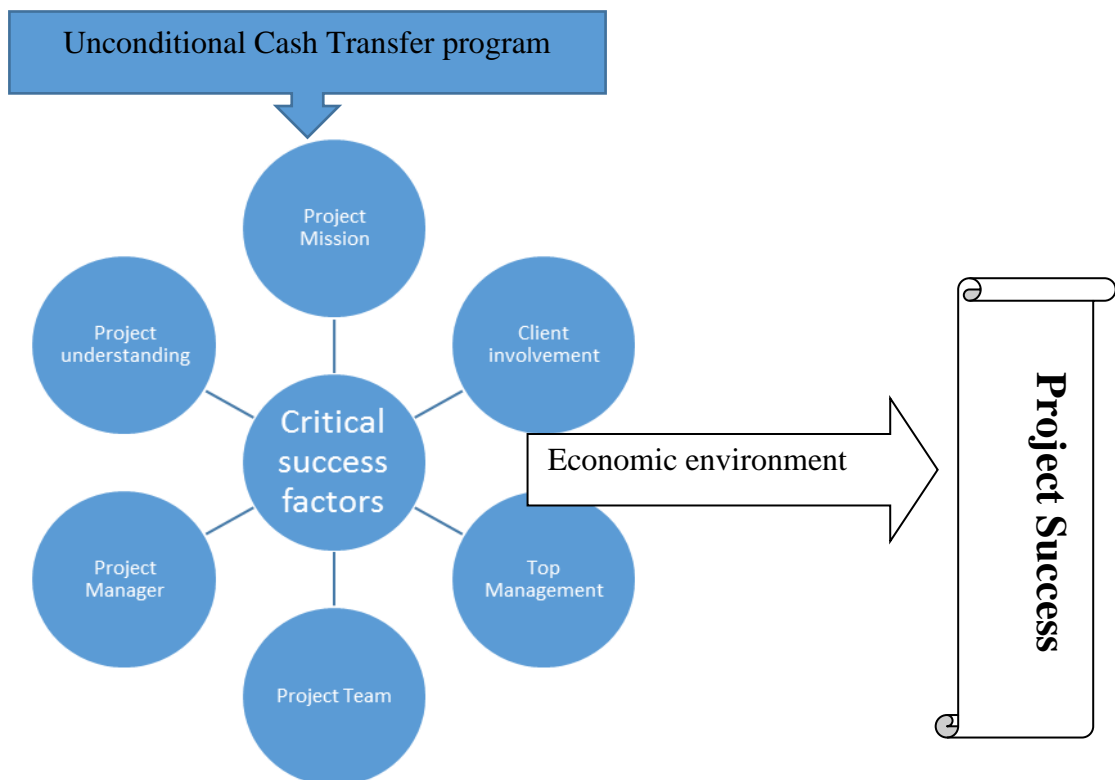
The study on project management has resulted in rich literature on the management processes and concepts. However, it has been noted that these are continuously evolving and no general agreement on the critical success factors among others. (Pinto & Slevin, 1987; Chan et.al. 2004). The researcher is interested in identifying critical success factors that are applicable in unconditional cash transfer, given the growing interest of donors in the use of cash as a modality and the investments committed. Studies on critical success factors dwelled much on information technology ((Saraph, Benson & Schroeder 1989), health (Fryer, Antony and Douglas, 2007) and built or construction industry (Pinto and Slevin 1989). No research on critical success factors on unconditional cash transfer in the humanitarian sector. The humanitarian sector has been challenged to be more efficient in resource utilization over the past decade (Cheung 2006). The sector is under scrutiny due to global financial crisis, mismanagement of funds, aid not reaching the final beneficiaries and noncompliance (Painter2005; Chtitis 2009). While identified critical success factors were ranked in other sectors (Pinto and Slevin, 2009), there is no evidence that the ranking applies to sectors.

Given the limited research on critical success factors and works done in different industries of project success, this research will explore the unconditional cash transfer programming value chain and identify critical success factors. It will also explore the

role and importance of Project manager and the project team, project mission, top management, project understanding and client involvement. These success factors have been generally noted in most of the author's success framework.

## 2.6 Conceptual Framework

The conceptual framework has six independent variables, which are project mission, project understanding, project manager, project team, top management and client involvement. The six independent variables were derived from the top three ranked critical success factors with highest frequency in the analysis of author frameworks (Abu Barker, 2009). Also, included in the independent variables is the four common success factors among the five-author's framework. The socio economic, political and environment factors form the dependent variable for the conceptual framework.



**Figure 2.2: Analytical Framework**

## **2.7 Theoretical Framework**

### **2.7.1 Project Manager**

In project management, a project charter, which is a document that authorises the project manager to utilise given resources to accomplish the given scope, is the first document that shows the roles and responsibility of the project manager. Project Manager is one of the critical decision makers in project management and is fully liable for the success or failure of the project (Patanakul, 2013). Fan (2010) opined that the project manager plays a vital role in project and is the core and focus of overall project management.

As per Abu Barker's (2009) analysis, the project manager was the second most important critical success factor and had a frequency of six out of eight author's frameworks analysed. The project manager's soft skills, among them emotional intelligence, transformational leadership, management, leadership and technical skills (subject matter expert) affect project performance (Msengana, 2012). Project Management institute (2013), support the critical role of the project manager and acknowledge his role is high profile with significant responsibilities, iterative planning and shifting priorities.

### **2.7.2 Top Management Support**

Jayawardena and Perera (2010) supports Abu Barker (2009) framework analysis, which placed top management as key critical success factor. They opined that supportive top management is crucial to meet project goals and by these other staff members are driven to perform by this commitment, hence a sense of collectivism. Lack of top management support implies that project efforts are superficial and

inefficient; the reason top management is perceived most critical success factor (Zou et. al. 2014).

### **2.7.3 Project Team**

Project team was found in all the frameworks analysed and hence one of the most important critical success factors (Abu Barker, 2009). Zwikael et.al. (2010) states that a project team increases productivity and enhance organizational effectiveness by ensuring and encouraging team processes rather than individual processes. The project team is overall involved across all phases of the project life cycle and is responsible for the coordination, resource planning, application of skills, knowledge, processes to the project. (Driedonks et.al. 2014). Balogun (2008), noted the importance of support system that allows the team to accomplish their goals in a nurturing environment.

### **2.7.4 Client Involvement**

Client involvement should start at the project initiation stage and actively continue throughout the project life cycle. As part of stakeholder management, this success factor was among those that appeared most in five frameworks analysis done by Abu Barker (2009).

Project management institute's PMBoK, (2013), state that stakeholder involvement includes the process of identifying people, groups, or organizations that could impact or be impacted by the project, analyse expectations and their impact on the project and develop management strategies for stakeholder engagement, project decisions and execution. This harnesses the important of client involvement as a critical success factor.

### **2.7.5 Project Mission**

This is the success factor that gives initial clarity of the goal and the general direction (Pinto & Slevin 1987). This success factor was one of the top five critical success based on the analysed frameworks (Abu Barker, 2009). It gives direction and focus of the project goal and how it relates to organizational overall goal. This is part of the project charter, hence provide guideline and direction from the initiation stage of the project.

### **2.7.6 Project Understanding**

In project management, understanding the scope of the project is key to ensure the project is kept within its parameters. It ensures the project manager; project team and stakeholders are aware of their role and responsibilities. Project understanding all the project manager and the project team to adequately allocate right amount of work necessary to complete project successfully (PMI, 2013). Understanding the project will avoid, cost and schedule overruns, reworks that could occur and conflict among the team.

### **2.7.7 Economic Environment**

Pinto and Slevin (1987) concluded that environmental factors affect the project planning stage, while economic and political affect a project at all phases of the project life cycle. Palaneeswaran et.al. (2009), notes that society can trigger these external factors, hence their influence vary depending upon change in public interest, policy change, hence a dependant variable.

## **2.8 Chapter Summary**

This chapter has looked at the literature on the critical success factor for project. It has identified the gaps in literature on critical success factors in project management in general and humanitarian cash transfer project. The analytical framework for the study has been discussed and the six independent variables were derived from the top three ranked critical success factors with highest frequency in the analysis of author frameworks (Abu Barker, 2009). Also, included in the independent variables is the four common success factors among the five-author's framework. The socio economic, political and environment factors form the dependent variable for the conceptual framework. The theoretical framework which has various factors ranging from project manager to client involvement and economic environment have been highlighted. The contribution of the study to existing literature on critical success factor for unconditional cash transfers has been identified.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter presents an outline of the methods and materials, which were used to collect data and to answer the research questions. It articulates the researcher's experiences in the field. Strengths and weaknesses of the chosen research methodology and gives justifications, which validate the choice of the research methodology, are also explored. In addition, the chapter gives a comprehensive description of the sampling techniques, which was used in the study and documents the rationale behind the choice of the sampling techniques chosen. An outline the data collection tools and strategies employed during data collection, which include household survey, key informant interviews, direct observation, as well as focus group discussions. Finally the limitations and challenges encountered in carrying out this research are also chronicled and the preliminary description of the data analysis and presentation techniques, which were employed in the fourth chapter of the thesis, is provided.

#### **3.2 Research Approach**

The design of the study guides the planning and conducting of the study. It is a plan for accomplishing the aims of the study that maximises control over factors that could interfere with the validity of the findings. According to Polit and Hungler (1995), research designs vary with regard to how much structure the researcher imposes on the research situation and how much flexibility is allowed once the study is under way. The study will used both qualitative and quantitative research methods to gather

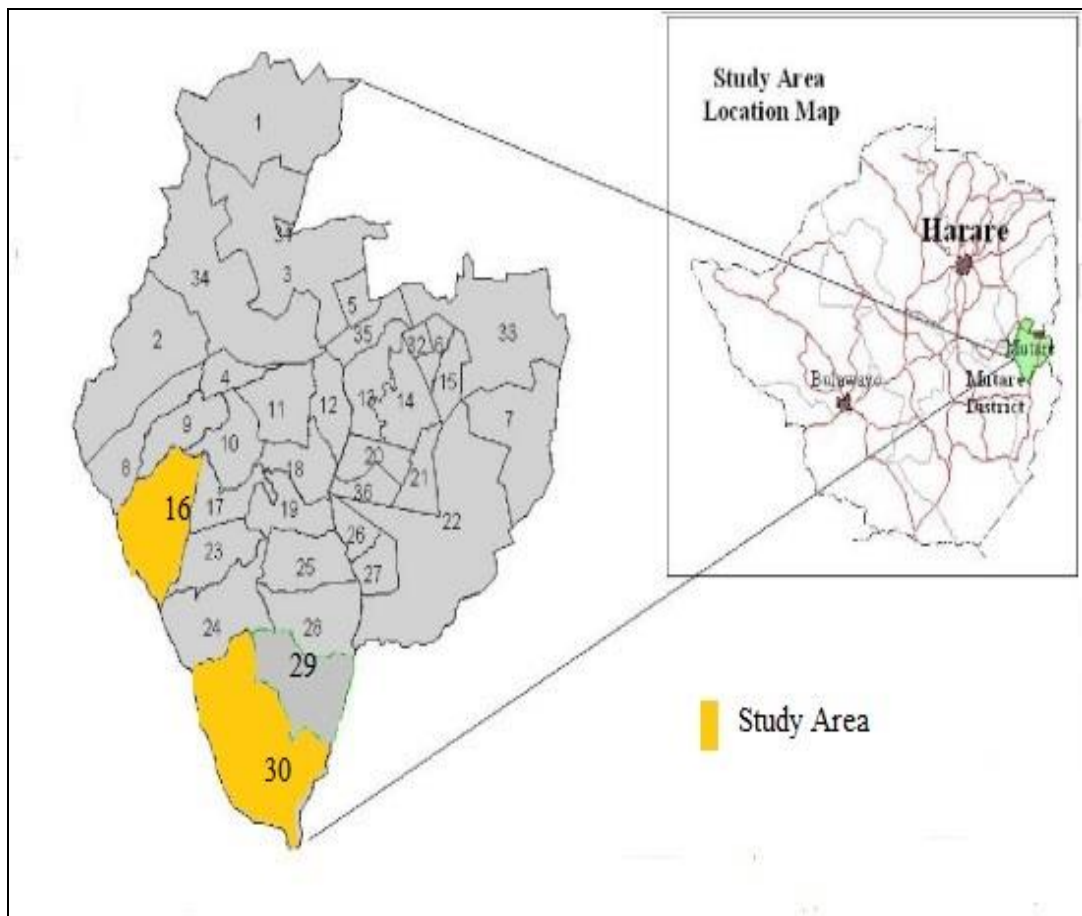
and analyse data. Bryman and Bell (2007) highlighted that a research design is a framework for the collection and analysis of data. It also guides in planning and implementing the study, focussing the research to intended goals (Burns and Grove, 2001).

