MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

EXAMINING THE IMPLEMENTATION OF THE ENTERPRISE RESOURCE PLANNING (ERP) PROJECT OF UGANDA REVENUE AUTHORITY

BY

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A RESEARCH REPORT SUBMITTED TO MAKERERE UNIVERSITY BUSINESS SCHOOL (FACULTY OF GRADUATE STUDIES AND RESEARCH) IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF MAKERERE UNIVERSITY

PLAN B

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Declaration

I, Alice Ainembabazi declare that this research report is a result of my concerted research effort and investigation. It has never been submitted to any other institution for any degree award.

Signature..... **Date**.22/03/2022.

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Approval

This is to certify that this research report by Ainembabazi Alice has been submitted for examination with our approval as a University Supervisors.

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Date: 22/08/2022

DEDICATION

This work is dedicated to my entire family and friends.

ACKNOWLEDGMENT

To the Lord almighty, thank you for the journey so far, the two years' period were not easy and you were with me all through. Special thanks to my supervisors, who have been with tolerance, support and readiness to attend to my questions and guide me throughout the preparation of this research report. I enjoyed every bit of time spent with you; I learnt and will forever be grateful.

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ABSTRACT

The purpose of the study was to examine Project Implementation of the ERP project in URA and to recommend strategies of improving project implementation. This was inspired by a problem whereby implementation of this project has experienced gaps in the form of delayed funding, mis scheduling, and deviation of the implementation from the set-out plan such as through diversion of funds to unallocated activities. There is a problem approving of some activities to go on without an approved charter and there were many procedural errors in procurement. This has resulted in inefficiencies at the organisation, allegations of poor management and corruption by stakeholders, as well as waste of valuable government resources due to poor planning. Hence the research objectives were to examine enterprise resource planning project implementation practices in URA, to analyze the enterprise resource planning project implementation challenges in URA and to recommend strategies to improve enterprise resource planning project implementation in URA. The researcher used a cross-sectional study with a quantitative approach in order to answer the research questions. Data was collected using a six-point Likert scale questionnaire from 181 staff of URA, using a simple random sampling approach. Key findings show that the respondents generally disagreed with the practices regarding implementation of the ERP at the organisation. Among the biggest challenges cited by the respondents are that managers don't provide ample support in the project, there are no ways to measure progress of implementation, the project is implemented with insufficient technical support, project implementors does not follow the planned schedule for all activities, among others. Respondents agreed with the proposition that the project should be implemented with a clear start and end time. They somewhat agreed with other propositions. It was recommended that URA needs to undertake a thorough internal staff survey of its current projects and come up with the most common issues affecting implementation, URA should boost the capacity of its project management team and recruit new managers, organisation should put in place clear written policies and procedures for project implementation as well as sanctions against non-compliance and that monitoring projects should be undertaken every month.

CHAPTER ONE

INTRODUCTION

1.0 Background to the Study

The use of projects approach has been associated with effective management, quick problem resolution, time savings, better risk management and increased beneficiary satisfaction (Tătar, 2010). However, these project benefits can only be realized if there is an appropriate implementation mechanism (Panneerselvam & Senthilkumar, 2009). Implementation is as important or even more important than the strategy itself in order to be successful (Appuhami & Perera, 2016). It is equally critical when undertaking enterprise resource planning. In its basic definition, Enterprise Resource Planning (ERP) is an enterprise-wide information system that integrates and controls all the business processes in the entire organization (Addo-Tenkorang & Helo, 2011). ERP systems are adopted to improve productivity and overall business performance in organizations (Wingreen, Mahdavian, & Gupta, 2014). In Uganda, ERP systems are adopted by quite many companies mostly large companies which have well-structured organized settings (Orobia, Padachi, & Munene, 2016). If such projects are not properly implemented, they will not achieve objectives and deliver results and outputs.

A case in point is the Enterprise Resource Planning (ERP) project undertaken at the Uganda Revenue Authority. The ERP project was born to focus on improving the internal support functions like Human Resource and Finance & Administration. In this project, URA signed a memorandum of understanding with Mantra Technologies and Tech Mahindra, to implement a project to automate its back-office functions to improve its efficiency in service delivery (Kayiwa, 2018). The project was named Enterprise Resource Planning (ERP) which is a business process management software that allows an organization to use a system of integrated

applications to manage the business and automate many back-office functions related to technology, services and human resources.

With this technology, URA expected to do more work with less staff there by bringing in cost gains and increasing the quality of service and to achieve accurate, reliable, user-friendly and comprehensive information to support decision making in the Corporate Support functions (URA Corporate plan 2016/17 to 2019/20). Implementation gaps in projects could be attributed to poor scheduling of activities where some activities like pilot testing are given just three days, or some activities are scheduled without following a logical sequence, such as training staff even before the pilot system is up and running. Another scheduling problem occurred where initial tests were supposed to end in a week but it took 10 days to complete thus leading to delays in implementation. There is also the problem of misallocation of funds where money for staff training was diverted to purchasing of additional Information Technology (IT) hardware, delay and sometimes lack of counterpart funding, lack of accountability and transparency, bureaucracy in decision-making, selfishness, weak monitoring systems, natural calamities, policy changes, migration of beneficiaries, lack of team work, and lack of incentives for implementers (Ciss ,Menon & Cordonier, 2014).

Despite expectations, there have been serious financing gaps in the implementation of various activities which together make up the ERP. As high as 35% of the commissioned activities lacked funding which brought implementation to unscheduled delays where activities had to be suspended until funds were availed, the Integrated Human Resource Management System was scoped of the ITSEP activity yet some work had been done, commissioning of unfunded components of activities has greatly impacted on programme delivery timelines, approving a project without an approved Project charter, the scope of some activities was ambiguous such as

an activity for stakeholder engagement was not clear at all leading to change of scope hence affecting delivery of desired outputs within programme timeline. There were also procedural errors in procurement, where resources had to be duplicated so as to maintain the same standard of excellence, commencing activities without proper investment appraisals (URA Corporate plan 2016/17 to 2019/20).

All these occurred against the backdrop of proper planning and the problem didn't happen in the planning phase, but arose during the implementation phase. Without implementation it is impossible to achieve project objectives and deliver results, hence there is need to examine project implementation challenges and craft a better way forward.

1.1 Statement of the Problem

The ERP project at URA was planned to invest millions of dollars to do away with the manual processes and their associated shortcomings, and improve efficiency of the corporate support functions. The implementation of this project has experienced gaps in the form of delayed funding, mis scheduling, and deviation of the implementation from the set-out plan such as through diversion of funds to unallocated activities (URA Corporate plan 2016/17 to 2019/20). There is a problem approving of some activities to go on without an approved charter and there were many procedural errors in procurement as noted in URA Corporate plan (2016/17 to 2019/20). This has resulted in inefficiencies at the organisation, allegations of poor management and corruption by stakeholders, as well as waste of valuable government resources due to poor planning. It is thus important to investigate ERP implementation and examine the gaps well to prescribe solutions for better ERP project implementation and better benefits for URA in future.

