ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

THE CONTRIBUTION OF ORGANIZATIONAL ASSET UTILIZATION ON PROJECT SUCCESS: The case of Save the Children International Ethiopia Country office.

BY:

WOGAYEHU GEBRESELASSIE

May 2019

Addis Ababa Ethiopia

THE CONTRIBUTION OF ORGANIZATIONAL ASSET UTILIZATION ON PROJECT SUCCESS: THE CASE OF SAVE THE CHILDREN INTERNATIONAL ETHIOPIA COUNTRY OFFICE.

BY: WOGAYEHU GEBRESELASSIE

ADVISOR:

DEJENE MAMO (ASS. PROFESSOR)

THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN PROJECT MANAGEMENT

May 2019

Addis Ababa Ethiopia

ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

THE CONTRIBUTION OF ORGANIZATIONAL ASSET UTILIZATION ON PROJECT SUCCESS: THE CASE OF SAVE THE CHILDREN INTERNATIONAL ETHIOPIA COUNTRY OFFICE.

BY: WOGAYEHU GEBRESELASSIE

APPROVED BY BOARD OF EXAMINERS

_____	_____
Dean, Graduate Studies	**Signature**
_____	_____
Advisor	**Signature**
_____	_____
External Examiner	**Signature**
_____	_____
Internal Examiner	**Signature**

DECLARATION

I hereby declare that the study entitled THE CONTRIBUTION OF ORGANIZATIONAL ASSET UTILIZATION ON PROJECT SUCCESS. Submit by me for the partial fulfillment of MA in Project Management in St. Mary's University School of Graduate Studies is my Owen original work and not been submitted earlier to St. Mary's or to any other institute ion for the fulfillment of the requirement for any course of study.

Name

Signature

St. Mary's University

May 2019

Addis Ababa, Ethiopia

Endorsement

This is to certify that Wogayehu G/Selassie has completed his thesis entitled Assessment of Utilizing Organizational Assets for Success of Project Management: (the case of Save the Children Ethiopia Country Office). As I have evaluated, his thesis, it is appropriate to be submitted as a partial fulfillment required for the award of Master of Arts in Project Management.

_____ _____

Advisor Signature

St. Mary's University
May 2019
Addis Ababa, Ethiopia

ACKNOWLEDGMENTS

I would like to thank Almighty God, Friends and My family who gave me the strength to finalize my paper. The next appreciation goes to the advisor Dejene Mamo (Ass. Professor) for his guidance during the whole process of the study. This study is unthinkable without SCI staff support who are actively participating in responding the questionnaire in time and be willing to share insights during interview, which I believe that the findings will help for future Asset management in the organization.

LIST OF ABBREVIATIONS

SCI	Save the Children International
CHSA	Charities and Societies Agency
LMS	Learning management system
MEAL	Monitoring, Evaluation, Accountability and Learning
KII	Key Informant Interview
SORP	Statement of recommended Practice
IAS 38	International Accounting Standard
MoFED	Ministry of Finance and Economic Development
KPI	Key Performance Indicator
PMBOK	Project Management Body of Knowledge

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

The general objective of this research was to assess the practices and problems of Utilizing organizational Assets for Project Success in Save the Children Ethiopia Country Office and to give scholarly recommendations for future effective service and the achievement of the stated vision. By considering this, cross sectional descriptive survey research design employed. To conduct the research and attain the objectives of the research both quantitative and qualitative research approach used. To be effective in this research and give a relevant generalization for the practices and problems of Organizational Asset Utilization to the selected Save the Children Ethiopia Country Office the researcher take as a study population all Three (Supply Chain, Finance, Operation) Departments staffs of SCI which related to Asset management and Project management Tasks from the Department Directors to Officers. From the total population of 172 staffs of the Departments 150 selected by using simple random sampling and proportional representative Formula.

To get the relevant information from sample respondents different data gathering instruments were employed mainly closed ended questionnaire, interview and documents analysis. To analyze the collected data SPSS 21 software used for the entire closed ended questions. In this effect, average mean, Mode, correlation and regression employed to data analysis. The strategies for Organizational Asset Utilizations not integrated and well performed. The study also pointed out that Organizational Business unit for Asset Management have an inconsistent leadership and engagement on Asset utilization Process that does not properly support and promote a Project Success in Save the Children Ethiopia Country office.

Key Words: *Organizational Asset Utilizations Factors, Asset Management Process, Asset Disposal, Asset Utilization Efficiency and Project Success.*

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

Good asset management is critical in projects and programs; in today's world, managing organizational assets is one of the means to develop internal strong management system. Asset management is "the coordinated activity of an organization to realize value from asset", where asset is "an item, thing or entity that has potential or actual value to an organization" (ISO, 2014). Asset classified based on physical existence as tangible and intangible assets, Based on Convertibility current and fixed assets and based on usage operating and non-operating assets (CFI, 2015). Tangible asset includes offices, machinery, trucks, company cars, office equipment's and computers (Warren & Fess, 1984). Intangible assets "an identifiable, non-monetary asset without physical substance"; example Patents, trademarks, import duties, licenses and computer software (IAS, 2004). Organizational process assets include formal and informal plans, processes, policies, procedures, and knowledge bases, specific to and used by the performing organization (PMI, 2013).

Globally asset management industry has finally returned to a growth to achieve the goal of the specific organization (William, 2008). Due to the fact to maintain the effective utilization of fixed assets claimed that a good system of internal control over fixed asset would help to detect accidental mistake that may result in the preparation of inaccurate and misleading financial information. Such categories of assets reported in the balance sheet of the company in a way the information content of the report adds value to the user in decision-making. Balance sheet is one of the financial statements showing asset, liability and owners' equity of the firm on specific dates, the asset side, liabilities and owners' equities are the two sides of balance sheet (Glautier, 1976). The two sides must agree based on the accounting equation asset is equal to liabilities and owners' equity.

Successes of an organization largely depend on how the organization manages its asset. Every charity organization manage its projects to maximize values by minimizing the possibilities of loses that comes as a result of inefficient operations, inappropriate utilization of organizational assets including in the extreme cases minimizing thefts and misappropriation by establishing

proper organizational asset management system. Management of organizational assets includes proper planning, determination of level of investment, acquisition, and control of proper utilization of assets. In order to achieve the long-term goal of the project, organizations need to develop proper organizational asset management system. In this global world, the competition has become unbendable in every aspect that every organization must struggle for internal efficiency. The main characteristics of Tangible assets are it is acquire for use in operation of the enterprise and that their usefulness will extend over a number of years. The cost of tangible asset accordingly not charged as an expense in the year of acquisition, but it spread over the year of their use. The cash paid out to acquire a tangible asset is not expenditure. It does not constitute cost; rather it is an investment (Wagatakierwa, 2008). Tangible assets represent a large amount of funding, so it is important to have proper management in place to ensure they used properly.

Save the Children, is an international non-governmental organization that promotes children's rights, provides relief and helps support children in developing countries It was established in the United Kingdom in 1919 in order to improve the lives of children through better education, health care, and economic opportunities, as well as providing emergency aid in natural disasters, war, and other conflicts. Start work in Ethiopia in the 1930s and set up its permanent offices by Save the Children Sweden in 1965 and Save the Children UK in 1974.