Reliability, measurability, credibility and validity in research methods are treasured parameters that every researcher hopes to satisfy. Triangulation, the use of more than one method is one means of achieving these in research. According to De Vos et al (2005), the concept of triangulation is sometimes used to designate a conscious combination of qualitative and quantitative approaches to research. Triangulation can be viewed as “the combination of two or more data sources, investigators, methodological approaches, theoretical perspectives (Denzin 1989), or analytical methods within the same study” (Thurmond 2001). It is a useful method in soliciting a variety of views on the same issue by enabling a study of the different aspects of the same phenomenon.

As a result, it does not only give the researcher a means of achieving results but it also boosts confidence in the end result (Thurmond 2001). An advantage of designing multi method research lies in the potential for enhancement of the validity of the study findings. According to Polit and Hungler (1999), a researcher can be much more confident about the validity of the findings when they are supported by multiple and complementary types of data. Triangulation of methods referring both the mixing qualitative and quantitative approaches of research and data triangulation, which implies the use of multiple data sources in a study, was used in this study.

### 3.3 Study Area

The survey was conducted in the two rural wards of Mutare district in Zimbabwe. Ward 16 and 30 were the wards where IRC conducted the unconditional cash transfer with the support of SIDA grant. The project benefited 4,858 beneficiaries (1,100 households) in the two wards. The District lies to the north of the Bvumba Mountains and south of the Imbeza Valley and can be divided into Mutare East (Zimunya) and Mutare West (Marange). The two wards (ward 16 and 30) mainly rely on rain fed agriculture. However, rainfall is erratic, and the patterns create extensive variability in agricultural potential, yet agriculture is the major activity in the wards hence the existence of hunger.



**Figure 3.1: Map of the Study Area**

In addition to that ward 30 (Chiadzwa) is also characterized by diamond mining activities, the areas have heavy presence of the security forces which entails that the community can not engage in mining of the diamond and in some instances mining activities have encroached into fields of some of the community members who have refused to be relocated, thus depriving them of agricultural land. Ward 16 (Mafarikwa) houses the headquarters of the Johane Marange apostolic sect and as a result most of the community members are members of this sect which practices polygamy and members generally have many children (large household sizes). Early marriages are also prevalent in the area. The map below shows the study areas.

#### **3.4 Sampling Design and Procedures**

The study employed a non-probability sampling procedure known as purposive sampling. Purposive sampling was used to select the participants to participate in the survey. This sampling technique was chosen because not everyone benefited from the unconditional cash transfers hence, purposive sampling enabled the research to talk to people who benefited from the Unconditional Cash Transfer implemented by IRC, who had information about the project. Purposive sampling enabled the researcher to select beneficiaries of both gender and representative of the various age categories.

Purposive sampling was also used to select the key informants (project staff from various organisations who were involved in the implementation of unconditional cash transfers) as it enabled the researcher to choose subjects that were knowledgeable about the research at issue because of their own personal experience, the data collected could be very informative for this research (Brink 1996). This allowed for the selection of participants knowledgeable of the cash transfer programming and who

has been involved in the implementation of an unconditional cash transfer project in the same period. Therefore, this sampling approach enabled the selection and approaching of respondents who were therefore able to provide crucial information in respect to the objectives of this study.

### **3.5 Methods of Data Collection**

The study employed both quantitative and qualitative methods. These were existing data of household interviews of the beneficiaries of the program which were the main source of data, focus group discussions with the project beneficiaries, as well as key informant survey with staff from various agencies in Zimbabwe who were involved in the design and implementation of similar projects. The researcher also undertook document analysis that included policy and program documents, observation was also employed to collect observable data.

#### **3.5.1 Household Survey**

The main advantages of questionnaires are that they minimize interview bias, minimize subjective analysis and interpretation. It has been noted that they are quick in terms of time spent on completion and analysis is easier. (Johnson and Turner, 2003). The household survey targeted households who received monthly cash transfers from the project. In order for analysis to be easy the survey questionnaire was closed with pre-determined responses. However, the questionnaire also allowed follow up questions and probing to be done during the interview process in order to ensure in-depth and correct data. The enumerators administered the questionnaires in local language to ensure meaningful information is provided.

### **3.5.2 Key Informant Survey with NGO Workers Involved in Implementation of Cash Programs**

This method allowed the researcher to gather information wide range of professionals who were involved in the implementation of cash programs either as program managers, sector coordinators, project officers, finance officers or operations staff, these are people who have first-hand information and knowledge about the subject under study. For this study a link to the survey was sent to all Cash working group members who were on the mailing list of the cash-working group during the period under study, in addition to that, all members of the District Drought Relief Committee were also targeted for the study. The Kobo link was simple and the questionnaire easy to follow.

In order to ensure that the responses sent were complete, the researcher made all the questions “mandatory” which means that a respondent would not proceed to the next question without giving a response to the question. In addition, the form could not be submitted if there was any question, which was not answered. This could be used to explain why the response rate for this survey was low with close to half of the expected responses not being received. Another contributing factor to the low response rate could also be the fact that the survey was sent to official email addresses hence some staff could have moved on from the organisations they were representing when the 2016-2017 Elnino response was being implemented.

### **3.5.3 Focus Group Discussions**

A focus group discussion (FGD) is a good way to gather together people from similar backgrounds or experiences to discuss a specific topic of interest. This method is used

when one wants to ‘emphasize a specific topic that is to be explored in depth’ and is a “less artificial method as it gleans information in a more natural setting (Bryman 2008).

The FGDs were used to gather information on the relevance of the intervention, uses of the funds, and timeliness of the disbursement of the funds as well as the effects of the project from the beneficiaries’ point of view. In addition, the FGD also sought to solicit information with regard to the uses of the funds as well as how communities coped with the cash crisis considering the cash shortages which punctuated the environment during the implementation of the project. Given the sensitive nature of some of the issues to be discussed, the researcher conducted separate FGDs for males and females.

A total of 4 focus group discussions were held (2 for women only, 1 for men only and one combined). In order to ensure maximum participation of all the people during the FGD the group was limited to a maximum of 8 people. This was also done so as to ensure that the group remained relatively manageable thus providing a conducive environment for the subject matter to be discussed comprehensively. The FGDs helped to elicit views and opinions of the target population and enabled the researcher to obtain insights on their perceptions, with regard to what constitute a successful cash transfer project.

#### **3.5.4 Use of Existing Data**

Secondary data analysis is the use of existing data to investigate research questions other than the main ones for which the data were originally gathered. The study makes

use of existing data, which was collected by the IRC over a 6-month period during the implementation of the project. The data was collected from households benefitting from the project and will form basis for the quantitative data, which will be analyses to answer the research objectives of the study. This data was collected electronically using Kobo Collect and the fact that the data was collected over a six month period ensured that the appropriateness of the longitudinal study approach.

Grady et al (2013) articulated that many research questions can be answered quickly and efficiently using data that has already been collected. The main advantages of studies using existing data are speed and economy. A research question that might otherwise require much time and money to investigate can sometimes be answered rapidly and inexpensively. This is true of this study as the researcher would have found it difficult, expensive and time consuming to collect data from the beneficiaries if the project over the six-month period.

On the other hand, it should be highlighted that studies using existing data have disadvantages, such as the selection of the population to study, which data to collect, the quality of data gathered, and how variables were measured and recorded are all predetermined.

### **3.6 Validity and Reliability**

Validity and reliability are treasured tenants in research as research finding have to be both valid and reliable. This therefore calls for the researcher to put in place ways to ensure that these are fulfilled. Dane (1990) defines validity as the extent to which a measure actually measures what is supposed to measure. Bryman & Bell (2003)



buttress the above definition by highlighting that the validity of a research study refers to the proper use of concepts along the study, consistency between objectives, the methods used, and the conclusions made from the study at the end. Therefore, intrinsically validity looks at measures how well the research really studies the topic that was set at the beginning by looking at how accurately the data obtained in the study represents the variables of the study. Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are; whether the means of measurement are accurate and whether they are actually measuring what they are intended to measure.

Joppe (2000) defines reliability as "...the extent to which results are consistent over time and an accurate representation of the total population under study". Therefore, reliability means that the results of a study are repeatable when executed in the exact manner by a different researcher. A reliable measure is the one that gives the same reading when used on repeated occasions, a measuring instrument is reliable if it provides consistent results every time it is used.

Bryman and Bell (2003) highlight stability of the study's results over a period of time, internal reliability which deals with the quantitative part and the qualitative part and inter-observer consistency focuses on the consistency among several authors and researchers, and is only applicable to studies created by more than one author, as three parameters for measuring reliability in a research.

The degree of validity in this study can be considered high. To achieve the desired validity factor in this study, several certain measures observed by the researcher. The

researcher triangulated data from the various collection methods was triangulated, for instance the results from the household interviews, the focus group discussions and the key informant interviews were used for cross verification. Secondly, the theoretical framework consistently guided the study from deviating. Thirdly, the interview questions were formulated based on the objectives of the study.

Finally the data was analyzed and structured in a way that all the sub research questions were answered and the conclusions gave the answer for the main research motive which is to identify the critical success factors for unconditional cash transfers. The internal reliability of this study can be divided into two, namely the quantitative part and the qualitative part. The quantitative reliability lies in the analysis and presentation of the quantitative data, which is presented in the form of tables

### **3.7 Variables and Measurement Procedures**

The study will use ordinal variables for which the values of the variables can be rank ordered. Dykema et.al (2008), opined that ordinal measured are typically obtained from ordinal scales that include close ended responses categories, in which the categories are labelled in words, numbers or in combination of both. Likert scale will be used, which are bipolar and include categories with both negative and positive values.

Brill (2008) describes Likert scale as a special type of more general class of summated rating scales constructed from multiple ordered category rating items. A five – category scale will be used in this study for critical success factors with the below points:

**Table 3.1: Scale of the Critical Success Factors**

| S/N | Scale value                              | Scale description for critical success factors  |
|-----|--|---|
| 1.  | <b>Neither critical nor important:</b>   | Indicates statement neither critical or important success factor in unconditional cash transfer programming |
| 2.  | <b>Important but not critical.</b>       | Indicates the statement is important but not critical to the success of unconditional cash transfer         |
| 3.  | <b>Somewhat critical and important.</b>  | Indicates the statement is somewhat critical and important success factor for unconditional cash transfer   |
| 4.  | <b>Critical and important.</b>           | Indicates the statement is critical and important success factor for unconditional cash transfer            |
|     | <b>Extremely critical and important.</b> | Indicates the statement is extremely critical and important success factor for unconditional cash transfer. |

### 3.8 Data Processing and Analysis

Data analysis entails breaking up the data into manageable themes, patterns, trends and relationships (Mouton, 2008). This study will mainly focus on focus group discussions, self-administered questionnaires and key informant interviews as a means of data collection from respondents. Quantitative data analysis is textual and very rich in meaning (Mouton, 2008), hence opted in combination with qualitative data analysis which emphasizes on the experiences of the participants, project team, other players in the unconditional value chain.