1.2 Purpose of the Study

The purpose of the study was to examine Project Implementation of the ERP project in URA and to recommend strategies of improving project implementation.

1.3 Objectives of the Study

i. To examine enterprise resource planning project implementation practices in URA.

ii. To analyze the enterprise resource planning project implementation challenges in URA.

iii. To recommend strategies to improve enterprise resource planning project implementation in URA.

1.4 Research Questions

i. What are the enterprise resource planning project implementation practices in URA?

ii. What are the enterprise resource planning project implementation challenges in URA?

iii. What are the strategies to improve enterprise resource planning project implementation in URA?

1.5 Scope of the Study

1.5.1 Content Scope

The study focused on project implementation practices, challenges and strategies to improve project implementation. This is because it was important to ascertain what is currently happening, to identify challenges and to devise ways of addressing them, thus improving implementation in this and future projects.

1.5.2 Geographical Scope

The study was based in the Information and Communication Technology (ICT) department at the Headquarter office of URA in Nakawa Kampala. This is because it is the area where the ERP is

being implemented and was expected to have a good number of easily identifiable resource persons to respond to the study and provide the primary data. More to that, URA is a public body whose successful implementation of projects is of interest to all Ugandans.

1.6 Significance of the Study

(i) This study may provide a localized context of project implementation and help policy makers to redesign if needed the policies and procedures to improve project implementation.

(ii) This study may also provide justification for the continued implementation of various projects having highlighted the features and the related benefits of these features engrained in the various projects.

(iii) Beneficiaries of these projects who include the staff will have access to information in real time, ease of communication and it will be much more effective and efficient to obtain support from the organisation regarding staff replenishment, resolving issues affecting their work.

(iv) Findings of the study may lead to other studies having highlighted areas for future research that would arouse interest of local and other researchers. For example, future studies might look into how ERPs can improve company performance, how project implementation can be improved.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature review section of the proposal looks at the opinions of different scholars who have written about project implementation practices, challenges encountered and strategies to address the challenges of project implementation.

2.1 Project Implementation Practices

Project Implementation can be defined as the specified set of activities designed to put into practice an activity or program of known dimensions (Fixsen, Naoom, Blasé, Friedman, & Wallace, 2005). It may be looked at as putting into practice what was proposed in the project document. Project activation means making arrangements to have the project started and involves coordination and allocation of resources to make a given project operational. Whereas, Project operation is the practical management of a project where project inputs are transformed into outputs to achieve immediate objectives (Fixsen et al., 2005).

Implementing successful projects generates positives effects on the organisation, influencing not just short and medium, but also long-term development (PMI, 2013). Project implementation covers; setting up the project implementation, development of the work plan, and implementation of activities and updating the work plan (PMI, 2013). Approaches to project implementation include the: Top-down approach - Implementation mainly done by agencies from outside the community with limited involvement by the beneficiaries; Bottom-up approach - Where the beneficiaries implement the project and outside agencies may provide the financial resources and technical assistance; and finally, the collaborative participatory approach - which includes both top-down and bottom-up approaches applied in the process (Fixsen et al., 2005).

From an organizational point of view, however, the more important issue is how managers make informed decisions about interventions that can lead to greater acceptance and effective utilization of IT (Venkatesh & Bala 2008). Project management has been dominated by the hard paradigm in which reductionist techniques such as work breakdown structures and critical path analysis are used to manage projects. These tools and techniques are fairly well suited to the management of single projects and it is therefore unsurprising that industry is overwhelmingly dominated by the single project paradigm (Aritua et al., 2009).

There have been very limited studies in investigating ERP in the project management domain or exploring the integrated applications of project management practices. The current project management methodology has failed to provide tools and techniques for successful ERP implementations. Adopting and implementing appropriate project managements principles, tools, and techniques to manage large and complex application projects is one of the most important management decisions for managing any enterprise application implementation. And project managers are required to be empowered to execute. An ERP implementation is not merely a ‘‘computer project’’, it is strategic and must be approached as such. ERP systems are integrated applications with an impact on the entire organization (Aloini et al., 2007).

A lot of research has been done during last decade about the success and failures of ERP implementations (Helo et al., 2008). Most data came from survey and case studies without going into fundamentals on impact of project management tools and techniques for ERP project. A theory of ERP implementation approach must address the integrity and application of a project management methodology, establish relationship with implementation partners and vendors and include strategies for empowerment, fairness, and accountability during the implementation life cycle. The result of that relationship should be that the project manager is rigorously in control

and, simultaneously, management methodology is optimally established process and procedure to manage a project involving multiple partners without direct hierarchical reporting structure. Three main components affect the level of satisfaction of an ERP user: “interaction with the IT department”, “pre-implementation processes”, and “ERP product and adaptability” (Longinidis & Gotzamani, 2009).

2.2 Project Implementation Challenges

Many researchers assert that ERP systems are standardized systems, utilizing a single powerful database across the company. This means data should be standardized through the whole company (Al-mashari, Al-mudimigh & Zairi, 2003; Amoako-gyampah & Salam, 2004; Niv, Neumann & Zviran, 2002). Also, ERP deployment necessitates process standardization. From a business perspective, ERP-driven reengineering of business processes to company-wide standards is looked to be valuable by managers involved in implementation. Although the outstanding advantages of ERP systems have led Companies to move toward adopting them, many have cited failures in ERP implementations (Morton & Hu,2008) that invoke attention to the nature of ERP implementation.

Most frequently documented risk factors for ERP implementations are: (a) inadequate selection of application, (b) ineffective strategic thinking and planning strategic, (c) ineffective project management techniques and bad managerial conduction, d) inadequate change management and e) inadequate training (Aloini et al., 2007). Both (a) and (b) activities are identified to be project governance responsibilities (Grembergen & Hass, 2008), is a project management activity which can only be successful if project governance empowers project managers properly, and d and e are project management activity. Other documented management practices with correlations with

implantation success are: explicitly defined information technology strategy, strategic alignment and management commitments (Bernroider, 2008).

The main technical challenge faced in any ERP system is that the product life cycle may not match with adoption life cycle. In terms of technological complexity, "differentiation" would mean the number and diversity of inputs, outputs, tasks or specialties; "interdependency" would be the interdependencies between tasks, teams, technologies or inputs (Williams 2002). Technical complexities arise when technical infrastructure required for ERP is non-compatible with existing environment of ERP adopter (Hawking, 2007) and therefore interdependency with existing technical architecture.