Based on proclamation No 57/1996, Federal Government of Ethiopia Financial Administration Proclamation and Council of Ministers Regulation No 17/1997 “Assets are those costing Birr 200 or more and have useful life of more than one year”. SCI defines a capital asset as tangible property/ equipment that meet it was procured through SCI unrestricted funds, total unit cost, including tax, shipping, duty, installation, etc. is $5,000 or more and it has an estimated useful life of more than one year. An item is deemed to be a non-capital asset it has a value of $1000-$5000 (e.g. HF radios, generators, computer equipment). It has an expected useful life of more than one year, is powered by electricity or fuel and has a serial number (e.g. computer, VHF handset), it incurs running costs which need to be monitored and controlled by the Programme (e.g. mobile and satellite phones) (SCI, 2018). Tangible assets should be correctly recorded, adequately secured and properly maintained; Planning, acquisitions and disposals of Tangible assets should, be properly made and authorized; should, be appropriately depreciated.

1.2. Statement of the Problem

As humanitarian and development project based organization, an organization is responsible to understand project success and organizational asset utilization factors then develop ability systematically and quantitatively assess these factors, anticipating possible causes and effects (Parker, 2002). Save the children Ethiopia Country office does not have well organized and capacitate asset maintenance team. Save the Children do not have clear objective, well-worked strategies and policies to organizational asset utilization. Lack of consistently capturing asset service information and asset status across the country office lead to spend more money instead of reducing cost of the project. Preventive maintenance over tangible and intangible organizational assets with risk assessment practice not adopted as working culture across the staffs under Supply chain, Finance and Operation Departments. Depreciable asset is disposed, discarded, destroyed; the net surplus or deficiency of material disclosed separately (Kimme, 2009). The ratio of actual output from organizational tangible asset utilization lack to meet the expected efficiency in the project implementation.

There is little research on Asset management and organizational asset utilization by profitable and government organizations (Akinleye, 2018). A study of existing and novel technological solutions for effective organizational asset utilization recommend integrated and combined of tools, process and people which works together (AWA, 2019). The existed research has conceptualized organizational asset utilization from profit and asset return point of view. There is no studies on organizational asset utilizations from project success and societal impact point of view for non-governmental organizations in Ethiopia. Studying contribution of organizational asset utilization on the project success for nongovernmental organization impact the life of the society and donor compliance and disallowance on project implementation of the organization.

The purpose of this study was try to assess the contribution of organizational asset utilization on the project success the case of save the children international Ethiopia country office and recommend scholarly solution to the organization existed practice and problems.

1.3. Basic Research question

By looking the above consideration, the researcher tried to answer the fallowing research questions.

1. What are the most important factors for utilizing organizational asset according to Humanitarian and Development project context?
2. How organizational asset management processes applied in the Company?
3. Do the company's business unit will plan disposal, transfer and replacement process and schedule?
4. How is efficient organizational asset utilization of the company evaluated?

1.4. Objectives of the Study

The general Objectives this study is to:

To assess utilization of organizational assets for Project Success in the Case of Save the Children Ethiopia Country Office.

The Specific Objectives

In addition to the general objectives, the study will try to answer the fallowing specific objectives.

- To investigate most important factors for organizational asset utilization according to Humanitarian and Development project context.
- To evaluate organizational asset management processes applied is the Company.
- To Asses Company's business unit plan disposal, transfer and replacement process and schedule.
- To evaluate the efficiency of organizational asset utilization.

1.5. Definition of Terms

- **Asset management**: - the coordinated activity of an organization to realize value from asset. Whereas **Asset** is "an item, thing or entity that has potential or actual value to an organization (ISO, 2014).
- **Tangible Asset: -** those that can be touched and owned by a business enterprise. It is also possession or valuable belonging to business organization that used over a long period. Example of Tangible asset includes factory offices, machinery, trucks, company cars, office

equipment's and computers (Warren & Fess, 1984).

- **Intangible Asset** :- non-physical, meaning they cannot be touched and they have value because they represent an advantage to a business or organization, examples include – Accounts receivable, Blue print, Bounds, Brand Names, Chemical Formulas, Computerized Databases, Contacts, Historical Documents, Methodologies, shareholders agreement, supplier contracts (IAS 38, 2004).
- **Organizational Process Asset**: - Organizational process assets are the plans, processes, policies, procedures, and knowledge bases specific to and used by the performing organization (PMI, 2013).

1.6.Significance of the Study

Properly investigate problems related to organizational Asset management for the success of projects under the company and enable to take appropriate solution to the challenges in the study area. This study done analysis on opportunities and challenges Save the Children's Organizational asset management specifically Ethiopia Country office. Also examined the role of asset management in success of implement projects. In this dynamism era and competitive world all humanitarian and Development project, based nongovernmental organization must have efficient Asset management to attract more donors and partners. Save the children every year, invest a lot of money to own both tangible and intangible assets to support the implementation of projects from local and global market. Therefore, this need strong management to add value on the organizational Long-term objective. Because of Save the Children is United Kingdom (UK) based organization and Ethiopia country office implemented in Ethiopia need to apply two regulations on organizational asset management additional to Donors interest.

- Statement of recommended Practice (SORP) need accurately account for all organizational assets to provide an accurate value for it on countries' balance sheets (England, 2015).
- CHARITIES & SOCIETIES AGENCY (CHSA) every charities organization under Ethiopia must Keep assets secure, Notify the agency before transferring the assets, Provide information to the agency on how the assets were acquired, Inform the agency if the assets are in any way damaged, Inform their report and plan on time and Inform to the agency if there is an exchange (CHSA, 2008).

1.7. Scope and Limitation of the study

Save the Children is an international non-governmental charity organization work around the world by implementing global strategies to achieve an Ambition (We will do whatever it takes to ensure that all children survive, learn and protected by 2030). However, my study only focus Ethiopian Country office (head office and field offices) Organizational asset (tangible and intangible assets) manage and its utilization for the success of projects.

The major limitation of the study reach out and assess all beneficiaries satisfaction direct from them because of time, budget and scope factors. As charity organization and have different Donors Save the children managed Organizational Asset by developing and adopting Organizational asset manual but it does not have the authority to decide many options like fully utilize, Dispose, transfer or using for other new project on organizational asset. Government charity (CHSA) and Donor policy will override the organizational policy at any time. Therefore, this is a big limitation to study all donors, members, stakeholders and government charity rules additional to the organization policy. Most of the literature and research done on Organizational asset management is in Business organization not in charity organization.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter presents the related literature review, empirical evidences and conceptual framework of the study. It organized in three sections. The first section presents theoretical review of related literature in Asset Management for project success. The second section presents empirical literature review while the third and final section presents conceptual framework of the study.