#### 3.8.1 Regression Analysis of Factors Causing Client Involvement

The ordinary least squares (OLS) regression method was used to analyse the data to establish the relationship between Client involvement and the factors which influence client involvement, The OLS is a statistical method of analysis that estimates the relationship between one or more independent variables and a dependent variable; the method estimates the relationship by minimizing the sum of the squares in the

difference between the observed and predicted values of the dependent variable configured as a straight line. The OLS equation that was used to establish the factors, which influence client involvement, is shown below.

$$st13 = \beta_0 + \beta_1 + \beta_2 + \beta_3 + \beta_4 + \beta_5e + \beta_6 + \beta_7$$

|              |                     |
|--------------|---------------------|
| Where: st13: | Client Involvement  |
| $\beta_1$ :  | Duration of Project |
| $\beta_2$ :  | Beneficiary Cash    |
| $\beta_3$ :  | Mobile Money        |
| $\beta_4$ :  | Paper Voucher       |
| $\beta_5$ :  | e-Voucher           |
| $\beta_6$ :  | Cash in Transit     |
| $\beta_7$ :  | Other               |

### 3.8.2 Relative Importance Index

The data on critical success factors collected from both the household survey and key informant surveys was also analysed using the relative importance index (RII) method. This is a statistical method which is used to determine the ranking of different causes and factors. Data from the Likert scale questions was used in the RII analysis, the RII has a five-point scale which ranges from 1 (not important) to 5 (extremely important) and is transformed the importance indices (RII) for each factor as follows:

$$RII = \text{Sum of weights } (W_1 + W_2 + W_3 + \dots W_n) / A \times N$$

Where,

W = weights given to each factor by the respondents and will range from 1 to 5

A = highest weight (5 in this case)

N = total number of respondents

### **3.8.3 Analysis of Qualitative Data**

Qualitative data from the key informant interviews and FGDs was analysed using thematic analysis. Most qualitative papers in sociology, especially those published in research journals, use hybrids of the standard and the thematic models (Aaker et al 2006). Themes provide substantive information about the research, signalling to the reader the topical issue to be under discussion. The first stage which was taken to analyse the qualitative data was to transcribe all the tapes of the interviews after which the transcripts of all the interviews were examined. After the examining of the transcripts content analysis was carried out.

According to Sapsford and Jupp (2009) content analysis is a systematic way of identifying all the main concepts, which arise from the data collected using interviews, and then categorising and developing these into common themes. To begin with all transcripts were read through and notes were made in the margins highlighting the main concepts or points of interest. Common themes and concepts were then transferred index cards, such that all common themes were located on the same card but referenced to each subject. A matrix was used to relate a number of key themes to different respondents with cases or individuals down one side of the table and the main concepts running across the top individual cells also contained quotations. Key concepts were then identified and after all possible concepts were exhausted attention was then paid to those concepts which kept on reoccurring with different respondents.

Eventually links between some of the concepts were found and which were in turn developed into common themes. When differences between respondents were found

an enquiry was made so as to establish why those differences exist. At this point the analysis moved away from just describing the data and instead start developing possible theories, which helped explain the findings of the study. From the above equation project duration, electronic vouchers, bank transfer positively influenced participation ranking while UCT amount to beneficiaries, mobile money, paper vouchers, and cash influence's influence was negative.

### **3.9 Expected Results of the Study**

The study research objectives and hypothesis will guide the results of this study. The study is expected to come out with concrete and specific critical success factors in context of unconditional cash transfer programming. The results will be useful to guide project managers, project team, beneficiaries, key stakeholders and donors on what to critical pat attention to, when planning and implementing unconditional cash transfer programming. The results will also see how the outcome on critical success factors compare to other industries and author's frameworks that has already been designed.

### **3.10 Chapter Summary**

The researcher used a mixed method approach where both qualitative and quantitative data was used to study the phenomenon. Moreover, the researcher heavily depended on quantitative research method and used STATA to analyse the data using regression analysis models. The qualitative data collected using FGDs, was analysed qualitatively using thematic analysis. The experience on the field was eye opening as beneficiaries chronicled their experiences with not only UCTs but other food security interventions as well.

## **CHAPTER FOUR**

### **RESEARCH FINDING AND DISCUSSIONS**

#### **4.1 Introduction**

This chapter will dwell on presenting the findings from the feedback from communities' local leadership, other key partners and personnel that implemented similar project and service providers. The core of this chapter will be to bring the possible reasons and explanations for the emerging trends within the objective and scope of this study.

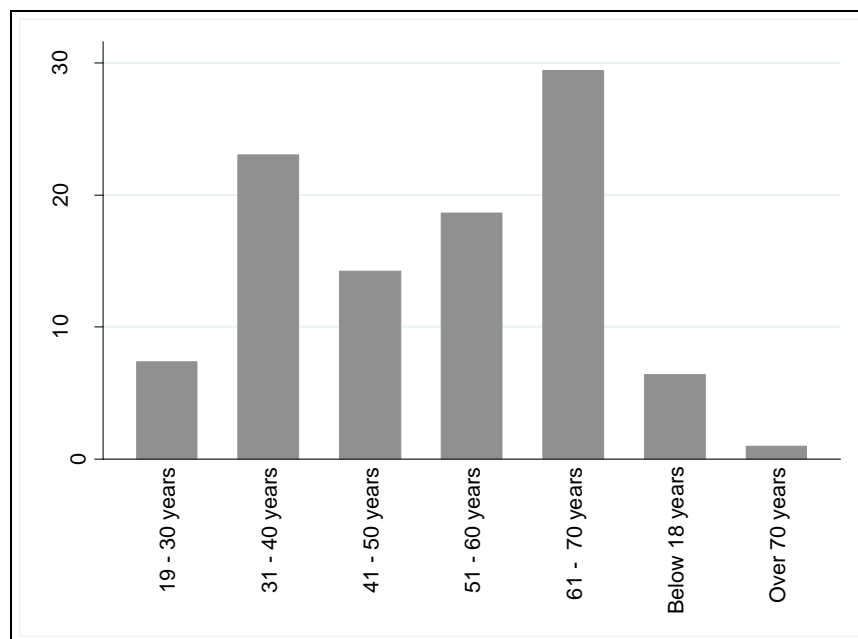
The unconditional cash transfer program in Mutare was done to address the short-term hunger during the peak hunger period. This section will detail the impact and importance of critical success factors in relation to unconditional cash transfer programming. The result show similarities and differences in prioritized critical success factors with different sectors and industries.

#### **4.2 Demographic Characteristics of Participants**

Of the 285 households targeted using structured interview questionnaires, 204 (71.58%) managed to respond. 29% of the respondents were in between 60 – 71 years of age, with 31 – 40 (24%) and 51 – 60 (18%) being the second and third age range of the actual respondents. The analysis also shows that 58% of the respondents were 50years and above. Given that the targeted population were the most vulnerable and elderly the results confirm that proper targeting was done.

The results show 8% of the respondents were in the age range of 10 – 30 years and this class was mainly the orphans and those who responded on behalf of the elderly

whom they stay with. This targeting of elderly is supported by the observations noted by Hampson (1975) and Nankwanga et, al (2009), who observed that elderly people population is growing high, with the projection for elderly estimated to grow three folds in the decades ahead. On the KII, 60 (69.77%) stakeholders and NGO staff responded to the questionnaire, which was posted online to project management institute members, cash technical working group members in Zimbabwe and personal interviews.

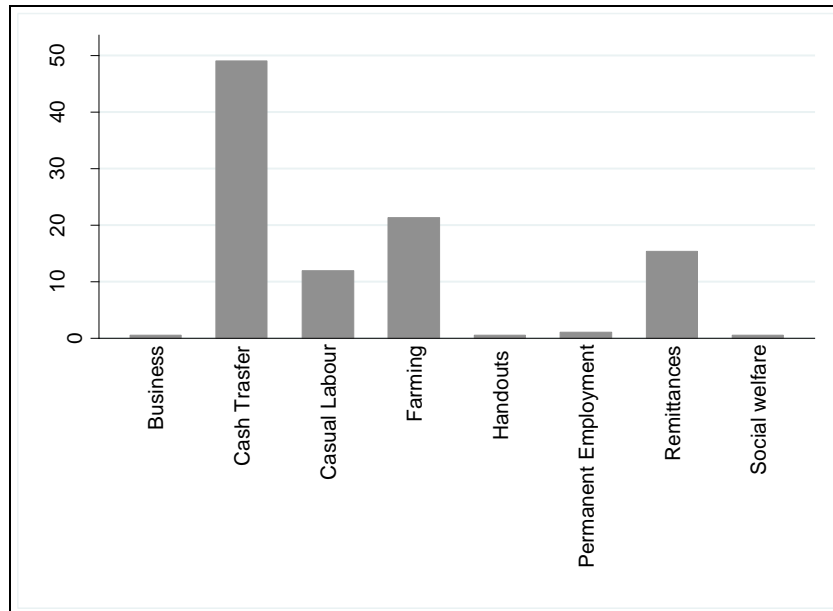


**Figure 4.1: Age of Respondents**

The unconditional cash transfer program targeted the most vulnerable who were not able to cope with the peak hunger period and with little coping strategies. The responded relied mainly on cash transfers (59%) during the period. Other respondents who were not labour constrained managed to do farming (21%), with remittances (15%) and casual labour (11%) being other forms that respondents got income. The analysis shows the impact that cash had to the household's livelihoods.



### 4.3 Main Sources of Income for Respondents



**Figure 4.2: Main Sources of Income**

As highlighted by FAO, agriculture is the backbone of Zimbabwe's economy as Zimbabweans remain largely a rural people who derive their livelihood from agriculture and other related rural economic activities. Agricultural activities provide employment and income for 60-70 percent of the population. The Elnino drought greatly diminished agricultural production, which resulted in the incomes earned by beneficiaries dropping significantly. From the table below, ranking of perceptions on what makes a successful cash program, it can be noted that cash transfers overtook traditional income sources such as farming, remittances and casual labour as the major source of income for these beneficiaries.

Therefore the Elnino drought-induced economic problems which include those resulting from diminished dairy and beef, crop, timber, and fishery production; lack of power for industrial use; decline in agriculture-dependent industries; increased

unemployment in agriculture and other drought-affected industries; strain on financial institutions (capital shortfalls, credit risks); loss of revenue to state and local governments (from reduced tax base); reduced navigability of waterways; and increased costs for transport of water and development of new sources (Wilhite and Glantz, 1985).

**Table 4.1: Sources of Income**

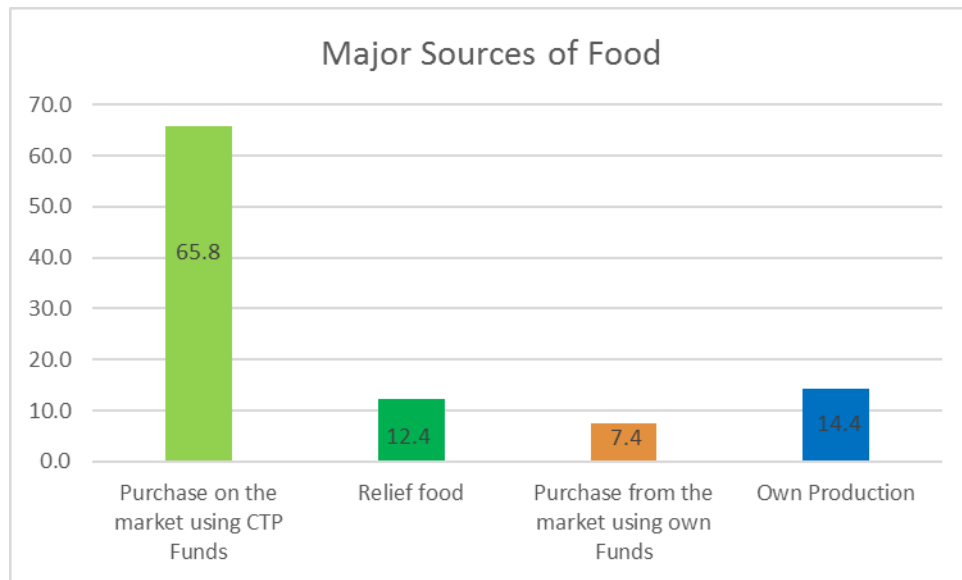
| <b>Value</b>         | <b>Frequency</b> | <b>Percentage</b> |
|----------------------|------------------|-------------------|
| Cash Transfer        | 99               | 49.01             |
| Farming              | 43               | 21.29             |
| Remittances          | 31               | 15.35             |
| Casual Labour        | 24               | 11.88             |
| Other                | 2                | 0.99              |
| Permanent Employment | 2                | 0.99              |
| Business             | 1                | 0.50              |
| <b>Total</b>         | <b>202</b>       | <b>100</b>        |

As a result, it can be noted that the contribution of casual labour to household oncome significantly dropped to 11% as most of the casual labour is agro-based notwithstanding that remittances were also significantly affected as most of these remittances are earned from agricultural related industries/value chains.