In terms of directional complexity, "differentiation" would be mean the unshared goals and goal paths, unclear objective and hidden agendas between different actors involved in any ERP implementation (Bueno & Salmeron, 2008). ERP requires business process changes to best practices as dictated by ERP vendor's supported business process which may not match with ERP adopters' business process. Changed business process may not benefit all sections or locations equally (Ghosh, 2002).

2.3 Strategies to Improve Project Implementation

ERP projects often result in cost overrun, schedule delays, and sudden project terminations because of poor selection of software and lack of management support. ERP projects involve business process changes, change management and technical risks, need proper project governance in place and empower project managers to execute. Project steering committee and project managers must have knowledge of applying complexity theory– structural, directional,

technical and temporal processes, procedures, and policies and to implement them rigorously from the initial stage of the project (Liu, 2013).

Adopting a complexity theory mindset affects practice in different and often counter intuitive ways. Just as people in a market are empowered to make their own purchases, so too, in accordance with complexity theory, project managers must be allowed to react – in independent, self-organized ways – to developments in individual single projects. The challenge of our proposed model of ERP implementation project as a complex project needs successful "institutionalization" across multiple boundaries– within ERP adopter, ERP vendor, consultants, training and other support organizations. Streamlining a governance and management structure that satisfies all stakeholders, involves multiple organizations within a given time period is a difficult task.

Researchers have adapted different concepts and approaches to solve problems during ERP implementation. Some scholars see ERP as a phenomenon that incorporates changes specifically in the areas of culture, business process and organization, and technology (Kemp & Low, 2008). These changes are challenged by individuals, groups, and even organization structure as they are used to current procedures and conditions and therefore, resist accepting new system. This is the main reason to adapt the Change Management (CM) strategies in ERP implementation. Other researchers show that Knowledge Management (KM) is accompanied closely with ERP implementation. They note that ERP is an organizational infrastructure that affects how people work and imposes its own logic on a company's strategy, organization and culture (Li, Liao & Lei, 2006). ERP system is not only a software package to be delivered to an organization but also a set of knowledge (tacit and explicit) that is used by knowledge employees (Xu & Ma , 2008). It is essential to identify the existing knowledge and the required knowledge as well as to

map a path to fill the gap between current and desired situation; in this case KM concepts is applied. Yet another group of experts investigate Innovation aspect of ERP. They believe, organizations that have successfully adopted ERP systems view them among the most important innovations that have led to the realization of substantial tangible and intangible improvements in a variety of ERP adoption is an innovation in organization process (Soltanzadeh & Khoshsirat, 2012).

The ERP implementation process continues to present challenges for most organizational leaders (May, Dhillon, & Calderia, 2012). The complication of ERP causes organizations to hire vendors with experience and technical knowledge to minimize risk or implications that could cause the ERP implementation to fail (May et al., 2012). To reduce these failure rates, organizational leaders should adopt a set of value-based goals to enhance the ERP systems planning process (May et al., 2012). Utilizing ERP systems planning goals can function as a roadmap for improving the organization's decision-making processes to support and make up the project (May et al., 2012). Implementing ERP systems requires organizational leaders to employ a project manager and technical staff (Aubert, Hooper, & Schnepel, 2013).

A project manager and technical staff should communicate the organization's goals and objectives of implementing ERP systems to internal and external stakeholders (Aubert et al., 2013). Implementing ERP software is a complex process that involves more than upgrading software. Organizational leaders are strategically aligning their business strategies and supply functions into one seamless process (Aubert et al., 2013).

Pacheco-Comer and González-Castolo (2012) resolved that implementing an ERP system is a major and necessary project organizational leader embark on in the current business

environment. Assimilating ERP to align with businesses processes and IT resources is a direct relation between the organization's size and the available budget to invest (Pacheco-Comer & González-Castolo, 2012). Organizational leaders must give careful consideration during the ERP decision-making process because of its complexity, cost, and risk associated with implementing the software (Pacheco-Comer & González-Castolo, 2012). Adjusting to change is the key to organizational leaders' success for future business processes and enhancements. However, without the proper subject matter experts, organizations are at risk of not taking full benefit of the benefits technology offers and may need assistance (Gallagher & Gallagher, 2012). Project managers and technical experts can deliver support for internal and external users through the ERP implementation processes (Gallagher & Gallagher, 2012). The worth of communication between the project manager and the ERP implementation crew could affect employee satisfaction and the success or failure of the ERP project (Gallagher & Gallagher, 2012).

Organizational leaders implementing ERP systems should develop a project management strategy to oversee the implementation process. Careful study and review of the project management team plans and information relating the implementation of the software success may save the organization time, money, and valuable resources. Chauhan, Dwivedi, and Sherry (2012) conducted a study using the theory of applied agency to test the consultants-client relationship during the ERP implementation process. According to the test results, consultants' monitoring predicted less moral hazard and less moral hazard predicted greater ERP implementation success (Chauhan et al., 2012).

Customization of the organizations' ERP platform should align with the strategic organizational goals and objectives. A critical issue organizational that leaders face during the decision-making process of ERP implementation is linking the gap between the ERP software application and the

organization's business processes. Parthasarathy and Sharma (2014) conducted a case study focused on the small and midsize organization using two techniques: (a) the nominal group technique (NGT), and (b) the analytical hierarchy process (AHP). The study illustrated how organizational leaders of small and midsize organizations can prioritize their ERP customization plan.

ERP systems functionality and suitability are factors organizational leaders would consider when designing and customizing specifications for their ERP systems (Liu, 2013). ERP failure and misalignment befall when these elements, functions, and ERP system designs do not fit the organization's needs (Liu, 2013). Linking ERP and knowledge management requires organizational leaders to commit to human and financial resources (Liu, 2013). Organizational leaders must comprehend the critical factors for ERP and knowledge management. Liu (2013) noted that ERP knowledge management could positively influence management performance.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter is about the approach to the study. It includes the research design, study population, sampling method and procedure, the unit of analysis and of inquiry, sources of data, data collection method and instrument, measurement of the variables, reliability and validity of the chosen research instrument, data processing, analysis and presentation, and anticipated challenges.

3.1 Research Design

The researcher used a cross-sectional study with a quantitative approach in order to answer the research questions. According to Amin (2005) a cross sectional survey design is perhaps the most commonly used research method in social sciences and is used to gather data from a sample of the population at a particular time. This design was chosen because the study calls for it. A cross-sectional study is a type of research design in which you collect data from many different individuals at a single point in time. In cross-sectional research, you observe variables without influencing them (Sekaran, 2006).