2.1. Theoretical literature Review

Asset management defined differently by international organizations and scholars. Based on ISO (2014) Asset management is "the coordinated activity of an organization to realize value from asset", where asset is "an item, thing or entity that has potential or actual value to an organization". Based on FHWA (1999) Asset Management is a systematic approach of maintaining, upgrading, and operating physical assets cost effectively. It combines engineering principles with sound business practices and economic theory, and it provides tools to facilitate a more organized, logical approach to decision-making. Thus, asset management provides a framework for handling both short- and long-range planning. Based on TAC (1999) Asset Management is a comprehensive business strategy employing people, information and technology to effectively and efficiently allocate available funds amongst valued and competing asset needs.

Asset Management is a methodology to efficiently and equitably allocate resources amongst valid and competing goals and objectives (Danylo, 1998). A systematic process of maintaining, upgrading and operating assets, combining engineering principles with sound business practice and economic rationale, and providing tools to facilitate a more organized and flexible approach to making the decisions necessary to achieve the public's expectations (OECD, 2000).

There exist numerous definitions and approaches to the word asset throughout the available literature on the subject. As NORGE (2014) define an asset as an "item, thing or entity that has potential or actual value to an organization". This definition followed by explanatory text regarding the terms value and asset. Value can take form of financial or nonfinancial nature and it can be tangible or intangible. It is also important to be aware of the fact that the value of an

asset can change, and take both negative and positive form throughout its life cycle. The definition of asset management NORGE (2014) define Asset Management as "the coordinated activity of an organization to realize value from assets". This definition followed by explanatory text regarding the word activity and the term realization of value. Activity can take many forms, both tangible and intangible. Examples of activities in relation to realizing value from assets can be different sets of approaches, planning and implementation of plans. When it comes to generating and harvesting value because of improved asset management this often, involve the balancing opportunities and risk as well as cost and performance.

Asset classified based on physical existence as tangible and intangible assets, based on Convertibility current and fixed assets and based on usage operating and non-operating asset (CFI, 2015). Tangible asset includes offices, machinery, trucks, company cars, office equipment's and computers (Warren & Fess, 1984). Intangible assets "an identifiable, non-monetary asset without physical substance"; example Patents, trademarks, import duties, licenses and computer software (IAS, 2004). Organizational process assets include formal and informal plans, processes, policies, procedures, and knowledge bases, specific to and used by the performing organization (PMI, 2013).

The meaning and understanding of the terms asset and asset management have varied largely throughout the ages. In the earlier times the terms were mainly related to being able to manage accounting and the comparison of capital investments like funds, stocks and diversified portfolios and from this being able to optimize the yield, i.e. the optimization of costs and returns (Christopher, 1993). The financial services further used the terms in relation to being able to identify and manage risk exposure of assets in particular economical markets (Liyanage, 2012). The shortcomings of this traditional approach to asset management is explained by Maskell (1991) as he highlight that it has a reactive focus on monitoring the wrong parameters, in a wrong way.

The development of the terms from this contextual meaning to todays' definitions and meaning is multifaceted, and several different drivers have led to this. (IAM, 2014), identify two main drivers towards the development of modern industrial asset management in addition to financial services, namely the extensive troubles related to management in the public sector in Australia and New Zealand and the Piper Alpha accident in the North Sea. The former is related to the

need for major improvements in management due to falling levels of quality and performance combined with escalating costs and poor planning throughout the public sectors of the named countries. The latter example relate to the forming of small and dynamic cross-disciplinary teams managing offshore assets with a whole-life management perspective in order to prevent big disasters and optimize results in relation to improved safety, performance and productivity. In terms that are more general one can say that as the industrial age has developed, new elements such as focus on productivity, quality and focus on the customer and other relevant stakeholders have emerged. These aspects given an increasingly stronger focus during the last decades (Maskell, 1991). This exemplified by the introduction of management tools such as the balanced scorecard (Kaplan & Norton, 1996). The introduction of the Total Quality Management model Christopher (1993), the EFQM Excellence model (Fisher, 2012).

The business performance revolution enabling organizations to achieve excellent manufacturing must also be seen in relation to the new possibilities related to administering and processing large amounts of data generated by different processes in the organizations. This opportunity has been given by the introduction of revolutionary technology for managing data in new ways (Frankel, 2008). This data can be applied as a tool for improved decisions engineering and performance management, as described by Armstrong in his "Handbook of Performance Management" (Armstrong, 2009).

Asset management in earlier times was a reactive way of managing the business merely looking at sales numbers and profits, its focus in todays' rapid changing working environment have developed in the direction of serving as an aid to organizations for the improved adaption to changes in the market situation and in foreseeing and acting proactively to emerging challenges. These are important aspects for organizations in order for them to develop their businesses and open up for new markets and customer needs. One key element that define the winning companies in todays' globalized and highly competitive environment is the ability to manage change processes in effective manners, while at the same time keeping a strong focus on innovation and being open to new ideas and technology (Liyanage, 2012). This can be exemplified by the large degree of innovation and implementation of new and advanced technology for the last decade.

The degree of innovation and implementation of new technology is naturally dependent on the business sector one is involved in, but in general terms one can advocate that there has been an aggressive growth in application of new technologies during recent years throughout all industrial sectors, and that the number of organizations that now implement novel technical solutions has proliferated. Being able to manage risk in relation to both novel technical solutions as well as operational risk involved with implementing new assets in organizations have now become a main focus and challenge, and the ever growing interdependencies between different departments and sectors in the organizations calls for integrated management solutions where the organizational boundaries are erased. The forming of alliances with relevant stakeholders such as original equipment manufacturers (OEM), service providers, clients and authorities calls for a broader perspective than what exist today when it comes to managing assets in the best possible way.

The increasing focus on the subject of asset management during recent years, and this has now culminated in the forming of the new Standard ISO55000: Asset Management –Overview, principles and terminology (NORGE, 2014). In section "0.3 Target audience", it is stated that "This International Standard is primarily intended for use by:

- Those considering how to improve the realization of value for their organization from their asset base
- Those involved in the establishment, implementation, maintenance and improvement of an asset management system
- Those involved in the planning, design, implementation and review of asset management activities; along with service providers."

Other key players involved in the work of promoting and developing Asset Management are the Institute of Asset Management, which is a non-profit organization that "exist to advance the science, practice and discipline of Asset Management for the public benefit" (IAM, 2014). The Asset Management Council, which is formed by the Technical Society of Engineers, Australia. It is a national non-profit organization whose vision is "enabling benefits for all from effective use of assets", and they "provide independent information and guidance on asset management across the multitude of industry sectors and professional roles in asset management, both in Australia and globally" (AMC, 2014). Lastly, there is also reason to highlight The Global Forum on Maintenance and Asset Management (GFMAM), which "has been established with the aim

of sharing collaboratively advancements, knowledge and standards in maintenance and asset management (GFAMM, 2014).

As it is the employees of the organizations that actually "do" the asset management by their performing of day-to-day activities in the organizations the results of the asset management practices will vary dependently on the knowledge, willingness, competence and teamwork effort they contribute with towards reaching excellence in asset management. Experience shows that there often is a big difference between having a great plan for optimal management of assets, and the way things end up being performed when the plan is set to motion. While a good plan and framework for effective asset management can serve as a facilitator, one is dependent of strong leadership as well as extensive collaboration efforts across departments and disciplines of the organization in order achieve.