#### **4.4 Main Source of Food**

From the figure below it can be noted that cash transfers became the major source of food with 65.8% of beneficiaries highlighting that the got most of their food from the program. This is because the cropping seasons was characterised by poor rainfall performance led to delayed planting, poor germination and widespread crop failure in the worst affected areas, resulting in low production and household food availability,

therefore households had lower reserves and had to rely more on markets to access food.



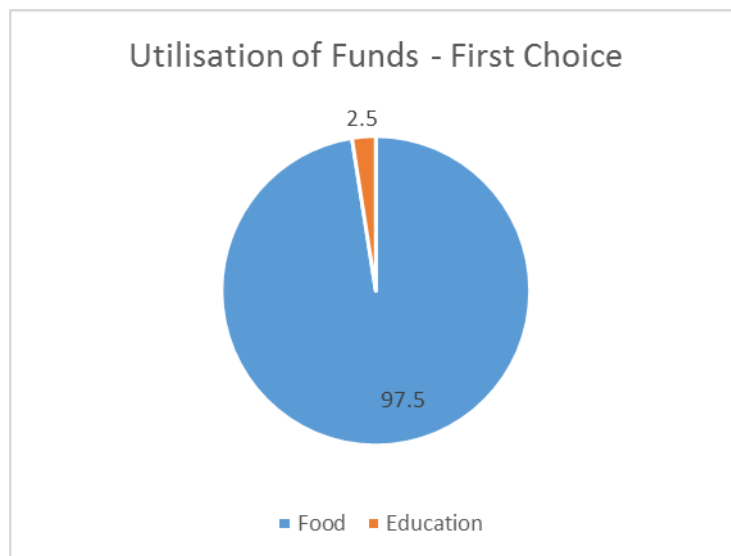
**Figure 4.3: Major Sources of Food**

This is in line with FAO (2017), which highlighted that “With at least 70 percent of the population relying on agriculture for their livelihoods, the effects of El Niño are having a direct impact through loss of income from crop and livestock value chains, as well as income-generating opportunities for vulnerable people that provide labour for the sector.” Therefore, it can be propounded that cash transfers became the major source of food for household and played a huge role in plugging the income and food security situation.

#### **4.5 Utilisation of CTP Funds (First Choice Uses of the Funds)**

This project was designed to provide households with cash and the beneficiaries were free to spend the cash in any way they wanted though they were encouraged to buy food and were warned against using the money on beer and other unproductive errands. From the figure below, it can be noted that when it came to prioritise the uses

of the cash, the majority of the 97.5% had the purchase of food for the household as their priority number one. This entails that beneficiaries would first purchase food for their household before using the cash to buy other things and this does not translate into 97.5% of the funds in real money terms being used to purchase food, and 2.5% on education. This is a virtually automatic result of a well-planned CT program, as poor individuals tend to allocate a very high proportion of their income to food (Alderman, 2015). This is further buttressed by (Burchi et al, 2016) articulated that CTs can immediately boost economic access to food, they provide extra income to targeted individuals that could be used directly to increase food consumption.



**Figure 4.4: Utilization of the UCT Funds**

This finding is consistent with the findings of Mohammadi-Nasrabad (2016) who reported consistent findings regarding the impact of CT programs is their contribution to reducing hunger and food insecurity and highlighted that regardless of the form of transfer, households receiving transfers average significantly higher spending on and consumption of food. Moreover, regardless of the form of transfer, households receiving transfers average significantly higher spending on and consumption of food

(Burchi and Strupat 2016). The figure below shows the utilization of the money from the UCT project by the project beneficiaries.

#### 4.5.1 Other Prioritised Uses

After ascertaining that the purchase of food was the most prioritised use of the cash from the project further analysis was conducted to ascertain other prioritised uses of the funds. The Table 4.2 show the top 5 prioritised uses of the cash. From the table below, it can be noted that a significant number of beneficiaries only purchased food with 26.3%, 38,6%, 45.5 & 49.5 of the beneficiaries highlighting that the only purchased food using their CTP funds.

**Table 4.2: Uses of Cash by Beneficiaries**

| Use                    | Rank/Priority & % of Respondents |            |            |            |            |
|------------------------|----------------------------------|------------|------------|------------|------------|
|                        | 1                                | 2          | 3          | 4          | 5          |
| Business               | 0.0                              | 0.5        | 0.0        | 0.0        | 0.5        |
| Clothing               | 0.0                              | 0.0        | 3.5        | 5.9        | 3.0        |
| Debt Repayment         | 0.0                              | 6.9        | 11.4       | 8.9        | 7.9        |
| Education              | <b>2.5</b>                       | 19.8       | 8.9        | 4.0        | 5.9        |
| Health                 | 0.0                              | 27.2       | 15.8       | 8.9        | 8.4        |
| Livestock Purchase     | 0.0                              | 4.0        | 4.5        | 5.9        | 2.5        |
| Only Purchased Food    | 0.0                              | 26.2       | 38.6       | 46.5       | 49.5       |
| Security               | 0.0                              | 0.0        | 2.0        | 3.5        | 12.9       |
| Seeds                  | 0.0                              | 12.9       | 13.4       | 9.4        | 6.4        |
| Treatment of livestock | 0.0                              | 0.0        | 1.9        | 6.9        | 3.0        |
| Food                   | <b>97.5</b>                      | 2.5        | 0.0        | 0.0        | 0.0        |
| <b>Total</b>           | <b>100</b>                       | <b>100</b> | <b>100</b> | <b>100</b> | <b>100</b> |

From the Table 4.2 it can be noted that there were no frivolous expenditures reported by the beneficiaries. It is often argued that cash is likely to be abused by the beneficiaries and diverted into activities that do not benefit the whole household. One notion is that cash will be squandered by men on alcohol or gambling, although this

assumption may have more to do with the preconceptions of donors than with the actual priorities of those in need. Peppiatt et al (2001) highlight that “the most apparent risk in cash distribution concerns the very flexibility and fungibility of money...They argue that fungibility can be seen as an opportunity since it allows beneficiaries to determine their needs, and in a ‘cash-for-food’ program for example, payment of debts or asset reconstruction may be as important as buying food.

On the other hand, fungibility means cash can always be put to a use for which it was not intended: non-food consumption, for example, in a program that aims to address nutritional deficiencies (Peppiatt et al 2001). The findings of this study are in line with findings of (Brewin, 2008) who while evaluating a cash transfer intervention implemented by Concern Kenya in the Kerio Valley using M-PESA concluded that “no incidents of misuse of the transfer were discovered or reported during the fieldwork...” In addition, (Humphries, 2008) found no reports of Oxfam’s pilot cash transfers in Viet Nam being spent on alcohol or gambling; one respondent told her “men only drink one glass of rice wine instead of two now”

#### **4.6 Number of Meals before and after the UCT the Project**

There was improved number of meals as depicted by the respondents. The meals increased to three meals per day as a result of the support of cash transfers. This is also supported by the fact that a significant number of beneficiaries only purchased food with 26.3%, 38,6%, 45,5 & 49.5 of the beneficiaries highlighting that the only purchased food using their CTP funds. This fact supported the key objective of the cash transfer program. The KII indicated that client involvement (RII,0.8767) is the key to identify what the beneficiaries needs and their priorities. This success factor

contributed to the correct use of cash and in the design of the cash program that addressed food insecurity.

| Two-sample t test with equal variances |     |                        |           |                          |                      |           |
|--|-----|------------------------|-----------|--------------------------|----------------------|-----------|
| Variable                               | Obs | Mean                   | Std. Err. | Std. Dev.                | [95% Conf. Interval] |           |
| B5_meal                                | 202 | 2                      | .0262606  | .3732338                 | 1.948218             | 2.051782  |
| B6_meal                                | 202 | 3.024752               | .0130137  | .1849598                 | 2.999092             | 3.050413  |
| combined                               | 404 | 2.512376               | .0294219  | .5913733                 | 2.454537             | 2.570216  |
| diff                                   |     | -1.024752              | .0293083  |                          | -1.082369            | -.9671357 |
| diff = mean(B5_meal) - mean(B6_meal)   |     |                        |           | t = -34.9645             |                      |           |
| Ho: diff = 0                           |     |                        |           | degrees of freedom = 402 |                      |           |
| Ha: diff < 0                           |     | Ha: diff != 0          |           | Ha: diff > 0             |                      |           |
| Pr(T < t) = 0.0000                     |     | Pr( T  >  t ) = 0.0000 |           | Pr(T > t) = 1.0000       |                      |           |

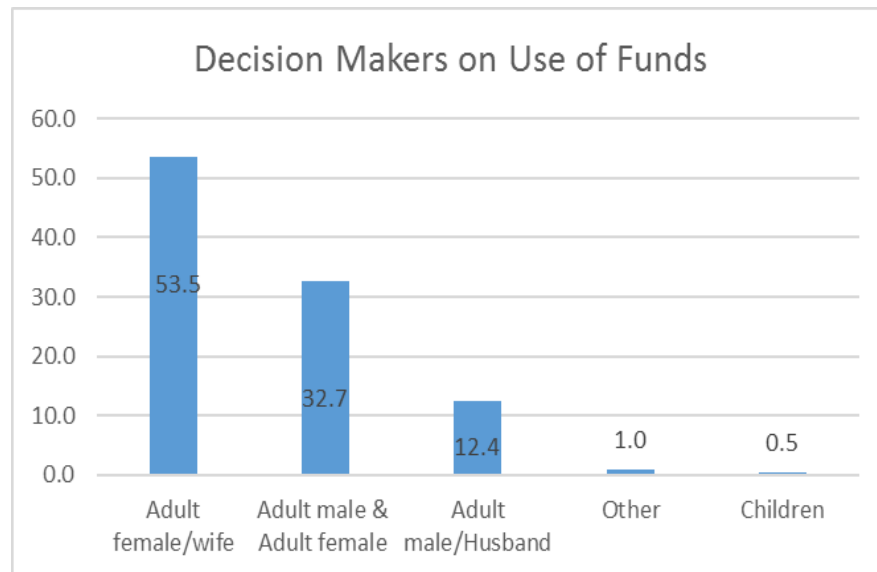
**Figure 4.5: Two Sample t-test on Number of Meals Consumed by Beneficiaries**

#### 4.7 Impact on Decision Making

The study areas in Mutare district are largely patriarchal societies, which are epitomised by the Johane Marange apostolic sect which is a highly patriarchal religion, males have control over women and children and believe that a good wife will produce many children, especially male children (Chikwature, 2016). The decision on how funds from cash transfer programs are to be used inherently determine the success of the intervention. From the figure below, it can be noted that 53,5% of the decision on how cash transfer funds were to be used were made by women, while 32,7% were made jointly by men and women.

However, although the study reveals that majority of the decisions were made by women, nevertheless, these expenditures do not necessarily reflect a growth in women's decision-making power and control over household resources. In fact, evidence that CTs lead to changes in household decision making and bargaining

power is mixed (van den Bold et al., 2013) and clarity on the issue is difficult to achieve because of the many ways in which decision-making and bargaining power indicators can be measured (Peterman, et al., 2014).



**Figure 4.6: Decision Makers on the use of Cash from the Program**

In addition, Peterman et al. (2014) do not find significant changes in women's decision making as a result of cash and food transfers in Ecuador, Uganda and Yemen. Therefore, it can be concluded that, despite women being principal recipients of transfers, access to cash did not affect their traditional role in household decision-making, particularly where women were not the head of the household (Seidenfeld et al., 2013). The top three critical success factors identified from KII, client involvement (RII; 0.8767), project team (RII;0.8500) and project understanding (RII:8433) played a pivotal role on the impact of decision making. The clear project scope supported by the project team to ensure the clients or beneficiaries are well aware of the project and its intended objectives were key in ensure reasonable and dignified decisions were done at household level.



#### 4.8 Effects on Community Relations

Beneficiaries were asked to assess the impacts of the cash transfer program on community relations. From the table below it can be noted that 70% of beneficiaries felt community relations had improved as a result of the project. They highlighted that the project had built social cohesion in the community. In addition, 23.8% of respondents felt that there had been no change in community relations. When probed further, these beneficiaries intimated that relations had remained normal/cordial amongst the community members and they continued to relate and help each other as it has always been.