The quantitative approach enabled the aggregation of opinions, views and positions of the respondents so that the data can easily be summarized into descriptive statistics using frequency tables, bar graphs, pie-charts or any other statistical visual aids (Sekaran, 2006).

3.2 Study Population

The study population was the staff of URA who are 340 (URA Staff list, 2017) directly involved in the implementation and testing of the ERP. They are the implementers and the first users of the ERP project hence the best people to provide firsthand information on the study.

3.3 Sample Size and Selection Procedure

The sample size was 181 staff, a number that is determined in accordance with Krejcie and Morgan (1970) in determining the sample size. The staff were selected using a simple random sampling approach where each has an equal chance of being selected for the study. A listing of staff directly involved in the implementation and testing of the ERP was obtained from the human resource directorate of the URA. It is from this lists that the staff were randomly selected for the study. Senior managers were chosen as the principal respondents of choice for this study.

3.4 Sources of Data

The researcher used primary sources of data. Primary source of data included data collected from the field i.e., employees of Uganda Revenue Authority.

3.5 Data Collection Instruments

The researcher used questionnaires to collect the data needed for the research. The use of questionnaires was proposed as they are easy to use, provide for standardized responses which can easily be aggregated for quick analysis, cost effective and allow for collection of data from multiple respondents at once hence fast and cost effective. Questions were based on a six-point Likert (1967) scale (strongly disagree, disagree, somewhat disagree, somewhat agree, agree and strongly agree) where respondents were asked to indicate their response. Sekaran (2006) points out that a six-point scale encourages participants to consider the question more carefully and

make a choice that either leans positively or negatively. Our perceptions are rarely neutral, and the six-point scale helps account for this reality. Additionally, an even number of items in the response scale can yield groupings that are easier to understand and discuss. The questionnaires were designed and sectioned according to the research questions.

3.6 Measurement of the Variables

Project implementation was looked at in terms of the three approaches to implementation as proposed by Fixsen et al (2005), namely: the top-down approach, bottom-up approach and the collaborative participatory approach. All these approaches were modified and measured on a five-point Likert (1957) scale.

3.7 Reliability and Validity

3.7.1 Reliability

To ensure reliability, the questionnaires were first piloted on potential respondents. After making the necessary corrections questionnaires were finally administered. Reliability of a measure is established by testing for both consistency and stability consistency indicates how well the items measuring concept has together as a set (Sekaran, 2003). An instrument is reliable if it produces the same results whenever it is repeatedly used to measure trait or concepts from the same respondents even by other researchers. The more reliable a test is the more confidence we can have that the score obtained from the test are essentially the same scores that would be obtained if the test was re- administered. The level of reliability that the researcher should expect from a test is determined largely by the nature of the research in which he plans to use the measure. The research instrument was examined for its reliability by using Cronbach's Alpha value. SPSS programme was used for determining the reliability of the data collected. The acceptable

reliability was compared to what Nunnally (1978) recommends of 0.7 or greater. Table 3.1 shows the results for reliability.

3.7.2 Validity

To measure the validity of variables in the study, a validity test was carried out. Content validity index was used (CVI) to establish validity and only variables scoring above 0.70 was acceptable (Amin, 2005). To get the CVI, the valid questions as rated by two independent experts was compared with the total number of questions per variable. In this study, the validity of the questionnaire was established by a panel of experts through an assessment of the items in the instrument that ensure accurate measurement of the variables. A valid measure is supposed to produce true results that reflects the true situation in the condition of the environment it is supposed to measure. The results for CVI are shown in table 3.1 below:

Table 3.1

Reliability Results

Variable	Items	Cronbach Alpha	CVI
Project Implementation Practices	14	.784	.771
Project Implementation Challenges	13	.776	.708
Project Implementation Strategies	13	.825	.811

Source: primary data

As seen in the table above, the results for CVI were above 0.5 which indicates validity of items in the questionnaire.

3.8 Data Analysis

The data collected was checked for completeness, consistency and accuracy of responses. Based on these criteria, the researcher determined the usefulness of data for further processing. For instance, the researcher discarded incomplete questionnaires. The researcher then entered the

data in the Statistical Package for Social Scientists (SPSS version 21) for analysis. The researcher then generated descriptive statistics in form of frequency tables. The study considered running factor analysis to determine factor loadings and which factors have the strongest effects on the variables studied so that management attention is put on such factors as a priority.

3.10 Ethical Considerations

Right to confidentiality or privacy: The information provided by participants was not shared without their will and there was no intrusion of their privacy as anonymity was upheld. Participants were assured of confidentiality verbally and in written consent form.

Plagiarism: Although the three variables have been researched on by a number of scholars including academicians, writers; this research is original with reference to secondary documents like reports, journals, and text book study. The report is not a duplication of any writer or scholar's work. Any work that is another writer was declared to be so.

The right to fair treatment: The selected participants' inclusion were based on the requirement of research. There was non-prejudicial treatment of participants who refused to take part or those who withdrew prematurely. More so sensitivity to and respect for the participants' beliefs, habits, lifestyles, culture and emotions was adhered to and courteous treatment was accorded to them at all times.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF THE RESULTS

4.1 Introduction

This chapter covers the presentation, analysis and interpretation of the results according to the objectives of the study specified in the first chapter. The objectives were:

(i) To examine enterprise resource planning project implementation practices in URA.

(ii) To analyze the enterprise resource planning project implementation challenges in URA.

(iii) To recommend strategies to improve enterprise resource planning project implementation in URA.

4.2 Response Rate

The study targeted 181 staff directly involved in the implementation and testing of the ERP at the URA. However, only 133 of them returned the questionnaires after they had been distributed to them. This gave a response rate of 73.5%. The researcher considers this rate as sufficient and good for the study.

4.3 Background Information of the Staff

The background information gathered for this study included information on the gender, marital status, age, and education level:

4.3.1 Gender of the Respondent

The study sought information on the gender of the respondents. Results are in table 4.1:

Table 4.1: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	59	44.4	44.4	44.4
Female	74	55.6	55.6	100.0
Total	133	100.0	100.0	

Source: Primary data

The results in table 4.1 show that the majority 55.6% of the respondents are female while 44.4% are male. This implies that whereas the staff are mostly female, there is significant gender representation on both sides at the URA.

4.3.2 Age of the Respondents

Results for age group of the respondents are shown in table 4.2:

Table 4.2: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
18-29 years	22	16.5	16.5	16.5
30-39 years	57	42.9	42.9	59.4
40-49 years	52	39.1	39.1	98.5
50 years and above	2	1.5	1.5	100.0
Total	**133**	**100.0**	**100.0**	

Source: Primary data

Table 4.2 above indicates that 42.9 percent of the respondents are aged 30-39 years old and there are 39.1 percent who are aged 40-49 years. 16.5 percent are aged 18-29 years and 1.5 percent are 50 years and above. This implies that the URA employs mostly middle-aged people within the 30-49 years age group.