Asset Management is a generic framework of tools and methodologies aimed at enhancing infrastructure management by emphasizing good business practices and asserting the holistic approach. It incorporates elements of various diverse disciplines such as accounting, value engineering, life-cycle cost analysis, economics, risk management, and user satisfaction (Danylo, 1998). It also differs from the traditional management practices in the following ways:

- Applies strategic, rather than tactical, measures, goals, and policies.
- Addresses decisions in a network, system-wide fashion rather than at a project level.
- Integrates existing individual infrastructure systems and databases in a common interoperable environment.
- Introduces and incorporates financial and economic performance measures, ideas, and theories and treats the infrastructure management process as a business, which requires efficiency and effectiveness.
- Models internal processes after the private sector.
- Establishes efficient documentation and communication of the decision-making process, which yields two significant benefits: (1) making management decisions transparent to all kinds of shareholders and (2) rendering decision makers accountable for their choices.

Based on FHWA (1999) and illustrated in figure 1 an Asset Management system has the following major elements, which are constrained by available budgets and resource allocations: establishment of goals and policies, data collection and development of asset inventory,

establishment of performance measures leading to condition assessment and performance modeling, development of management systems to evaluate alternatives and control optimization, decision-making regarding short- and long-term project selection, implementation of designed programs and evaluation processes, and use of evaluation results for overall process feedback, redevelopment, or refinement.

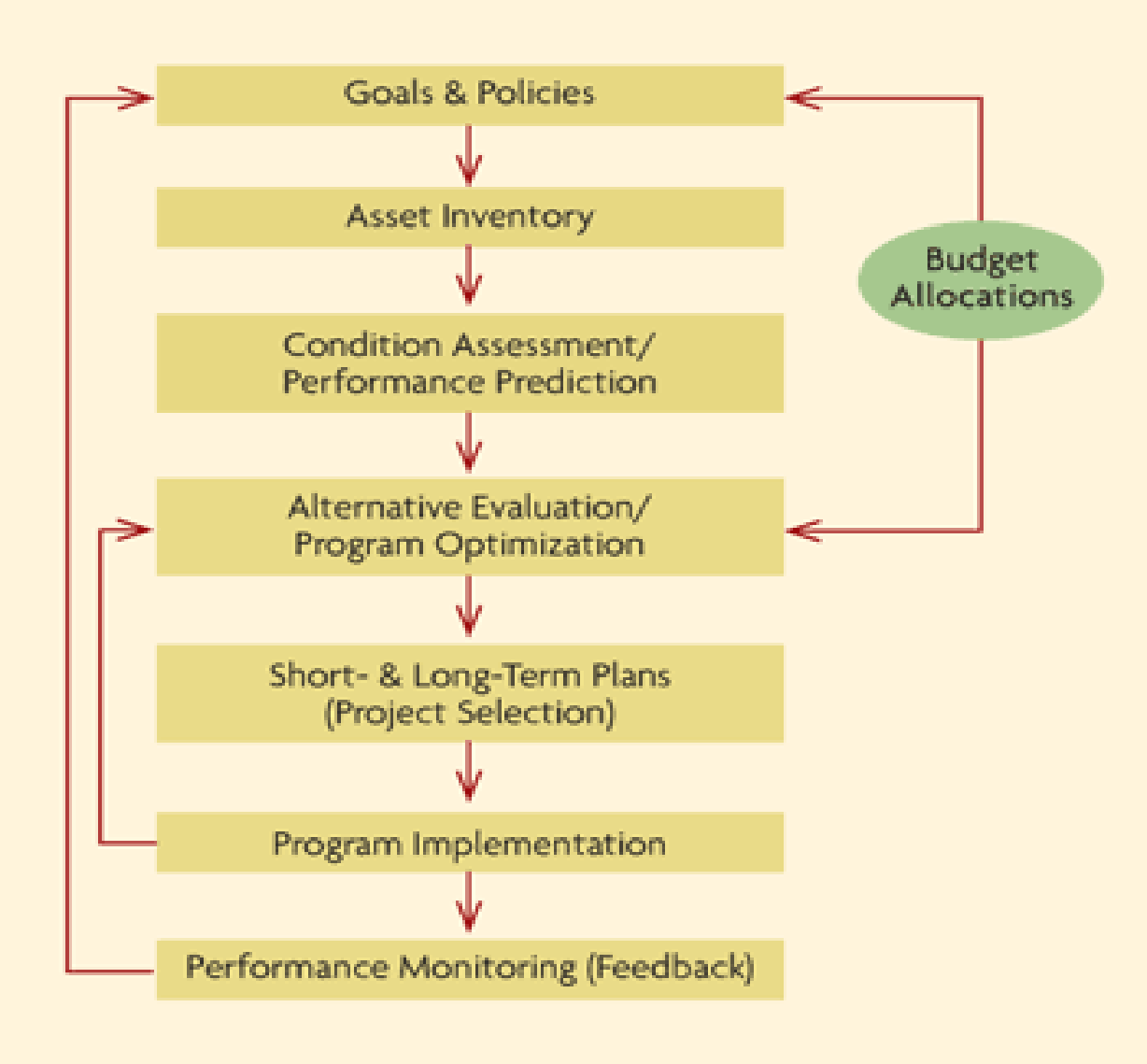


Figure 2.1: Asset Management system components (FHWA, 1999).

It is necessary to manage assets in the best way to generate the optimal amount of value. This will evidently depend of the nature of the organization in question, and what it and its relevant stakeholders defines as its desired value and value generators. Examples of different types of values can be reduced operational risk, improved yield on financial portfolios, that the

organization is able to perform its operations while at the same time enforcing minimal impact on the environment and so on.

According to IAM (2014) there exist a key set of elements that define good asset management, as opposed to when organizations are merely able "to manage an asset".

- **Integrated** –At the heart of good asset management lies the principle that all parts and elements of the organization affect each other through complex interactions. There exist a need for the organization to function as a whole rather than a set of different departments generally moving in the same direction.
- **Systematic** –the concept of an asset management system must be applied on all levels and parts of the organization in order to enable good asset management.
- **Systems-Oriented** –Good asset management looks at the assets from their natural systems context, in order to be able to generate value.
- **Multi-disciplinary** –Asset Management from a holistic point of view crosses both departmental, disciplinary and geological boundaries and evolve around generating the best possible value –independently of the nature of the value. This value can take many forms and will often vary within the different parts of the organization. Different types of value may be increased economical profit, improved safety or quality of products.
- **Sustainable** –There must be established plans that ensure optimal value-generation throughout the life cycle of the asset, while at the same time including important aspects related to environmental issues.
- **Risk Based** –Being able to plan for, manage and understand implied risks in decision- making processes is an important factor of good asset management.
- **Optimal** –Good asset management include that one is able to balance objectives so that cost, performance and risks can be balanced on both short and long terms.

All forms of management have an internal hierarchy of decision-making levels. There are various decision-making levels that represent different perspectives on the system, ranging from very specific, detailed, project-oriented views to generalized, comprehensive, strategic ones. The decision levels pertaining to Asset Managements are the strategic level, network level, and project level (AASHTO, 2001). Although Asset Management is mostly perceived as a strategic level tool. The various decision-making levels are strongly interconnected. In many cases, they significantly overlap because of the need for permeable and flexible boundaries in an

organization's decision-making and because communication between the various levels is paramount for the overall success of the management process. The decision-making levels do have, however, different scopes and require different data and information inputs in order for the decision-making to be carried out effectively and efficiently.