**Table 4.3: Perception of Beneficiaries on the effects of UCT on Community Relations**

| <b>Value</b>  | <b>Frequency</b> | <b>Percentage</b> |
|---------------|------------------|-------------------|
| Yes, Improved | 143              | 70.8              |
| No change     | 48               | 23.8              |
| Yes, Worsened | 6                | 3.0               |
| Don't know    | 5                | 2.5               |
| <b>Total</b>  | <b>202</b>       | <b>100</b>        |

However, it is worth highlighting that 3% of the beneficiaries felt that community relations had worsened as a result of the project. They highlighted that the cash transfer project has a specific caseload and did not cater for everyone in community and as a result, the community targeting/ranking exercises were characterised with intimidation and threat which lead to other deserving beneficiaries being left out, while some privileged community members rigged the process by influencing people who to vote for in the ranking exercise.

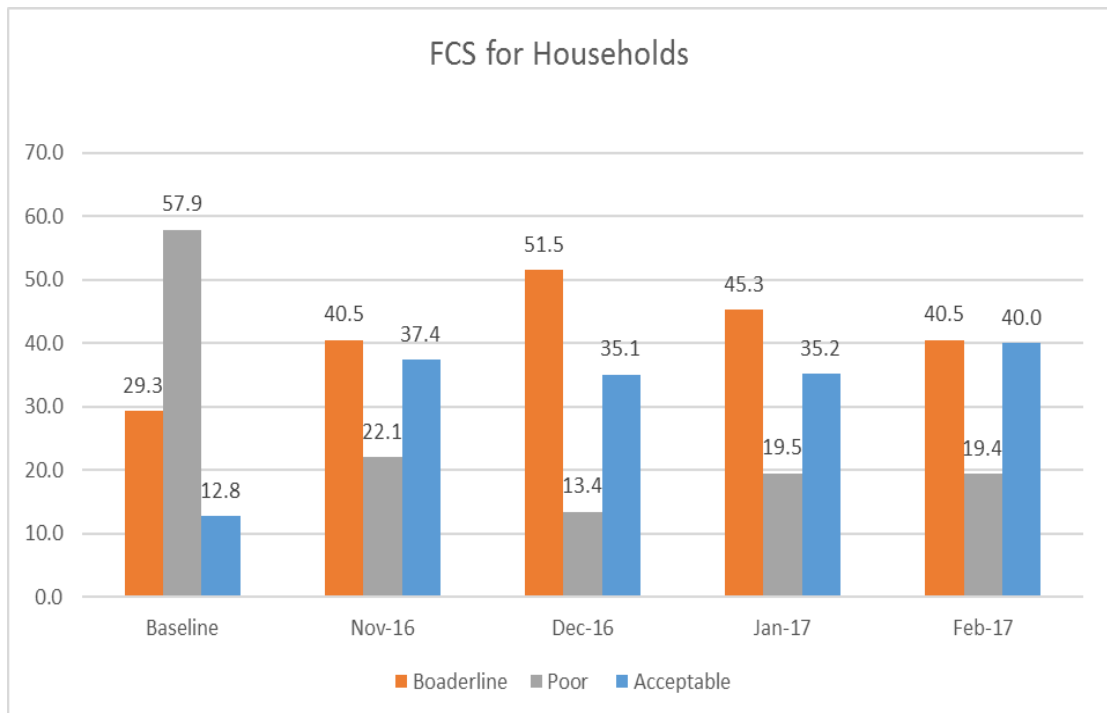
As a result of this relations amongst some community members deteriorated to the extent that they are no longer talking to each other. This is in line with (Danvers, 2010) who highlighted that the main finding on inter-household conflict is that the method in which eligibility is decided is what determines whether tensions are provoked. In addition, Humphries (2008) found that Oxfam's cash transfer pilot in Viet Nam did provoke tension because the process used to determine 4 eligibility was a village-wide vote, which led to vote-trading and to anger towards people who voted against particular households.

#### **4.9 The Contribution of UCT to Household Food Consumption Scores**

Unconditional cash transfers had a bearing on the food consumption scores for beneficiary households. Data on food consumption scores was obtained from the IRC's monthly post distribution monitoring surveys. The existing data included the seven-day recall method, which recorded the number of days the food items (which make up the WFP Food consumption score) were consumed during the last seven days. Using the formulae for calculating the FCS, the different FCSs were generated for the beneficiaries, from the baseline of the project up to the end of the project.

The proportion of households with acceptable food consumption scores increased from 12.8% at baseline to 37.4% soon after the first disbursement. This shows the immense impact which the program had on food security as it immediately impacted positively on the availability, access and utilization dimensions of food security. All in all it is clear that the project had a positive impact on food consumption scores as it managed to increase the proportion of households with acceptable FCS from 12.8% baseline to 40% at the end of the project. At the same time the UCT also managed to

reduce the percentage of households in the poor category from 57.9% at baseline to 19.4%. The food consumption scores recorded by beneficiaries are shown in the Figure 4.7.



**Figure 4.7: FCS Scores Recorded By Beneficiaries**

From the table above it can be noted that there was an improvement food consumption scores recorded by the households during the whole duration of the project. This shows the positive impact of UCT on the food consumption scores. This is in line with what was discussed by Kedir and Girma (2007), given that food is a luxury for a large proportion of the population in poor countries, additional income at low levels of total consumption distribution will boost not just the amount of food consumed, but also the share of food consumption in total consumption. All the rest being the same, household food security will improve. UCTs also boost food consumption indirectly, by impacting on other food entitlements, i.e. other means of gaining access to food

(Sen, 1981). Having a regular, predictable income may influence decisions taken by household members about their participation in labour market, as well as their labour productivity.

#### **4.10 Factors Important for the Success of Unconditional Cash Transfer**

##### **Programming**

Although there have been many advances in the field of project management and especially in the NGO sector, numerous NGO projects across the world still fail to perform and deliver expected benefits. Kerzner (2013), highlights that the definition of project success has been modified to include completion within allocated period, within the budgeted cost, at the proper performance or specification level. As part of trying to ascertain the factors which are critical for the success for unconditional cash transfers, the respondents were asked to rank the top three factors which they felt are important for the success of unconditional cash transfer programming. The table below shows the factors which were ranked as most important for the success of unconditional cash projects.

**Table 4.4: Factors Important for the Success of Unconditional Cash Programs**

| <b>Variable</b>  | <b>Frequency</b> | <b>Percentage</b> |
|--|------------------|-------------------|
| Availability of the commodities on the market          | 91               | 45.0              |
| Timeliness of the cash disbursement                    | 63               | 31.2              |
| Transfer Value   | 21               | 10.4              |
| Delivery Mechanism (Easiness of the transfer modality) | 14               | 6.9               |
| Selection criteria                                     | 7                | 3.5               |
| Effective communication                                | 6                | 3.0               |
| <b>Total</b>   | <b>202</b>       | <b>100</b>        |

From the Table 4.4 it can be noted that the majority 45% of the beneficiaries felt that the availability of commodities on the market was key to the success of the project. This was due to the fact that they felt that failure to get the commodities readily available on the market, would translate into the project failing to achieve its intended objectives.

In addition, a further 31.1% of the beneficiaries highlighted that timeliness of the cash disbursement was important for the success of the project. The focus of this study was an unconditional cash transfer project which had nutritional objectives and during the data collection some beneficiaries highlighted that delays in disbursing the cash had a negative impact on the food consumption of the beneficiaries who had already started employing consumption related coping strategies.

**Table 4.5: Beneficiary Perceptions on the Unconditional Cash Programs**

| <b>Variable</b>   | <b>Obs</b> | <b>Mean score</b> | <b>Min</b> | <b>Max</b> |
|---|------------|-------------------|------------|------------|
| UCT improved the beneficiary's food security status   | 203        | 1.80              | 1          | 4          |
| UCT ensured households got adequate and balanced food for the family                          | 203        | 2.45              | 1          | 5          |
| Due to UCT, households are treated with dignity in the community, unlike before the programme | 199        | 2.22              | 1          | 4          |
| There have been positive effects from the UCT programme in the community                      | 199        | 2.27              | 1          | 4          |
| UCT introduced jealous and hatred in the community (Beneficiaries vs non beneficiaries)       | 201        | 3.37              | 2          | 5          |
| The UCT encouraged laziness and dependency among beneficiaries                                | 200        | 3.85              | 2          | 5          |
| There have been negative effects from UCT programme in the community                          | 200        | 3.78              | 2          | 5          |

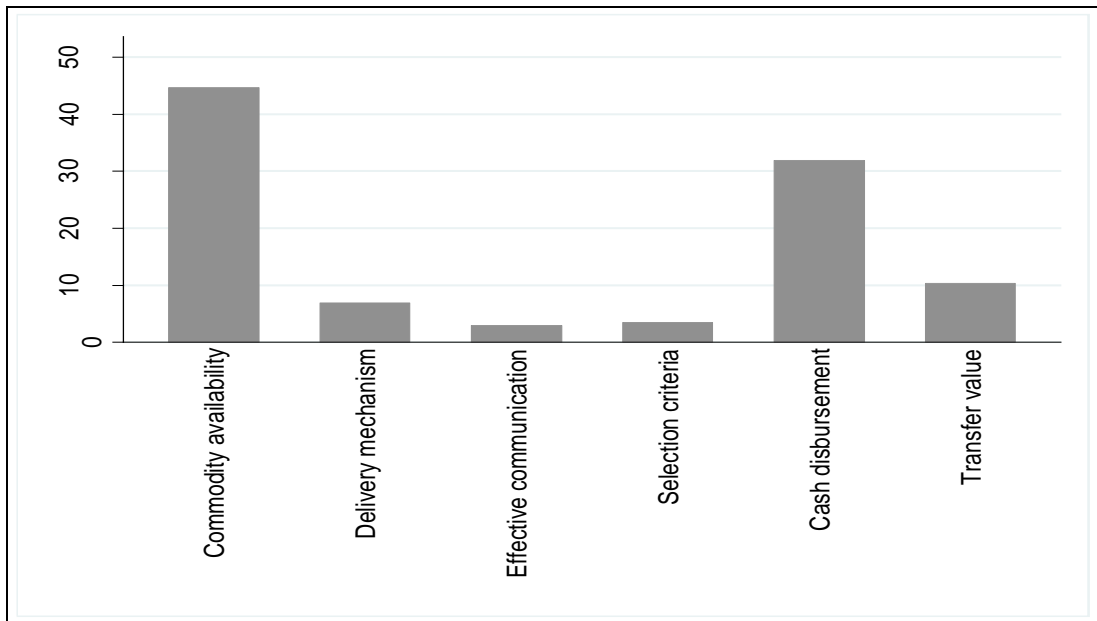
In addition to this as stated by some participants of the FGDs, this led to the beneficiaries being very conservative with the cash as they did not know when they would receive their next cash entitlement. As a result of this beneficiaries tended to purchase more cereals so as to ensure that they had enough of the staple to last them till the next disbursement. This is in line with the conclusions of Burchi and Strupat (2016) who highlights that the payments must be regularly disbursed to allow beneficiary households to make longer-term plans about consumption, saving and investments as irregular payments were a major problem in some of the countries where CT programs did not improve food security outcomes.

### **Factors important for the success of unconditional cash transfer programming**

A body of evidence now shows both conditional and unconditional cash transfers can make substantial positive impacts on the lives of the poor. Success factors are components of the project that should be put in place to ensure the completion of the project. The figure below shows the factors that were identified by KII as the important factors for the success of unconditional cash transfers.

From the Figure 4.8 it can be noted that the availability of commodities (45% of the respondents) on the markets was the most important factor for the success of unconditional cash transfers. This is in line with Harvey (2007) who highlighted that “a functioning market for essential goods and services existed prior to the emergency. While it may not have been a fully ideal or equitable market, as long as it was able to meet demand, it would function for the purposes of an initial CTP response...” Linked to the functionality of markets, the timeliness of the cash disbursements Which 32% of the key informants felt it was critical for the success of unconditional cash transfers

as it inherently affects the achievement of the intended project outcomes notwithstanding the transfer value (11% of respondents) as it determines what the beneficiaries can ultimately purchase from the market.



**Figure 4.8: Factors Important for the Success of Unconditional Cash Transfer Programs**

#### **4.10.1 Descriptive Statistics for Critical Factors for the Success of Unconditional Cash Transfers**

Key informants (based on their perception and experience implementing unconditional cash transfers) were asked to rank the five most important critical success factors for unconditional cash transfers. The table below shows the ranking of the critical success factors for unconditional cash transfers.