4.3.3 Education Level of Respondent

Another area of interest was the education level of the respondents. Results are shown in table 4.3 below:

Table 4.3: Education Level Attained

	Frequency	Percent	Valid Percent	Cumulative Percent
Certificate	4	3.0	3.0	3.0
Diploma	42	31.6	31.6	34.6
Bachelor's Degree	67	50.4	50.4	85.0
Postgraduate Diploma	18	13.5	13.5	98.5
Master's Degree	2	1.5	1.5	100.0
Total	**133**	**100.0**	**100.0**	

Source: Primary data

Table 4.3 shows that 50.4 percent of the respondents have a Bachelor's degree while 31.6 percent have diplomas. Results further indicate that 13.5 percent have a postgraduate diploma while 1.5 percent have a masters. The implication for the study is that the URA employs educated staff perhaps because ERP implementation is a preserve for well-educated staff therein.

4.3.4 Marital Status

The study sought information on the marital status of the respondents. Results are in table 4.4.

Table 4.4: Marital Status of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	49	36.8	36.8	36.8
Married	74	55.6	55.6	92.5
Divorced/Separated	10	7.5	7.5	100.0
Total	**133**	**100.0**	**100.0**	

Source: primary data

Results in table 4.4 show that the majority (55.6%) of the respondents were married while 36.8 percent are single. However, 7.5 percent are divorced or separated. This implies that most of the

respondents are married although those oof different marital status are also represented in the study.

4.4 Background Information of the Project

The study also sought information on the project. Results are shown below:

4.4.1 When the Project Started

The results on when the project started is summarized in table 4.5 below:

Table 4.5: When the project Started

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 5 years ago	31	23.3	23.3	23.3
	5-10 years ago	80	60.2	60.2	83.5
	Over 10 years ago	22	16.5	16.5	100.0
	Total	**133**	**100.0**	**100.0**	

Source: primary data

From the results above we can see that the majority state that the project started 5-10 years ago while 23.3 percent state that it was less than 5 years ago. This implies that the project has been around for a significant period of time hence the implementation process has been ongoing.

4.4.2 Familiarity with the goals of the Project

The study inquired on whether the respondents are familiar with the goals of the project. Results are in table 4.6.

Table 4.6 Are you familiar with the goals of the project?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	92	69.2	69.2	69.2
	No	41	30.8	30.8	100.0
	Total	**133**	**100.0**	**100.0**	

Source: primary data

Results in table 4.6 show that 69.2 percent of the respondents are familiar with the project goals. This implies that the project goals are in existence, clear and disseminated to most of the staff, although some of them are not familiar with the goals.

4.4.3 Degree of Achievement of the Goals

The study also inquired on the degree by which the project goals had been achieved. Results are shown in table 4.7 below:

Table 4.7: Degree of Achievement of the Goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	75-100%	3	2.3	2.3	2.3
	50-75%	98	73.7	73.7	75.9
	Less than 50%	32	24.1	24.1	100.0
	Total	**133**	**100.0**	**100.0**	

Source: primary data

Regarding achievement of the goals, results show that the majority of 73.7 percent think the project has achieved only 50-75 percent of the goals while 24.1 percent say its less than 50 percent achievement. This implies that there is controversy over the degree of achievement of the project goals but most of the respondents don't think that achievement is significantly high, over 75 percent.

4.5 Enterprise Resource Planning Project Implementation practices in URA

The first objective was to examine enterprise resource planning project implementation practices in URA. Table 4.8 below shows the results on this:

Table 4.8 Descriptive Statistics on ERP Project Implementation practices in URA

	Min	Max	Mean	SD
Clear channels of communication are in place in this project	1.00	6.00	3.07	1.12274
There is a committee in place to oversee implementation of the ERP project	1.00	6.00	2.99	1.16765
Periodical monitoring is done to ensure smooth implementation	1.00	4.00	2.52	.75480
Feedback is received during the implementation of the project	1.00	4.00	2.50	.76499
The project is part of a well-documented and understood organisation strategy	1.00	4.00	2.50	.75502
Top management support is provided during project implementation	1.00	3.00	2.48	.63486
The project is implemented with appropriate technical support from outside the organization	1	3	2.39	.661
Management ensures that time factor is considered during implementation	1.00	4.00	2.20	.89153
Staff are well trained to ensure proper implementation of the project	1.00	5.00	2.03	1.07266
The project goal is always put in mind during implementation	1.00	5.00	2.03	1.07266
All project activities are undertaken in the stipulated timelines	1.00	6.00	1.99	.96911
Project implementors normally follow the planned schedule for all activities	1.00	4.00	1.96	.71144
There are key performance indicators which are used to measure progress of implementation	1	4	1.91	.701
The project costs are a very important element of the implementation process	1.00	5.00	1.89	1.07769
Grand Mean			**2.32**	

The results in table 4.8 indicate that the respondents generally disagreed with the practices regarding implementation of the ERP at the organisation. This is indicated by the Grand Mean of 2.32. Specifically, however, some of them were somewhat disagreed with the statements.

They somewhat disagree that clear channels of communication are in place in this project, there is a committee in place to oversee implementation of the ERP project, periodical monitoring is done to ensure smooth implementation, feedback is received during the implementation of the project, the project is part of a well-documented and understood organisation strategy and if top management support is provided during project implementation.

They disagreed that the project is implemented with appropriate technical support from outside the organisation, management ensures that time factor is considered during implementation, staff are well trained to ensure proper implementation of the project, the project goal is always put in mind during implementation, all project activities are undertaken in the stipulated timelines, project implementors normally follow the planned schedule for all activities, there are key performance indicators which are used to measure progress of implementation and that the project costs are a very important element of the implementation process.

This means that the URA staff are facing challenges with the ERP project implementation at the URA and the problem cuts across the various aspects of project implementation. The key challenges are discussed in the section that follows.

4.6 Enterprise Resource Planning Project Implementation Challenges in URA

The second objective was to identify challenges of enterprise resource planning project implementation in URA. Table 4.9 summarizes the results on this variable as provided by the respondents.