- **Strategic decision-making level** is the broadest and most comprehensive. It pertains to strategic decisions concerning all types of assets and systems within the organization and is concerned with generic and strategic resource allocation and utilization decisions.
- **Network decision-making level** pertains to determining the overall agency-wide maintenance, rehabilitation, construction strategies, and works programs in the organization. This decision level is often broken down into program and project selection levels.
- **Program decision-making level** is concerned with the overall, network-wide programming of actions and allocations. It is involved in policy decisions, and the aim is the system-wide optimization of funds allocated to rehabilitation, maintenance, or new construction of infrastructure assets.
- **Project selection level** is concerned with decisions on funding for projects or groups of projects. This level generates decisions at a higher level of aggregation than the project level, but it requires more detailed information than the program and network levels. It serves as a link between the network level and the subsequent project level of analysis.
- **Project level** of decision-making and analysis pertains to the specific, mode-wise, asset-wise, and geographically determined projects. It addresses the design of the projects included in the overall work plan needed to meet the agencies' performance measures. It is also called "field level" or "operational level" and refers to how the actual work is going to be done.

Asset Management decision processes are the individual decisions that need to be made in every level of decision-making, be it strategic, network, or project focused. Decision processes can therefore be concerned with budget allocations, network optimization, works programming, and selection of alternative implementation methods, among other things. Decisions made at the different levels of Asset Management are heterogeneous, and the supporting data needs are bound to be quite different. To systematically approach and identify the data needed to support Asset Management decision processes, it is necessary to first define the level of decision-making these processes support. The analyst can then assess the level of aggregation of the data needed and identify the data needs for those specific decision-making processes and problems.

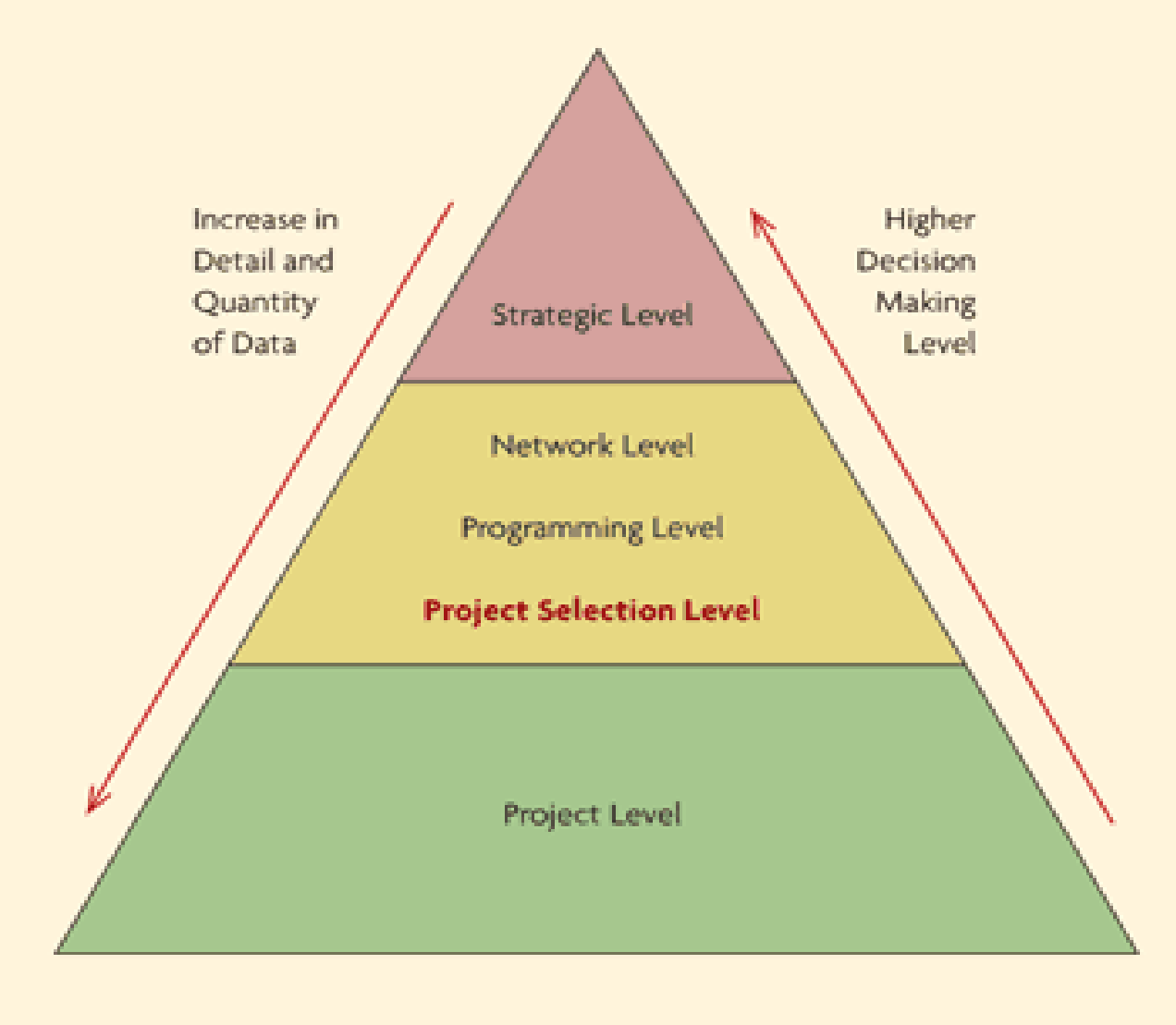


Figure 2.2: Relation between the different decision-making levels *and decisions and the corresponding detail and amount of required data* (AASHTO, 2001).

While there is no accepted definition for asset utilization, the definitions used by most is the ratio of actual output to the output that could be achieved if a plant ran at its maximum capacity for 365 days per year while producing 100% quality product Based on this definition to implementing an asset utilization only requires capturing two pieces of data: actual output and maximum capacity (Ellis, 1998). With this information, it is then possible to calculate asset utilization using the Equation 1, and the opportunity gap using Equation 2.

- **Equation 1 - Asset Utilization**
    - AU = (actual output / maximum capacity) *100

- **Equation 2 - Opportunity Gap**
    - Opportunity Gap = maximum capacity - actual output

The asset utilization ratio calculates the total revenue earned for every dollar of assets a company owns. An increasing asset utilization means the company is being more efficient with each dollar of assets it has. This ratio is frequently used to compare a company's efficiency over time.

The five steps to constructing your own effective asset management plan, from completing an asset inventory to financial planning (AWA, 2019).