The study sought to establish the critical success factors for the success of unconditional cash transfers. The findings are depicted in the figure above, from the figure above it can be noted that client involvement/participation was highlighted as

the most critical success factors of unconditional cash transfers as it was ranked as the first choice by 40% of the beneficiaries.

**Table 4.6: Descriptive Statistics of Critical Success Factors**

| Rank | Variable                           | Observations | Mean | Standard Deviation | Min | Max |
|------|------------------------------------|--------------|------|--------------------|-----|-----|
| 1    | Client involvement & Participation | 60           | 3.98 | 2.01               | 1   | 8   |
| 2    | Project Understanding              | 60           | 5.43 | 3.24               | 1   | 13  |
| 3    | Project Team                       | 60           | 5.93 | 3.91               | 1   | 13  |
| 4    | Project Manger                     | 60           | 5.77 | 3.03               | 1   | 13  |
| 5    | Top Management Support             | 60           | 6.07 | 2.62               | 1   | 10  |
| 5    | Project Mission                    | 60           | 6.07 | 2.62               | 1   | 10  |

As it can be easily noted from the figure, client involvement is by far the most critical success factor as evidenced by the fact that the other factors (adequate resources for project, project monitoring and feedback as well as realistic cost and time estimate) only had 10% of the respondents ranking them as first options. Therefore, based on this, it can be concluded that there is consensus on the centrality of clients (beneficiaries) being actively involved in the implementation of unconditional cash transfers. This is in line with Project management institute's PMBoK, (2013), who opined that stakeholder involvement include process of identifying people, groups, or organizations that could impact or be impacted by the project, analyse expectations and their impact on the project and develop management strategies for stakeholder engagement, project decisions and execution. This therefore means that if client involvement is not there, their expectation not met/levelled unconditional cash transfers will not be successful.

#### **4.10.2 Relative Importance Index of the Critical Success Factors**

Further analysis of the data on the critical success factors for unconditional cash transfers was conducted to try and triangulate the descriptive analysis. The Relative



Importance Index was employed, in this analysis, the 6 factors for project success factors identified by Abu Barker (2009). The perceived importance of the factor by all key informants was computed for overall analysis. The Table 4.7 shows the RII for the project under review.

**Table 4.7: Relative Importance Index of Critical Success Factors**

| Success Factor         | Importance of Success Factor |    |    |    |    | Weight | RII    |
|------------------------|------------------------------|----|----|----|----|--------|--------|
|                        | 1                            | 2  | 3  | 4  | 5  |        |        |
| Client involvement     | 0                            | 0  | 4  | 29 | 27 | 263    | 0.8767 |
| Project team           | 0                            | 1  | 5  | 32 | 22 | 255    | 0.8500 |
| Project understanding  | 0                            | 1  | 6  | 32 | 21 | 253    | 0.8433 |
| Economic Factors       | 0                            | 2  | 7  | 35 | 16 | 245    | 0.8167 |
| Project Manager        | 0                            | 7  | 2  | 34 | 17 | 241    | 0.8033 |
| Top Management Support | 1                            | 5  | 21 | 22 | 11 | 217    | 0.7233 |
| Project mission        | 2                            | 10 | 22 | 20 | 6  | 198    | 0.6600 |

#### **4.10.3 Relative Importance Index Beneficiaries**

Beneficiaries view the success of a project differently, with regards to unconditional cash transfers, some beneficiaries might view the success of the project as having received all the money that they were meant to receive. It is therefore important to also understand what makes a successful unconditional cash transfer project from the beneficiary point of view. The Table 4.8 shows the ranking of the success factors from a beneficiary perspective.

From the Table 4.8 it can be noted that the availability of the commodities on the market was ranked as the most critical factor (RII 0.799) for the success of unconditional cash transfer project. The beneficiaries when further probed highlighted

that the money is meaningless if they are not able to get the commodities that they would want from the market.

**Table 4.8: Beneficiary Perception on what makes a Successful Cash Program**

| Rank | Factor   | Importance of Success Factor |    |    | Weight | RII   |
|------|--|------------------------------|----|----|--------|-------|
|      |  | 3                            | 2  | 1  |        |       |
| 1    | Availability of the commodities on the market          | 91                           | 53 | 34 | 481    | 0.799 |
| 2    | Timeliness of the cash disbursement                    | 63                           | 77 | 42 | 469    | 0.779 |
| 3    | Transfer Value   | 21                           | 34 | 77 | 362    | 0.601 |
| 4    | Delivery Mechanism (Easiness of the transfer modality) | 14                           | 12 | 18 | 120    | 0.199 |
| 5    | Selection criteria                                     | 7                            | 5  | 6  | 120    | 0.199 |
| 6    | Effective communication                                | 6                            | 21 | 20 | 49     | 0.081 |
| 7    | Stakeholder coordination                               | 0                            | 0  | 4  | 12     | 0.020 |
| 8    | Coordination with NGO Staff                            | 0                            | 0  | 1  | 3      | 0.005 |

Moreover, the beneficiaries also highlighted that the timeliness of the cash disbursement is yet another important factor for the success of unconditional cash transfers, the transfer value is ranked as the third most critical success factor for unconditional cash transfers. Therefore, there is need for program manager to always consider these beneficiary perspectives should they want to ensure that the unconditional cash transfers are successful.

#### **4.10.4 Common Success Factors**

The two methods employed to ascertain the critical success factors for unconditional cash transfers if can be noted that the analysis provided similar results. From the study, it can be concluded that client involvement, project understanding, and project team are the 3 most important factors for unconditional cash transfers. Therefore

based on these the most critical success factors it can be postulated that **If** clients (beneficiaries) are actively involved in the project and their voices and choices are inculcates in the decision making on how to implement the unconditional cash transfer and **If** the project and its objectives and intended outcome are well understood by both the clients (beneficiaries) and those implementing the project and **If** the project team is competent (ability to adequately manage the project and ensuring client involvement) **THEN** an unconditional cash transfer project will be successful.

#### 4.11 Factors Causing Client Involvement or Participation

Given that the study has established client involvement as the most critical factor for the success of unconditional cash transfers, it is important to get an understanding of the factors which determine/influence client involvement. After the inferential importance of client involvement in the success of unconditional cash transfers had been established, the focus of the analysis shifted towards understanding the factors, which influence client involvement. The Table 4.9 shows the result of the analysis.

**Table 4.9: Factors Causing Client Involvement**

| Variable                     | Observations | Mean     | Std. Dev. | Min | Max |
|------------------------------|--------------|----------|-----------|-----|-----|
| Project duration (in months) | 60           | 10.53333 | 10.39796  | 3   | 6   |
| UTC amount (USD)             | 60           | 16.13333 | 18.90159  | 5   | 100 |
| Mobile money                 | 60           | .6166667 | .4903014  | 0   | 1   |
| Paper voucher                | 60           | .0666667 | .2515489  | 0   | 1   |
| Electronic voucher           | 60           | .1833333 | .3902049  | 0   | 1   |
| Cash in transit              | 60           | .2       | .4033756  | 0   | 1   |

From the Table 4.9, it can be noted that the project duration has an average of 10.53 years with the dispersion behaviour of 10.4 years apart for it to start show client involvement effectively. The minimum year to consider effectiveness is 3 months and the maximum being 6 months. The changes on UTC amount changes with a different of \$ 18.9 per given situation with the minimum of \$5 and maximum of \$100 which any individual can get. The average amounts will be \$16.13 per participant. The mobile money, paper voucher, electronic voucher and cash in transit has the least participants getting \$0 and the maximum getting \$1 but there differ in the average amount which can be got per given means of transacting i.e. mobile money has an average of \$0.62 with variable change of \$0.49, paper voucher with average of \$0.07 and fluctuations or dispersion of \$0.25, the electronic voucher has an average of \$0.18 and the fluctuations of \$0.39 and lastly cash in transit has average of \$0.2 with the variance amongst the figures being \$0.4.

#### **4.11.1 Regression Equation for Factors Causing Client Involvement**

Client involvement/participation was ranked as the most critical success factors for the unconditional cash transfer Project, followed by project mission/common goal and lastly project monitoring and feedback. Below is the OLS equation that sought to establish what influence client involvement or participation ranking.

$$\begin{aligned}
 st13 &= \beta_0 + \beta_1 dur + \beta_2 bencash + \beta_3 mob + \beta_4 pvouc + \beta_5 evouc + \beta_6 cash + \beta_7 other1 \\
 st13 &= 0.422 + 0.007dur - 0.004bencash - 0.123mob - 0.213pvouc + 0.278evouc \\
 &\quad - 0.0599cash + 0.599other1
 \end{aligned}$$

From the above equation project duration, electronic vouchers, bank transfer positively influenced participation ranking while UCT amount to beneficiaries, mobile money, paper vouchers, and cash influence's influence was negative.

**Table 4.10: Factors Influencing Client Involvement Regression Results**

| . reg st13 dur bencash mob pvouc evouc cash other1 |            |           |            |                        |                      |          |
|--|------------|-----------|------------|------------------------|----------------------|----------|
| Source   | SS         | df        | MS         | Number of obs = 60     |                      |          |
| Model  | 2.70264805 | 7         | .386092579 | F( 7, 52) = 1.72       |                      |          |
| Residual   | 11.6973519 | 52        | .224949076 | Prob > F = 0.1256      |                      |          |
| Total  | 14.4       | 59        | .244067797 | R-squared = 0.1877     |                      |          |
|  |            |           |            | Adj R-squared = 0.0783 |                      |          |
|  |            |           |            | Root MSE = .47429      |                      |          |
| st13   | Coef.      | Std. Err. | t          | P> t                   | [95% Conf. Interval] |          |
| dur  | .0071816   | .0071765  | 1.00       | 0.322                  | -.0072191            | .0215824 |
| bencash  | -.0042036  | .0042686  | -0.98      | 0.329                  | -.0127691            | .0043619 |
| mob  | -.1227102  | .3033937  | -0.40      | 0.688                  | -.7315142            | .4860939 |
| pvouc  | -.2131485  | .3162014  | -0.67      | 0.503                  | -.8476531            | .4213561 |
| evouc  | .2780259   | .3518944  | 0.79       | 0.433                  | -.4281019            | .9841537 |
| cash   | -.0589116  | .2964291  | -0.20      | 0.843                  | -.65374              | .5359168 |
| other1   | .5986935   | .3903458  | 1.53       | 0.131                  | -.1845926            | 1.38198  |
| _cons  | .4229066   | .3237188  | 1.31       | 0.197                  | -.2266827            | 1.072496 |

#### 4.11.2 Regression Analysis Results

The *R* squared obtained after running the model was 0.1877, which shows that there is a perfect direct linear relation between the client involvement and the factors causing client involvement. This means that 18.77 percent of factors causing client involvement are explained by the explanatory variables and the adjusted *R* squared is 07.83 percent, which indicates that the deviations about the regression line, is relatively high. This means that the model is inadequate in terms of its overall explanatory power. There must be an important explanatory variable, which was omitted during the conduction of the study. The variable or factors of client involvement considered in this study are not heavily affecting the situation under study. The independent variables were seven and only three had positive coefficients, which reflect that they have a positive relationship with the dependent. These variables are project duration, electronic voucher and other1, the rest has negative coefficients, which show that they have negative relationship with client involvement.

#### **4.11.2.1 Project Duration**

The coefficient of project duration is 0.007, which means it has a positive relationship with the level of client involvement with a p-value of 0.322, which is not statistically significant at 10% level confidence. The mean changes in the duration were found to be 0.7% while holding another variable (predictors) in the model constant. A change in duration of the cash transfer program will lead to positive change in client involvement therefore an increase in client involvement will be realized. The calculated t-statistic value of 1 means that it is possible to be more than 99% confidence that time taken on project duration can affect client involvement. The p-value is way larger than the 10% level of confidence which shows that the duration of the project is not associated with changes in the response.

#### **4.11.2.2 UCT amount to Beneficiaries**

As the amount of cash disbursed to beneficiaries are added the involvement of client is negatively increasing with rate of -0.0042, this is revealed by the coefficient which is negative, and it is statistically significant at 5 percent with p-value of 0.329. The t-value is less than 1, which is -0.98 meaning that there is a strong relationship between the amount disbursed to beneficiaries and the client involvement.