Table 4.5: Descriptive Statistics on ERP Implementation Challenges in URA (N=133)

	Min	Max	Mean	SD
Managers don't provide ample support in the project	2.00	6.00	4.44	.61979
There are no ways to measure progress of implementation	2.00	6.00	4.29	.70477
The project is implemented with insufficient technical support	2.00	6.00	4.29	.70477
Project implementors does not follow the planned schedule for all activities	2.00	6.00	4.29	.73414
The project is part of a poorly understood strategy	1.00	6.00	4.23	.81545
The project has failed to meet set timelines	1.00	6.00	4.23	.81545
Implementation is undertaken without regard to the project plan	1.00	6.00	4.13	.89115
There is poor communication among stakeholders during project implementation	1.00	6.00	4.05	.87788
The project mission is not clear	1.00	6.00	3.99	.97309
Staff are not sufficiently trained in handling the project	3.00	6.00	3.85	.64545
Project staff are not recruited as per guidelines	3.00	6.00	3.82	.66097
Feedback is not provided during the implementation of the project	1.00	6.00	3.74	.74523
The project costs usually go out of control	2.00	6.00	3.71	.89249
Grand Mean			**4.08**	

The results show that the respondents somewhat agreed on all the cited challenges of implementation of the ERP system. This is shown by the Grand Mean of 4.08. The grand mean or pooled mean is the average of the means of several subsamples, as long as the subsamples have the same number of data points. Specifically, they somewhat agreed that managers don't provide ample support in the project, there are no ways to measure progress of implementation, the project is implemented with insufficient technical support, project implementors does not follow the planned schedule for all activities, the project is part of a poorly understood strategy, the project has failed to meet set timelines, implementation is undertaken without regard to the

project plan, there is poor communication among stakeholders during project implementation, the project mission is not clear, staff are not sufficiently trained in handling the project, project staff are not recruited as per guidelines, feedback is not provided during the implementation of the project and that the project costs usually go out of control. This therefore implies that the cited challenges above are indeed being faced at the URA in implementation of the ERP project. The challenges that should be handled first include the provision of management support in the project because it is the one most agreed to by the respondents with the highest mean and lowest standard deviation, followed by the other challenges.

4.7 Strategies to improve ERP implementation in URA

The third and final objective was to devise strategies to improve enterprise resource planning project implementation in URA. Table 4.6 below summarizes the results from the respondents.

Table 4.6: Strategies to improve ERP project implementation in URA (N=133)

	Min	Max	Mean	SD
Project should be implemented with a clear start and end time	1.00	6.00	4.45	.94921
Project implementors must be held responsible to follow the planned schedule for all activities	1.00	6.00	4.37	.86580
The project should be monitored every three months against set targets during implementation	2.00	6.00	4.18	.72650
The project should foster easy communication among stakeholders during project implementation	1.00	6.00	4.17	.88060
Recruitment of technical staff to implement this project should be undertaken using a predefined procedure	1.00	6.00	4.15	.98085
The project should have access to technical support from outside the organization	1.00	6.00	4.00	1.01504
Staff should be trained every three months in handling the project	1.00	6.00	3.98	1.00353
There should be in place a mechanism to compare actual costs against expected costs	1.00	6.00	3.87	.95674
Implementation should be compared with the project plan on a continual basis	1.00	6.00	3.86	.87163
Regular Feedback should be solicited and provided during the implementation of the project using suggestion boxes	1.00	6.00	3.80	.78295
Top management should provide all needed resources to this project	1.00	6.00	3.78	1.18282
The project goal should be made known to all implementing participants	1.00	6.00	3.47	1.06990
Frequent meetings with all stakeholders should be set up to encourage communication	1.00	6.00	3.39	1.13374
Grand Mean			**3.96**	

From a general view, the respondents somewhat agreed with the proposed strategies to improve ERP project implementation in URA (Grand Mean=3.96). The grand mean or pooled mean is the average of the means of several subsamples, as long as the subsamples have the same number of data points. Specifically, however, they agreed somewhat with the proposition that the project should be implemented with a clear start and end time. They somewhat agreed that Project implementors must be held responsible to follow the planned schedule for all activities, the project should be monitored every three months against set targets during implementation, the

project should foster easy communication among stakeholders during project implementation, recruitment of technical staff to implement this project should be undertaken using a predefined procedure, the project should have access to technical support from outside the organisation, staff should be trained every three months in handling the project, there should be in place a mechanism to compare actual costs against expected costs, implementation should be compared with the project plan on a continual basis, regular Feedback should be solicited and provided during the implementation of the project using suggestion boxes, top management should provide all needed resources to this project and that the project goal should be made known to all implementing participants.

However, they somewhat disagreed if the project goal should be made known to all implementing participants and whether frequent meetings with all stakeholders should be set up to encourage communication. This implies that most of the proposed strategies are viable, at least in the opinion of the respondents, since they somewhat agreed with the majority and somewhat disagreed with the few.

The most viable strategies according to the respondents are that the project should be implemented with a clear start and end time and that project implementors must be held responsible to follow the planned schedule for all activities.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a discussion of findings, conclusions and recommendations drawn from the study findings of the previous chapter. This chapter is organized in three sections. The first section deals with discussions of the research findings in relation to the research objectives and conclusions. The second section focuses on recommendations while the third section presents areas for further research.

5.1 Discussion of Findings

5.1.1 Enterprise Resource Planning Project Implementation practices in URA

As we can see from the results, the respondents generally disagreed with the practices regarding implementation of the ERP at the organisation. They somewhat disagree that clear channels of communication are in place in this project, there is a committee in place to oversee implementation of the ERP project, periodical monitoring is done to ensure smooth implementation, feedback is received during the implementation of the project, the project is part of a well-documented and understood organisation strategy and if top management support is provided during project implementation.

The respondents disagreed that the project is implemented with appropriate technical support from outside the organisation, management ensures that time factor is considered during implementation, staff are well trained to ensure proper implementation of the project, the project goal is always put in mind during implementation, all project activities are undertaken in the

stipulated timelines, project implementors normally follow the planned schedule for all activities, there are key performance indicators which are used to measure progress of implementation and that the project costs are a very important element of the implementation process. This implies that there is a problem with the ERP project implementation at the URA and the problem cuts across the various aspects of project implementation.

The findings confirm what was stated in the problem statement at the beginning of this report whereby projects indeed exist at the URA and some effort is undertaken to implement these projects, but these efforts are not enough. In fact the efforts at implementation of these projects are below what was expected from them, given that there is a lot of disagreement from a general perspective, though some few respondents tend to agree.

The finding of poor project implementation contradicts the positions held by scholars like Fixsen et al (2005), PMI (2013), Venkatesh and Bala (2008), Aritua et al (2009), ALioni et al (2007), Helo et al (2008), as well as Longinidis and Gotzamani (2009), who pointed out various practices from project implementation. The results are in contradiction with most previous studies for the simple reason that most of the implementation aspects of such projects are not in practice in the URA ERP project which is a cause for alarm and which partly explains why the project is facing challenges elucidated in the section below.