- Complete an asset inventory
- Calculate life-cycle costs
- Set levels of service
- Apply cost-effective management
- Execute long-term financial planning

If any depreciable asset is disposed, discarded, destroyed, the net surplus or deficiency of material should be disclosed separately (Kimme, 2009). Asset that are no longer useful may be discarded, sold, or applied to other related project. The details of the entry to record the disposal will vary but in all cases, it is necessary to remove the book value of the asset from the accounts. The organization asset should not be removed from the account only because it has been depreciated for the period of its estimated life. If the asset is still useful to the company, the cost and accumulated depreciation should remain in the ledger. To achieve cost effective maintenance, it is first necessary to implement a maintenance program. Without clear definition of requirements, achievements and feedback, measurement is not possible. Measurement of effectiveness through monitoring key performance indicators is only possible if each stage has been completed. Without measurement, management and optimization is not possible.

An asset management system is not a system only, it is a combination of tools, process and people which works together to achieve organizational objectives. Tools are hardware and application of data base software that facilitates transaction. Process is Organization policies and procedures. Policies and procedures are must be defined, shared and clearly communicated throughout the

organization. Appointed professionals who have best background in the asset management and have a trend and best practice in the field of the area are also important for achieving goals.

Diagrammatically

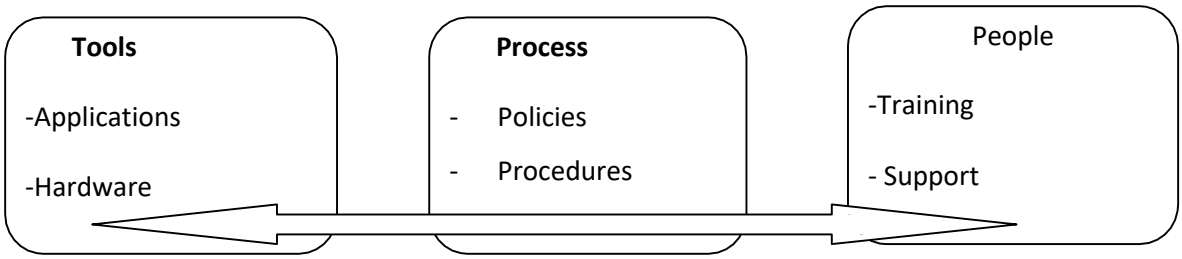


Figure 2.3: Asset Management System (Thompson, 2010)

Project success is a strategic management concept where project efforts must be aligned with strategic project management, which has been comprehended as a critical issue for project success (Atkinson, 1999). There are various perspectives of describing project success. Among the more widely spoken about is the traditional Iron Triangle (cost, time, quality) proposed by Atkinson (1999) which has been the measuring tool for assessing project performance and success. These basic criteria (i.e. cost, time and quality) are easy and timely to measure yet evolving and developing by learning from the past mistakes and by adopting the best-believed practices appropriate for continuous improvement. Hence, there is no defined or fixed set of project success criteria. Many authors including Shenhar (1997), Rodringues & Bowers (1996) and Dweiri (2006) all agree that the Iron Triangle should be used as success criteria, but not exclusively.

Traditional criteria (i.e. Cost, time and quality) were not really one homogeneous dimension that meets the project specification (Shenhar, 1997). Since then, project success been analyzed from a few dimensions. The second dimension of project success, which aligned to continuous improvement that emphasized on productivity and benefit to the end users and other stakeholders (Shenhar, 1997). The structure was called The Square Route project success criteria, that is measuring the project success in terms of the traditional iron triangle (cost, time, quality), in terms of the information system, benefits of the final product with respects to the organization, and the benefits of the same according to the stakeholder community. Third dimension is the direct and immediate benefit of the project focus on the organization about preparing the organization's processes, operations, and infrastructure for future challengers, threats and business opportunities (Sidenko, 2006). The fourth dimension involve in developing opportunity for future

innovation and business. All four dimensions are dynamics of the success assessments that varies with time. The first dimension can be assessed in short-term. The second dimension can be assessed after a medium time that involves project managers and customer. Finally, the third and fourth dimensions can be assessed after a longer time as post-delivery that allies as are indirect beneficial to stakeholder community. These four dimensions are time dependent i.e. the first dimension is the period during project execution and right after project completion. The second dimension can be assessed after a short time, when the project has been delivered to the customer. The third dimension can be assessed after a significant level of sales has been achieved (one to two years). Finally, the fourth dimension can only be assessed three to five years after project completion.

Figure 2.4: project success definitions.

Companies are increasingly using projects; keeping an eye on competition and good practice on management are essence to achieving company goals. Critical success factors are important influences that contribute to project success. Therefore, critical success factors are the set of circumstances, facts or influences, which contribute to the project outcomes. An organization is responsible to understand these success factors and develop ability to systematically and quantitatively assess these factors, anticipating possible causes and effects (Parker, 2002).

A project success criterion begins with the initiatives taken by the project manager to the project in question. Project "success" is an important definition for managers to manage their project and meet the requirement of the stakeholders. The outcome measure whether the project was successful or not is determined by overall results that the project accomplished. Key Performance Indicators (KPI's) is a method used to measure the perspectives on what is project "success" and key role of a manager is (Sabariyah, 2011).

The search for factors that influence project success has been growing interest over the past decade. According to Pinto and Slevin (1987,1989), Cooke- Davis (2002), Muller and Turner (2003), Belassi and Tukel (1996) and etc, success factors are those input to the project management system that lead directly or indirectly to the success of the project or business. Four main groups characterize these success factors. These are factors relating to the project, project managers, organization, and external environment. Identify a set of project success factors in an organization level; project team commitment, contractor's competencies, risk and liability assessment, client's competencies, end-users needs and constraints imposed by end user (Lam, 2002).

2.2. Empirical Literature Review

Even though there was no material found on asset management for nonprofit organizations project success that related with this study, the researcher reviewed other important Asset management researches conducted on business organizations, international and government organizations. Most of available research in Ethiopia and abroad focused only fixed asset management on profitable organization.

The first empirical review was on Akinleye (2018) asset utilization and performance in manufacturing industries was the main factor for profitability and sustainability of the firms. The major objectives of the study were to examine the effect of assets utilization on performance of manufacturing firms in Nigeria. Collect secondary data from annual report and account of ten selected firms for period of five years spanning from 2012 – 2016 then analyzed using descriptive statistics, correlation and regression to show the manufacturing asset turnover (ATR) has positively and significantly effect on return on assets (ROA).

The second empirical review was on Dadi (2016) fixed asset management problems and practices need an improvement in the company to have efficient asset utilization. The study employed descriptive research design then conclude company's planning exercise on fixed asset management is not good and no linkage to the strategic goals. So that the manager fails to identify the resource needed to satisfy the organization program requirements based on the program goals and objectives.

The third empirical review was on Gregory (2014) The development of a simplified asset management model specifically US AIR FORCE installations through simplified methods that strengthen the accuracy and efficacy of the asset register. Then the researcher conclude the process of recording data and information made difficult by absence of an integrated data platform. In the absence of readily available tools (i.e. integrated maintenance management systems) that enable engineers to document information, score condition and index criticality makes asset management extremely difficult at the lowest level.