#### **4.11.2.3 Mobile Money**

There is a negative relationship between the dependent variable, which is client involvement, and the Mob of the participants. The p-value obtained from the data is 0.69 which is statistical insignificant with a negative coefficient of -0.12 and a t-value of -0.40.

#### **4.11.2.4 Paper Voucher**

There is insignificant negative relationship between paper voucher and client involvement. Results show that the coefficient of the projects is not -0.21 and the p-value are 0.5 which is statistical insignificant at 10 percent. The t-value of -0.67.

#### **4.11.2.5 Electronic Voucher**

Electronic Vouchers have a positive coefficient to the client involvement, but it is statistical insignificant at 10 percent since the p-value is greater than the 0.10 which is the level of significance. The coefficient from the results is 0.28 and the p-value are 0.43. The positive coefficient means there is positive relationship between electronic vouchers and the client involvement that is when the electronic vouchers increases the client involvement increases but when the electronic vouchers reduces the client involvement also reduces.

#### **4.11.2.6 Cash in Transit**

Cash has coefficient of -0.06 which reveals the negative relationship with the client involvement, but it is statistical insignificant at 10 percent with the p-value of 0.84.

#### **4.11.2.7 Other – Bank Transfer**

Other 1 factor has a coefficient of 0.6 with a p-value of 0.13 and a t-value of 1.53 which is statistical insignificant at 10 percent level of confidence. This shows that this variable has no effect on client involvement.

Belassi and Tukel (1996) conducted a survey on critical success factors from different industries. The survey investigated the construction, defense, MIS, Utilities, environment, manufacturing and others. From these industries, Project managers

were asked to rank the following critical success factors, top management, client consultation, preliminary estimates, availability of resources, project manager performance and others. The survey concluded that in majority of industries that participated in the survey, project managers ranked the critical success factor as availability of resources and top management support. MIS and utilities ranked client consultation high and as most critical. This ranking aligns to the unconditional cash transfer priority ranking on client involvement. The researcher concludes that customer-oriented industries which are focused on client satisfaction or meeting clients' needs have client involvement/ consultation as one of the key critical factors.

*\*The value indicates the mean scores of importance on a scale of 1, which is the most, to 6, which is the least*

**Table 4.11: Critical Success Factors from Different Industries (Belassi and Tukul 1996)**

| Factors/Industry | Top Management | Client Consultation | Preliminary Estimates | Availability of Resources | PM Performance | Others |
|------------------|----------------|---------------------|-----------------------|---------------------------|----------------|--------|
| Construction     | 1              | 5                   | 4                     | 3                         | 2              | 6      |
| Defence          | 3              | 5                   | 4                     | 1                         | 2              | 6      |
| MIS              | 1              | 1                   | 4                     | 3                         | 5              | 6      |
| Utilities        | 2              | 2                   | 4                     | 1                         | 4              | 6      |
| Environments     | 3              | 3                   | 5                     | 1                         | 2              | -      |
| Manufacturing    | 2              | 5                   | 3                     | 1                         | 4              | 6      |
| Others           | 1              | 5                   | 3                     | 2                         | 4              | 6      |

Khang & Moe (2008), concluded that critical success factors vary by project type, life cycle phases, and industries nationalities, individual. This conclusion is supported by the survey conducted by Belassi and Tukul (1996), which analyzed the critical success factors of different industries. They also concluded that effective consultation of stakeholders is the influential factor in project success.



This conclusion aligns with the finding in determining the critical success factors of unconditional cash transfer. Client involvement, project understanding, and project team form the backbone of project success. The three critical factors are involving and key throughout the project cycle. Customer focused projects and development projects exclude the common critical success factors of traditional projects such as time, cost and quality, and thus emphasis on beneficiary view/ client involvement (Morris, 2013).

#### **4.12 Chapter Summary**

The chapter provided a discussion on the critical success factors in unconditional cash transfer with finding from beneficiaries and key stakeholders. The chapter manage to identify critical success factors for the projects and an exploration of the most critical factor, which is client involvement. Critical success factors were found to be important and having an influence in the project success.

It was concluded that the critical success factors identified by the analysis of the survey were like customer-oriented industries and they did not conform to the traditional success factors of time, cost, and quality. Client involvement, availability of resources and the project team were the most important critical success identified for the success of the unconditional cash transfer program. The critical success factors were key in achieving project goal. The survey result showed that 97.5% of respondents prioritized food and 2.5% prioritized education. This concluded that the project scope has be achieved, hence the importance of critical success factors.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Demographic of Participants**

The analysis showed that participants or beneficiaries over 50 years were the majority with 58%. The project was targeting the most vulnerable and the less privileged during the lean season. Given that the orphans and child headed families were prioritized, the survey revealed that 8 % were between the age of 10 – 30 years. The concluded that the project targeted the right beneficiaries, hence concluding the importance and role of client involvement as a key success factor in humanitarian projects and in this case, Unconditional cash transfer project.

Stakeholders and humanitarian staff were the key informants given their direct and indirect involved in the UCT project life cycle. The response rate (69.77%) validated the outcome of the survey and results.

#### **5.2 Main Source of Income**

The main objective of the UCT project was to address the food insecurity of the vulnerable communities during the lean season. Given that the project aim was to ensure those in need and supported will made decisions on how to spend the cash they receive, the survey found out that 49.01% relied mainly on cash transfers followed by those who relied on subsistence farming (21.29%). With this, the survey observed that 65.8% of beneficiaries' purchases were done using cash transfer funds, while relief aid was 12.4%. This shows that the real beneficiaries whose needs were core in the design of the project were targeted and hence they utilised the funds and per the

project scope. It is noted that the three most significant critical success factors of client involvement, project team and project understating of the scope moulded and guided the targeted beneficiaries as they made their independent decisions on spending

### **5.3 Utilization of UCT funds**

Results showed that funds were utilized on food (97.5%) and education (2.5%). While the main aim was to address food insecurity during lean seasons, beneficiary's priority on education was of interest. This showed envisioning of the future while addressing food insecurity. Pupils from these families were now consistently attending school as revealed during focus group discussions.

With prioritisation of food, the number of meals per day increased to three. The food consumption score improved significantly as beneficiaries were now affording nutritious products for their families. At baseline, the FCS was 12.8% and when measured after the first disbursement, it increased significantly to 37.4%. this is attributed to compliance to project scope and effective engagement by the project team. The FCS was at 40 % after the last disbursement, thus after the lean season.

Critical to the effective decisions that addressed the mandate of the project was the decision making at household level. Client consultation was highest as the key success factor as it resulted in beneficiaries acknowledging the impact women have in decision making. The analysis showed that 53.5% of the household decisions were done by women/ adult females. This was followed by the decision done by both adult male and female (32.7%). While client involvement and engagement were noted as

key, the pro activeness and guidance of the project team played a pivotal role in ensuring client concerns, lessons learnt, and best practices were put into play and were part of the decision making. Clients understanding of the project was also noted as an important factor behind the project success and compliance in utilization of the UCT funds. The results showed the significance of the three prioritized critical success factors of client involvement, project team and project understanding.

#### **5.4 Critical Success Factors Identified for UCT Programming**

The results showed that there is a positive relationship between the critical success factors and project success. The critical success factors give the project direction and clearly identifies where the effort should be put for the success of the project. The Critical success factors also guides the Project Manager, the stakeholders and the beneficiaries, thus also helps in identification of the critical path for the project.

##### **5.4.1 Client Involvement**

Client involvement in the project is of great importance and significance in achieving the set goals and deliverables. If right clients are identifying and hence the desire quality and coordinated implementation of the project, they need to stick to the agreed scope, thus project understanding play a key role. Client involvement played a significant role in brings the pieces together, shaping the project, implementing lessons learnt, as the project was active. Client involvement (RII:0.8767) is a key critical success factor identified. This substantiate not only the involvement of the target beneficiaries, but the other stakeholders, among them the local authorities, mobile money transfer agents and companies, other cash transfer implementing

organization and businesspeople, in bringing the pieces together at the right time and right form. The UCT is people centred and all its success is modelled around how client and stakeholders have been engaged in the process. The client involvement is evident in the selection of beneficiaries/ client, with 58% being those who are out of the working class and elderly, with additional 8% coming from the child headed families. The identifications of these groups can only be done effectively with the client involvement and engagement at project initiation and planning stage. This then led to the utilization of the funds within the project scope (95% on food), improved decision making at household level hence the three-course meal of the beneficiaries leading to food consumption score increased to 40% at end line from a baseline of 12.8%.

#### **5.4.2 Project Team**

The project team role in ensuring the project meet its objective was highlighted and observed in the project. Beneficiaries, highted during the key informant interview that the team was their “information Hub”, thus they managed to get information that guided their decisions. This critical success factor enabled stakeholders and beneficiaries to clearly understand the project scope and mitigate against the risk of project failure.

Field based staff were from the district and spoke the local language. This enabled the community to interact freely and seek clarification with ease. Access to the project team was noted to be the key contributor of the team cohesion. The team provided the beneficiaries with hot line and contact lines to enable the communication between

beneficiaries and project team on feedback, information sharing, complaints and constant updates.

Project team (RII:85.00) have been highly rated and hence the success of the project. This concludes that the informed and experienced team are key to the planning, implementation and managing of the project. This success factor ensures the scope is maintained and active risk management plan is in place to mitigate any risk that can divert the project from its intended goal.

During the focus group discussions, it was noted that the project team did joint monitoring and visits to the beneficiaries. This improved engagement with the beneficiaries and key stakeholder in the project. The effort engaged the beneficiaries and they felt involved in the planning, implementation, monitoring and decision making. This gave the beneficiary guidance to management the cash provided with due diligence, plan and consult before spending. The survey concluded that beneficiaries were the “Project Managers” of their own entitlement. It is noted that based on the skills and confidence of working with the project team, they managed to think beyond food insecurity and included education in their priority list.

#### **5.4.3 Project Understanding**

While acknowledging that the client involvement and project team are the top two critical success factors for UCT project, it was noted that the success of these factors rely on the project understanding. Project understanding provided the necessary fabric to gel the critical success factors together. It defined and clarified the scope of the project among the 10 knowledge areas (PMBok, 6th edition, 2016). Project

understanding ensured that adult women were empowered to make decisions with the cash they were provided. It gave the vulnerable group leverage to trust their decisions and to comply with the project set parameters.

Project understanding mitigated against improper use of cash by the beneficiaries, hence achieving the project intended goal. It also resulted in other opportunities being realised among them the prioritization of education as an implied long-term solution to food insecurity. Results also show that the relationship between beneficiaries and non-beneficiaries were not negatively affected. Beneficiaries, with understanding of the project, did not break their relationship with non-beneficiaries; rather there was strengthened engagement in the society as non-beneficiaries felt relief from supporting the needy.

Project understanding is not for the beneficiaries only, but other stakeholders in the value chain of UCT. Service providers, who provided mobile money platform, removed charges for the beneficiaries to ensure they receive their money in full without it being deducted. This was due to their understanding the of the project and the desired impact and problems it seeks to address. Likewise, selected agro-dealers and shop owners did not charge excess prices. They viewed the project as an opportunity to make sales and, they saw the beneficiaries as key clients in their business. By ensuring all involved understood the objective of the project, role they need to play and the direct and indirect benefits they will realise as a result of the project, the role and importance of the critical success factors was overwhelmingly noted in UTC projects.

#### **5.4.4 Implications for Policy Makers**

Given the impact evidenced during the implementation of the UCT, it is evident that policy makers should make coordinated effort to ensure the key success factors are part of the project implementation plan. Donors should ensure, as part of the capacity assessment of partners, that key competencies and success factors are exhibited by the implementing partners who are providing cash transfer.

This will ensure efficiency and mitigate against funds misuse, project overrun and more importantly it will avoid implementors seeing risk and challenges towards the end of the project, noting CBT projects are short term. Policy makers to emphasis on the identified key success factors in the design of unconditional cash transfers. This can be advocated through the cash alliances, cash working groups and through inclusion in proposal and projects designs.