5.1.2 Enterprise Resource Planning Project Implementation Challenges in URA

The second objective was to identify challenges of enterprise resource planning project implementation in URA. Among the biggest challenges cited by the respondents are that managers don't provide ample support in the project, there are no ways to measure progress of implementation, the project is implemented with insufficient technical support, project

implementors does not follow the planned schedule for all activities, the project is part of a poorly understood strategy, the project has failed to meet set timelines, implementation is undertaken without regard to the project plan, there is poor communication among stakeholders during project implementation, the project mission is not clear, staff are not sufficiently trained in handling the project, project staff are not recruited as per guidelines, feedback is not provided during the implementation of the project and that the project costs usually go out of control. This therefore implies that the cited challenges above are indeed being faced at the URA in implementation of the ERP project.

Most projects have targets or goals which are set around time, cost, scope, quality and stakeholder satisfaction. The findings show that the ERP project has shown weakness in achieving most or all of these parameters, thus the failures in implementation of the projects are expected to lead to failure of the project in general if nothing is done to arrest the situation.

These challenges in implementation should not be taken lightly or in isolation as they can have far reaching effects on not just the ERP project but also the URA as a whole because the same management problems may easily be exported to other projects within the organisation.

The findings are generally in agreement with the scholarly positions (Al-mashari, Al-mudimigh & Zairi, 2003; Amoako-gyampah & Salam, 2004; Niv, Neumann & Zviran, 2002; Morton & Hu,2008; Grembergen & Hass, 2008; Hawkin; Ghosh, 2002). These scholars are generally in agreement with the premise that the challenges associated with implementation of projects generally revolve around four areas: (a) inadequate selection of application, (b) ineffective strategic thinking and planning strategic, (c) ineffective project management techniques and bad managerial conduction, d) inadequate change management and e) inadequate training.

Looking at the challenges cited by the respondents we can see them fall in all these categories. For example the most cited challenge was that managers don't provide ample support in the project, which can be classified in category (c) which talks about ineffective project management techniques and bad managerial conduction. This has shown that the most common challenges of ERP project planning are being faced at the URA and indeed they are the same ones cited severally in the literature. It follows that the proposed strategies below would be expected to match the challenges identified.

5.1.3 Strategies to improve ERP implementation in URA

The third and final objective was to devise strategies to improve enterprise resource planning project implementation in URA. Respondents agreed with the proposition that the project should be implemented with a clear start and end time. They somewhat agreed that Project implementors must be held responsible to follow the planned schedule for all activities, the project should be monitored every three months against set targets during implementation, the project should foster easy communication among stakeholders during project implementation, recruitment of technical staff to implement this project should be undertaken using a predefined procedure, the project should have access to technical support from outside the organisation, staff should be trained every three months in handling the project, there should be in place a mechanism to compare actual costs against expected costs, implementation should be compared with the project plan on a continual basis, regular feedback should be solicited and provided during the implementation of the project using suggestion boxes, top management should provide all needed resources to this project and that the project goal should be made known to all implementing participants.

The respondents agreed with most of the proposed strategies which implies that these strategies are expected to be effective at addressing the challenges encountered in project implementation especially in the ERP project at the URA. Whereas the strategies have been presented in descending order, this is not to state that some are more important than others. All proposed strategies need to be embraced by the organisation for better implementation of this project.

This was in line with the views of scholars like Xu and Ma (2008), Soltanzadeh and Khoshsirat (2012), May et al., (2012), Aubert et al (2013), Pacheco-Comer and González-Castolo (2012), as well as Gallagher and Gallagher (2012), and Liu (2013). Specifically, Liu (2013) was of the view that project steering committee and project managers must have knowledge of applying complexity theory– structural, directional, technical and temporal processes, procedures, and policies and to implement them rigorously from the initial stage of the project. In this case this involves managing costs, timelines, as well as communication avenues.

The findings also agree with May et al. (2012) who proposed that leaders should adopt a set of value-based goals to enhance the ERP systems planning process and Aubert et al (2013) who was of the view that such a project needs organizational leaders to employ a highly competent project manager and technical staff.

5.2 Conclusion

This study was undertaken to assess effectiveness of project implementation at the URA.

Drawing from the above discussions, a number of conclusions have been drawn:

Project implementation at the URA is not going on as smoothly as one might desire as there are delays in carrying out crucial activities as well as shortfalls in use of knowledge, skills, tools and techniques. This is also validated by the problem statement which states that the implementation

of this project has experienced gaps in the form of delayed funding, mis scheduling, and deviation of the implementation from the set-out plan such as through diversion of funds to unallocated activities. This has therefore increased the risk of project failure at the organisation.

Project implementation and monitoring poses inevitable challenges which cannot necessarily be avoided at the planning stage. Such challenges can determine whether implementation will succeed or fail and it is such challenges affecting projects at the URA. The challenges mostly revolve around lack of support, no ways to measure implementation, lack of scheduling and disregard for the project plan, among others cited in the report.

Though there are several challenges affecting project implementation and monitoring, there equally are effective strategies that can not only curb short term issues in current projects but which are a blueprint for future projects and can address implementation and monitoring challenges. The most important strategy is to have clear implementation timelines in the projects.

5.3 Recommendations

From the findings, discussions and conclusions of the study the following recommendations are made. They are also derived on the third objective of the study which was to devise strategies:

Since project implementation has become a big problem at the organisation, URA needs to undertake a thorough internal staff survey of its current projects and come up with the most common issues affecting implementation. They should then develop a framework by which the most common problems can be mitigated in order to avoid the adverse effect they have on the projects.

The URA should boost the capacity of its project management team and recruit new managers since it has been found that some of them not only slow down, but can actually retard project implementation. This will ensure that the appropriate managerial and technical support is afforded to them.

The organisation should put in place clear written policies and procedures for project implementation as well as sanctions against non-compliance. These are expected to be deterrent enough to avoid staff taking risks and violating the policies thus bringing implementation challenges. For example, failure to adhere to stipulated timelines without approval should attract sanctions on the staff responsible.

Because it is as equally important as implementation, monitoring projects should be undertaken every month as a requirement if the management is to keep on track so that any challenges in implementation are identified early enough and tackled before they grow into bigger problems for the URA.

5.4 Limitations of the Study

The sample taken for the study was restricted to a particular project in a single entity (the ERP at the URA. This may not be representative of all other projects. However, it gives a starting point to understand project implementation at the URA. Selection of a truly representative sample is difficult when the phenomena under study are of a complex nature. Selecting good samples is difficult.

Possible bias of the respondents may have had effects the results of the study. Respondents may not be 100 percent truthful with their answers. This can happen for a variety of reasons, including social desirability bias and attempting to protect privacy of information.