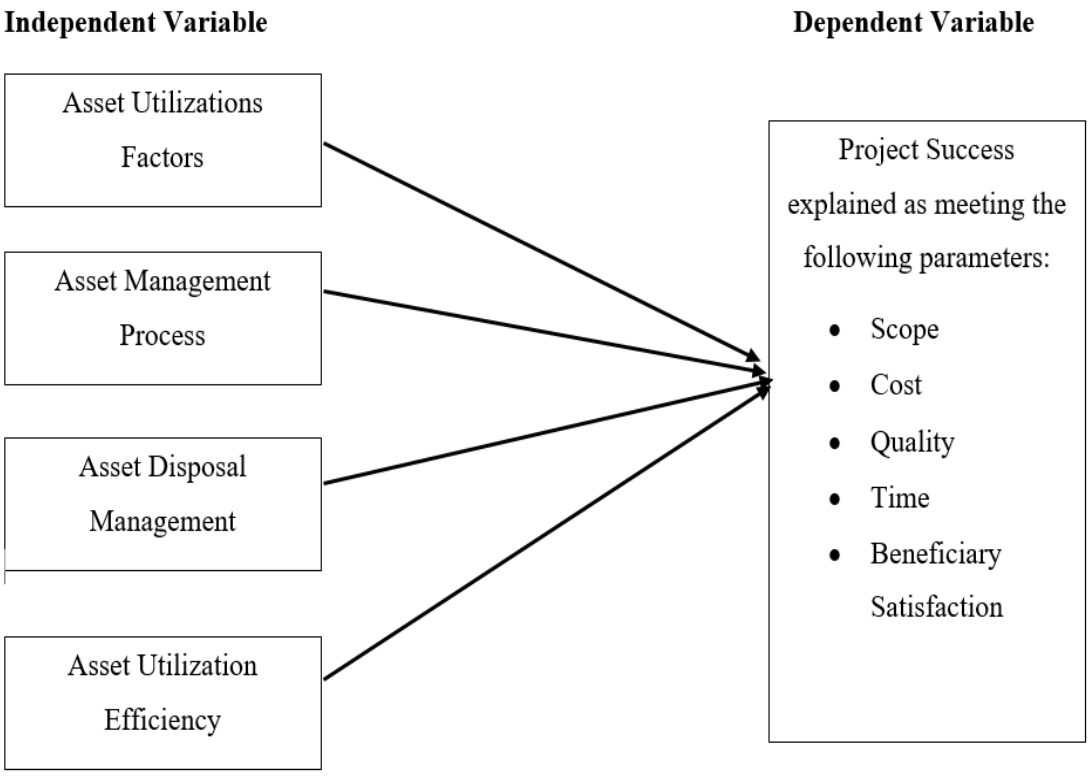
The final empirical review was on Hillesoy (2015) asset management and condition based maintenance can improve utilization of assets in O&G industry. By the aim of evaluating key factors that hinder the effective performing of asset management practices and identifying some initiatives that the industry will take to overcome these challenges.

I believed that the previous research work on this area focus on the profitability of manufacturing firms and companies not cover project success and societal impact for non-profitable charity organizations. So on the study the researcher tried to fill the knowledge gap and believed the paper will give additional information for the future researcher.

2.3. Conceptual Framework of the study

A conceptual framework maps out the actions required in the course of undertaking the study. As (McGaghie, Bordage, & Shea, 2001) put it: The conceptual framework "sets the stage" for the presentation of the particular research question that drives the investigation being reported based on the problem statement. Indicates the crucial process, which is useful to show the direction of the study. The study assess on utilization of assets by taking both tangible, intangible and process assets effectiveness and efficiency for organizational project success.

Figure 2.5: Conceptual framework



Source: Adopted from related Literature with modification for this study.

Based on the review of related literature as explained in the previous section the framework depicts the relationship between asset utilization and project success. It conceptualized that the factors influencing project success are factors on asset utilization in the organization, asset management processes, disposal procedures or many stakeholder involvement beyond the organization policy, efficient asset utilization and asset investment. Finally the researcher asses the all workflow which related to asset utilization to identify the real factors for project success for the organization.

CHAPTER THREE

RESEARCH DESIGN AND METODOLOGY

3.1. Research Design and Approach

The main purpose of the research design was to describe the Utilization of Organizational Assets practices and problems for project success in Save the Children Ethiopia Country Office. In order to investigate the current practices and related problems of Organizational Asset Utilization in SCI Ethiopia Country Office, cross sectional descriptive survey design and mixed approach employed. Which is a common characteristic shared by qualitative and quantitative research. This is because it enables the student researcher to collect and describe large variety of data (Cohen, 2007).

Cross-sectional study can examine current attitudes, beliefs, opinions, or practices. Attitudes, beliefs, and opinions are ways in which individuals think about issues, whereas practices are their actual behaviors. Cross sectional descriptive survey research design, gather a data at a particular point in time with the intention of describing the nature of existing conditions, or determining the relationships that exists between specific events.

3.2. Population and Sampling Techniques

The target population of the study was 172 staff of supply chain, finance and operation departments in Save the Children International Ethiopia country office that works on tasks related with asset and project management. The study will use simple random sampling approach. To select proportional representative formula employed from purposively selected three (finance, Supply chain and operation) department. Use the below formula of Population Proportion – Sample Size:

For the sample size n:

$n = N*X / (X + N - 1)$,

Where,

$X = Z_{\alpha/2}^2 *p*(1-p) / MOE^2$,

In addition, $Z_{\alpha/2}$ is the critical value of the Normal distribution at α/2 (e.g. for a confidence level of 95%, α is 0.05 and the critical value is 1.96), MOE is the margin of error, p is the sample proportion, and N = 172 is the population size. Note that a Finite Population Correction applied to the sample size formula (Select Statistical Service, 2019).

Table 3.1 Population Size and Sample Size

S. N	**Name of the Department**	Total population Size (N)	Sample Size (n)	Questionnaires Collected	Responses Rate
1	Finance	69	59	54	91%
2	Supply Chain	56	49	42	89%
3	Operation	47	42	38	90%
Total		172	150	134	

(Source Save the Children Staff List December 2018)

The total sample size based on the formula is n = 150.

3.3. Types of data and tools

In this study, mixed approach was utilized through collecting and analyzing both qualitative and quantitative data. A mixed research approach involves collecting of quantitative and qualitative data from primary and secondary data sources. There are some rationales to use mixed methods approach for this study. First, using such method is advantageous to examine the same phenomenon from multiple perspectives, and to allow new or deeper dimensions to emerge (Cohen, 2007). Quantitative approach emphasized because investigating; the practices of Organizational Asset Utilization in Save the Children Ethiopia Country Office better understood by collecting large quantitative data, in a formal, structured and rigid manner. Furthermore, the qualitative approach was incorporated in the study with information gained from interview, document analysis and through open-ended questions and hence, it helps to validate and substantiate the quantitative data.

3.4. Procedure of data collection

A survey questionnaire was prepare by the researcher and distributed for 150 respondents under Finance, Supply Chain and Operation Department staffs from departments Director to officer staffs by Population Proportion – Sample Size formula. In addition, purposively select four KII to address using the qualitative method.