#### **5.4.5 Implications for the Industry**

As the growing theme or sector within the humanitarian sector. The identification of key critical success factors will guide the industry players when designing the standard operation procedures and when developing industry specific indicators and benchmarks. The critical success factors will act as the industry unifier, provide key pillars to guide and give confidence to donor and the people we serve.

#### **5.4.6 Implications for the Academics in Terms of Development of the Theory**

Critical success factors have been used in many industries to determine the success of the projects. This study will provide confidence to academics to further analyse, review, refine and model the success factors in unconditional cash transfers. As the



CBT industry is gaining momentum in the humanitarian world, critical success model gives academics an opportunity to contribute through research and development and ensure the known -known and the unknow risk are mitigated and possible solutions given to the cash actors.

The study has shown that critical success factors are indeed important and relevant to unconditional cash transfers. Further it proved that, while CSF are key, there are indeed industry specific. With this in mind, researchers and academics need to critically look at the critical success factors in this industry and further analysis incorporating national, regional and global analysis.

## **5.5 Conclusions**

### **5.5.1 Effects of Unconditional Cash Transfer on the Intended Food Security**

#### **Outcomes of the Project**

Unconditional cash transferred improved the food security status of the beneficiaries as evidenced by the increase in the food consumption score from 12.8 at baseline to 40 at end line. This concludes that the intervention was significant to address food insecurity for the targeted beneficiaries.

### **5.5.2 Effect of Critical Success Factors on Unconditional Cash Transfer**

#### **Programming**

It is concluded that there is significant relationship between critical success factors and unconditional cash transfer. The three most critical success factors identified shaped the project to its success and through the project life cycle. The success factors enhanced the project managers perspective to lead and coordinate the project and also

gave the beneficiaries guidelines and direction or critical path to follow, milestones as their fulfilled their needs through the cash they were provided.

### **55.3 Key Critical Success Factors for Unconditional Cash Transfer Compared to Other Projects or Industries**

Critical success factors drive the beneficiaries, stakeholders and the project team in a direction that the project is designed and ultimately this led to project success (Caralli.2004). Given that the critical success factors are more reliable than the focus on goals, it is evident that focussing on the effort to identify specific critical success factors for the industry or unique project is critical during project planning stage. The results conclude that critical success factors are industry specific and the ranking entirely differs within the same industry. While ranking might differ, it is noted that the composition of the key success factors in the same within the industry. Humanitarian projects, like the UCT will prioritize client involvement for its success, unlike the profit-making industries.

### **5.6 Recommendation**

From the findings, it is recommended that when designing UCT projects, critical success factors need to be put in mind. There is significant evidence of UCT project failures and hence to ensure a more focused programming, critical success factors need to be identified, plan with them in mind and allocate time and effort to ensure they are activated to drive the project to success.

It is also recommended to have these three key critical success factors, thus client involvement, project team and project understanding in the project charter and in

organizational strategy. While this finding are substantially significant, there is need to do further study on critical success factors in non-emergency and long term projects.

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## APPENDICES

### Appendix 1: Survey Questionnaire

Good day. My name is Freeman Muleya. I am carrying out a study to explore critical success factors in unconditional cash transfer programming in Zimbabwe. This is done in partial fulfilment of the requirement for the Master of Project Management (MPM) programme. I am currently studying with the Open University of Tanzania (OUT), Tanzania. Your responses will be treated in confidence and therefore I heartily encourage you to be frank and open as possible.

#### SECTION A: GENERAL

1. Introductory information

1.1 Date \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_

1.2 Name of Enumerator

\_\_\_\_\_

1.3 Ward Number \_\_\_\_\_

1.4 Household Name

\_\_\_\_\_

1.5 Sex

Male  Female

1.6 Age category

Below 18 years  19- 30 years  31- 40 years

41- 50 years  51 - 60 years  61-

70 years

71 years and above



1.7 Marital status

- Single                       Married  
 Separated                       Divorced                       Widowed

**SECTION B:**

1. What is your **Main** source of income?

- Permanent employment                       Casual labourer                       Business  
 Farming    Remittances     Cash Transfer                        
 Other (Specify): \_\_\_\_\_

2. Do you know why you were selected to receive the money? explain \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3. How do you spend the money from the programme? Please rank 5 most important use. **number 1 is most prioritised**

| Use              | Ranking | Use                    | Ranking |
|------------------|---------|------------------------|---------|
| Education        |         | Clothing               |         |
| Food             |         | Seeds                  |         |
| Health           |         | Livestock purchase     |         |
| Security         |         | Treatment of livestock |         |
| Bride wealth     |         | Business               |         |
| Payment of debts |         | Other (specify)        |         |

4. Who in the household makes decisions on how the money is spent?

- Husband   
 Wife   
 Both husband and wife  
 Children

- Grandfather
- Grandmother
- Other (please specify) \_\_\_\_\_

5. How many meals were you taking per day before you became a beneficiary?

- One       Two       Three       Other
- (Specify)\_\_\_\_\_

6. How many meals do you now take per day?

- One       Two       Three       Other
- (specify)\_\_\_\_\_

7. What is the main source of the food for the household?

- Cultivated     Bought     Borrowed     Relief food
- Others (please specify):\_\_\_\_\_

8. How did you deal with lack or reduction of food before you became a beneficiary of the programme?

- Reducing food consumption
- Pulling children out of school
- Selling family assets
- Child labour
- Brewing and/or selling traditional liquor
- Others (Please specify): \_\_\_\_\_

9. How do you consider your social status in the community now?

- High       Medium       Low       Do not know

Please explain your answer

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How have relations between beneficiaries and non-beneficiaries within the community been affected?

- Improved       No change       Worsened

Please explain your answer

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10. In your view, is the unconditional Cash Transfer programme useful to the beneficiary households?

- Yes                                       No

i. If yes above, what are the main benefits?

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ii. If No, what are the reasons you think so?

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11. Please use the key provided to indicate (use tick) your extent of agreement or disagreement with the following aspects of unconditional cash transfer programming

5= Strongly agree    4=Agree    3=Not sure    2=Disagree    1=Strongly disagree

|   | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| a) The Programme has improved the beneficiary's food security status  |   |   |   |   |   |
| b) The programme has ensured that households can get adequate and balanced food for the family  |   |   |   |   |   |
| c) Due to the Programme beneficiary households are treated with dignity and recognized as useful members of the community unlike before the programme |   |   |   |   |   |
| d) There have been positive effects from the implementation of the Programme in the community   |   |   |   |   |   |
| e) The Programme has introduced jealousy and hatred in the community between the beneficiaries and non-beneficiaries                                  |   |   |   |   |   |
| f) The Programme is encouraging laziness and dependency among beneficiaries   |   |   |   |   |   |
| g) There have been negative effects from the implementation of the Programme in the community   |   |   |   |   |   |

12. What suggestions can you give to improve the Unconditional Cash Transfer programme?

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**Appendix 2: Key informant interviews**

## 2. Introductory information

1.1 Date \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_

1.2 Name of Enumerator  
\_\_\_\_\_

1.3 Ward Number \_\_\_\_\_

1.4 Household Name  
\_\_\_\_\_

1.5 Sex

 Male  Female

1.6 Age category

 Below 18 years  19- 30 years  31- 40 years 41- 50 years  51 - 60 years 

61- 70 years

 72 years and above

1.7 Marital status

 Single  Married Separated  Divorce  Widowed

1.8 What is your level of education?

 Never been to school  Primary  Secondary  Tertiary college  University

Others (specify): \_\_\_\_\_

**Section B**

2.1 From the list below, rank your top 5 critical success factors that has an effect in unconditional cash transfer Project understanding.

NB\* - 1 is the most important

| <b>Critical success factors</b>   | <b>Rank</b> |
|-----------------------------------|-------------|
| Top management Support            |             |
| Information/ communication        |             |
| Client involvement/ participation |             |
| Competent project team            |             |
| Project manager/leader            |             |
| Realistic cost and time estimates |             |
| Adequate project control          |             |
| control                           |             |
| Problem solving abilities         |             |
| Adequate resources for project    |             |
| Adequate project planning         |             |
| Project monitoring and feed back  |             |
| Project mission/ common goal      |             |

2.2 Are critical success factors important in unconditional cash transfer programming.

YES  NO

Give brief reasons for your answer

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Scale value

Scale description for critical success factors

- 1 **Neither critical nor important.** Indicates statement neither critical or important success factor in unconditional cash transfer programming
- 2 **Important but not critical.** Indicates the statement is important but not critical to the success of unconditional cash transfer
- 3 **Somewhat critical and important.** Indicates the statement is somewhat critical and important success factor for unconditional cash transfer
- 4 **Critical and important.** Indicates the statement is critical and

important success factor for unconditional cash transfer

- 5 **Extremely critical and important.** Indicates the statement is extremely critical and important success factor for unconditional cash transfer.

2.3 Guided by the provided scale value and scale description above, provide your thoughts on the statements below

|  | 5 | 4 | 3 | 2 | 1 |
|--|---|---|---|---|---|
| a) The Top management support has a positive effect to the success of unconditional cash transfer                      |   |   |   |   |   |
| b) A competent Project Manager is crucial to the successful implementation of unconditional cash transfer programming. |   |   |   |   |   |
| c) A clear project understanding is key to the success of unconditional cash transfer programming                      |   |   |   |   |   |
| d) High client/ beneficiary involvement is crucial for the success of unconditional cash transfer programming          |   |   |   |   |   |
| e) Project mission is positively related to the success in unconditional cash transfer programming                     |   |   |   |   |   |
| f) The success of unconditional cash transfer is dependent on the economic environment                                 |   |   |   |   |   |
| g) Economic factors need to be taken into consideration in the project planning phase                                  |   |   |   |   |   |

2.4 Any suggestion you can give to improve unconditional cash transfer programming

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Thank you

### **Appendix 3: Focus group discussion**

#### **Key points to note before starting the focus group discussion**

- √ Everyone's view is equally important
- √ There are no right or wrong answers
- √ Let's give each other chance to contribute
- √ All to feel free to contribute their views

Ward Number \_\_\_\_\_ Date \_\_\_\_\_

Site \_\_\_\_\_ time taken \_\_\_\_\_

#### **Guiding questions**

1. When did this unconditional cash transfer program start?
2. Why unconditional cash transfer in your area
3. Where you involved in the planning, implementation and closure of the project?
4. What was the main objective of the unconditional cash transfer
5. How were you selected
6. What decision did you make as beneficiaries in the project?
7. What was positive about the project?
8. What was negative about the project?
9. What should be done better in the next unconditional cash transfer?
10. Was the project successful or not. Explain

Thank you



**Appendix 4: Research Clearance Letter****THE OPEN UNIVERSITY OF TANZANIA*****DIRECTORATE OF POSTGRADUATE STUDIES***

P.O. Box 23409  
 Dar es Salaam, Tanzania  
<http://www.openuniversity.ac.tz>  
Z



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 ext.2101  
 Fax: 255-22-2668759  
 E-mail: [dpgs@out.ac.tz](mailto:dpgs@out.ac.tz)

**Our Ref: PG201708770**

Date: 06<sup>th</sup> December 2019

Catholic Relief Services  
 Hai Jerusalem  
 Palica, Juba  
 South Sudan

**RE: RESEARCH CLEARANCE**

The Open University of Tanzania was established by an act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No. 55 in the official Gazette. The act was however replaced by the Open University of Tanzania charter of 2005, which became operational on 1st January 2007. In line with the later, the Open University mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Freeman Muleya, Reg No: PG201609141** pursuing Master of Project Management (MPM) – Distance programme. We hereby grant this clearance to conduct a research titled **“An Exploration of the Critical Success Factors in Unconditional Cash Transfer Programming: A Case of Mutare District of Zimbabwe** he will collect his data in Bulawayo, Zimbabwe from 10<sup>th</sup> December 2019 to 7<sup>th</sup> February 2020.

In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O. Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thanks you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

Prof. Hossea Rwegoshora  
**For: VICE CHANCELLOR**  
**THE OPEN UNIVERSITY OF TANZANIA**

## Appendix 5: Plagiarism Report

### AN EXPLORATION OF THE CRITICAL SUCCESS FACTORS IN UNCONDITIONAL CASH TRANSFER PROGRAMMING: A CASE OF MUTARE DISTRICT OF ZIMBABWE

#### ORIGINALITY REPORT

|                  |                  |              |                |
|------------------|------------------|--------------|----------------|
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