The major difficulty in this research was the collection of data from the staff during the covid-19 pandemic period. The government lockdown and the resultant restrictions on movement and interaction during the season slowed down the work, but eventually the data was collected and the study proceeded for analysis.

5.5 Areas for Further Study

- The researcher recommends future scholars to look at other case studies such as private companies, banks, service-based institutions or product-based companies. This is because the situation may be different in those scenarios, given that URA is a government parastatal.

- Future studies should consider adding a qualitative aspect to the research by using interview method and observation in addition to the quantitative approach.

- This study used a cross sectional research design approach, which has limitations of what is called the 'current situation bias'. Future studies should conduct longitudinal studies so that the behavior of variables over time are studied, as this might give different results.

- There is an existing integrated system under NITA-U for all the MDs which URA already uses. Future studies need to investigate if the ERP is still relevant at the URA, given the new changes in the operating environment.

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Appendix I: Questionnaire

Introduction

Dear Respondent, I am a student of Makerere University Business School, pursuing a Master of Business Administration degree and currently carrying out research on project implementation in URA**.** You have been identified as a key and valuable respondent in carrying out this research. It is purely an academic research being undertaken. Your responses will be treated with utmost confidentiality and will purely be used for the purpose of this study.

I appreciate your cooperation

SECTION 1: PROJECT DATA

1. **The project started**
   Less than 5 years ago ☐ 5-10 years Ago ☐ Over 10 years ago ☐

2. **Are you familiar with the goals of the project?**

   Yes ☐ No ☐

3. **By what percentage has the project been able to achieve the set goals?**

   75-100% ☐ 50-75% ☐ Less than 50% ☐

SECTION 2: PERSONAL DATA

Tick where applicable

4. **Gender**: Male ☐ Female ☐ ☐

5. **Marital status:** Single ☐ Married ☐ Divorced/Separated ☐ Widow(er)

6. **Age**

18-29	**30-39**	**40-49**	**50-59**	**60 and above**
1	2	3	4	5

7. **Highest Level of Education**

Certificate	**Ordinary Diploma**	**Bachelor's Degree**	**Postgraduate Diploma**	**Master's Degree**	**PhD**	**Others**
1	2	3	4	5	6	7

SECTION 3: PROJECT IMPLEMENTATION

Using the following scale of Strongly Disagree (1), Disagree (2), Somewhat disagree (3), Somewhat Agree (4), Agree (5), and Strongly Agree (6) please indicate the level of opinion by ticking the appropriate box.

	Strongly Disagree	**Disagree**	**Somewhat disagree**	**Somewhat Agree**	**Agree**	**Strongly Agree**
Management ensures that time factor is considered during implementation	1	2	3	4	5	6
The project goal is always put in mind during implementation	1	2	3	4	5	6
The project costs are a very important element of the implementation process	1	2	3	4	5	6
Staff are well trained to ensure proper implementation of the project	1	2	3	4	5	6
Top management support is provided during project implementation	1	2	3	4	5	6
There is a committee in place to oversee implementation of the ERP project	1	2	3	4	5	6
Clear channels of communication are in place in this project	1	2	3	4	5	6
Feedback is received during the implementation of the project	1	2	3	4	5	6
Periodical monitoring is done to ensure smooth implementation	1	2	3	4	5	6
The project is implemented with appropriate technical support from outside the organisation	1	2	3	4	5	6
There are key performance indicators which are used to measure progress of implementation	1	2	3	4	5	6
All project activities are undertaken in the stipulated timelines	1	2	3	4	5	6
The project is part of a well-documented and understood organisation strategy	1	2	3	4	5	6
Project implementors normally follow the planned schedule for all activities	1	2	3	4	5	6

In your view, are you satisfied with project implementation? Please explain your answer:

_____

_____

_____

SECTION 4: CHALLENGES OF PROJECT IMPLEMENTATION

Using the following scale of Strongly Disagree (1), Disagree (2), Somewhat disagree (3), Somewhat Agree (4), Agree (5), and Strongly Agree (6) please indicate the level of opinion by ticking the appropriate box.

	Strongly Disagree	**Disagree**	**Somewhat disagree**	**Somewhat Agree**	**Agree**	**Strongly Agree**
The project has failed to meet set timelines	1	2	3	4	5	6
Implementation is undertaken without regard to the project plan	1	2	3	4	5	6
The project mission is not clear	1	2	3	4	5	6
The project costs usually go out of control	1	2	3	4	5	6
Project staff are not recruited as per guidelines	1	2	3	4	5	6
Staff are not sufficiently trained in handling the project	1	2	3	4	5	6
Managers don't provide ample support in the project	1	2	3	4	5	6
There is poor communication among stakeholders during project implementation	1	2	3	4	5	6
Feedback is not provided during the implementation of the project	1	2	3	4	5	6
The project is implemented with insufficient technical support	1	2	3	4	5	6
There are no ways to measure progress of implementation	1	2	3	4	5	6
The project is part of a poorly understood strategy	1	2	3	4	5	6
Project implementors does not follow the planned schedule for all activities	1	2	3	4	5	6

In your view, what other challenges not mentioned above affect the implementation of the project?

_____
_____
_____

SECTION 5: STRATEGIES FOR PROJECT IMPLEMENTATION

Using the following scale of Strongly Disagree (1), Disagree (2), Somewhat disagree (3), Somewhat Agree (4), Agree (5), and Strongly Agree (6) please indicate the level of opinion by ticking the appropriate box.

	Strongly Disagree	**Disagree**	**Somewhat disagree**	**Somewhat Agree**	**Agree**	**Strongly Agree**
Project should be implemented with a clear start and end time	1	2	3	4	5	6
The project goal should be made known to all implementing participants	1	2	3	4	5	6
There should be in place a mechanism to compare actual costs against expected costs	1	2	3	4	5	6
Frequent meetings with all stakeholders should be set up to encourage communication	1	2	3	4	5	6
Recruitment of technical staff to implement this project should be undertaken using a predefined procedure	1	2	3	4	5	6
Staff should be trained every three months in handling the project	1	2	3	4	5	6
Top management should provide all needed resources to this project	1	2	3	4	5	6
The project should foster easy communication among stakeholders during project implementation	1	2	3	4	5	6
Regular Feedback should be solicited and provided during the implementation of the project using suggestion boxes	1	2	3	4	5	6
The project should be monitored every three months against set targets during implementation	1	2	3	4	5	6
The project should have access to technical support from outside the organization	1	2	3	4	5	6
Implementation should be compared with the project plan on a continual basis	1	2	3	4	5	6
Project implementors must be held responsible to follow the planned schedule for all activities	1	2	3	4	5	6

In your view, what other strategies not mentioned above affect the implementation of the project?

_____

_____

Thank you for your time