3.4.1. Data Gathering Instruments

3.4.1.1. Survey questionnaire

The questioner were Likert scale survey questionnaire. According to (Cohen, 2007), the questionnaire is a widely used and useful data gathering tool and it is economical, providing structured information additionally easier to arrange, often numerical data with standardized and pre coded answers, using facts and opinions, being able to administered without the presence of the researcher and often being comparatively straightforward to making the data analysis. By considering in this to account, all the benefits of questionnaires so that, the researcher used as main tool to data gathering instrument in this research. Even though, there are a variety of ways in which questions can be put in a questionnaire for the purpose of this research the researcher was used the questionnaire mainly contains close-ended questions. Questionnaires was prepared and self-developed after extensive review of literatures in the area. Those questions in the questionnaires focused on the research problems, objective and questions rose in the statement of the problem. The questionnaire founded on the basic questions. Following its construction, the advisor revised it.

The questionnaire has six parts, section one; contains general information of the respondents, Section two; has the dependent variables of the study to assess project success factors; from section three to section six contains the four independent variables of the study to assess the asset utilization and asset management process of Save the Children. The response category laid down was a Likert scale ranging from strongly agree to strongly disagree (5 = strongly agree, 4= agree, 3= undecided, 2= disagree and 1 = strongly disagree). Questionnaires in this study will allow collecting massive data in a short time and address a large number of issues in a standardized way. Because of questionnaire will investigate information with regard to organizational asset management practice, challenge, objective, policy, opportunity and management style for the success of the projects under Save the Children Ethiopia Country office.

3.4.1.2. Key Informant Interview (KII)

An interview is typically defined as face to face discussion or communication via some technology like telephone or computer between an interviewer and respondent". The primary advantage for interview is that they provide much more detailed information than data collection via other data collection methods such as survey.

The interviewees which include from finance department (Deputy Director of finance), from supply Chain department (Supply Chain Director and Asset Manager) and From Operation Department (Operation & deputy country Director).

3.4.1.3. Filed Observation

In this case, need to see how tangible assets store and recorded in the stock then how it distribute to projects asses the management end to end. For intangible assets, observe in finance and operation department. For Organizational asset management assess in organization LMS (Learning management system) Library under Capacity building unit in HR (human Resource) department and MEAL (Monitoring, Evaluation, Accountability and Learning) Department.

3.4.1.4. Secondary data

To fill the gap of primary data and to have additional information on the subject matter. Secondary data collected from organizational website, organization One-net Report site, organization publication and global systems with physical document analysis related specific to Save the Children organizational asset management. This will be helpful to support and complement field observation data, questionnaire and key informant interview results.

3.5. Methods of Data Analysis

Data were evaluate based on the response from the distributed questionnaire and each response was administered by applying simple frequency arrangement using appropriate software application like SPSS (Statistical Package for Social Science) and MS Excel. Then it was deeply analyze using various statistical tools.

The researcher edited and sorted the questionnaire manually to make sure its completeness and data entry analysis was perform using SPSS version 21.0. The questionnaires collected, coded

and entered in to a data entry template. Summary tables and charts used for describing data. Regression analysis carried out to see the association between each independent variable of organizational asset utilization with project success. Multiple regressions were perform to identify the most significant predicators by using 95% CI (Confidence Interval) and P – value (0.05) to assess the degree of statistical significance. With regard to the qualitative part, the data transcribed and translated into English by the researcher then analyzed manually using the thematic analysis and interpretation.

3.6. Reliability and Validity

3.6.1 Reliability

Concerning the reliability of the instruments, as (Phyllis Tharenou, 2007) "reliability can be defined as the ratio of the true score variance" based on the pilot test result, Cronbach alpha reliability of the instrument was calculated by using SPSS software. It was the appropriate test to the reliability of Likert scale question items.

Table 3.2 Reliability Statistics

Variables	**Number of Items**	**Cronbach's Alpha**
Assessments of project Success	5	0.876
To investigate Asset Utilization Factors	4	0.862
To evaluate organizational asset management processes	5	0.73
To Asses Asset disposal, transfer and replacement process and schedule.	4	0.769
To evaluate the efficiency of asset utilization	5	0.822
Over All	**23**	**0.812**

As a result, the reliability of the instrument was found to be Cronbach alpha 0.812, which is in the good range. This shows that the questionnaire designed have a reliability measurement of 81.2%. According to (Teferie, 2013), closer the reliability coefficient gets to 1.0, is the better, a reliability factor less than 0.65 was considered poor, in the range of 0.65 to 0.80 acceptable and 0.80 and above was considered good.

3.6.2 Validity

Data were collected from the reliable sources who have experience on both Asset management as well as project management. The survey and interview questionnaire were developed based on the literature and frame of reference to ensure validity of the results. Validity is the strength of our conclusions, implication or propositions. Validity is concerned with whether the findings are really about what they appear to be. Validity defined is as the extent to which data collection method or methods accurately measure what they were intended to measure. The researcher used a content validity in order to respond the four main research questions of the paper in this regards the research questions and the data collected, unclear comments and obscure questions are reworded.

3.7. Ethical considerations

In planning a research work involving human participants, it is important to consider the ethical guidelines designed to protect the participants (Creswell, 1994). Hence, in this study a particular consideration was given to ethical principles that were developed by different researchers.

Participation in the study was voluntary and concealment was assured. Participants were informed that all data would be treated as confidential and only the researcher has access to the data to be collected. Both the information consent and informant consents were given high attention also respondents were given a consent to participate with the return of the questionnaire. Thus, as much as possible effort was made by considering ethical issues in conducting this research. The researcher has an ethical responsibility to complete the work honestly and with integrity. This research is free from fraud and plagiarism.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1. Response Rate of Respondents

This chapter deals with the analysis, interpretation and presentation of the data that obtained through questionnaires, interview, and document analysis methods. Data collected from supply chain, finance and operation departments in Save the Children Ethiopia country office. Presented in tabular form; analysis and conclusion drawn from the findings of the study and arrived at recommendation. A total of 150 questionnaires were distributed out of which 134 were returned but four of them are not completed therefore 130 questionnaires served as data for analysis to present the findings and draw conclusion. In addition to this, the researcher interviewed four senior team from Finance, Supply Chain and Operation department.

Findings of the study presented in four parts.

The first section is the part of the questionnaire that consisted demographic information of the respondents involved in the study that presented in terms of sex, Age, Work Experience, Educational Background and current position in the organization.

The second part focused on findings gathered through questionnaires from selected respondents of finance, supply chain and operation department staffs. The analysis of the second part classified in to five sections that related to the overall asset utilization activities, current asset utilization for success of projects under Save the Children Ethiopia Country office. .

The third part deals with analysis of findings gathered through interviews from Finance Deputy Director, Supply chain Director, Asset Manager and Operation Director. Any aspects those respondents added regarding asset utilization, asset management process, project success.

Finally, analysis of the data collected from documents review regarding asset utilization and asset management process in Save the Children Ethiopia Country Office.

4.2. General information of respondents

Background information of the respondents in a research considered as a determinant factor for the accomplishment of the study. Hence, the background information of the respondents of the

study was analyzed and discussed in terms of their implication for their current position in the organization. Demographic information is one of the important tools in any form of statistical analysis, in this study; the demographic backgrounds of respondents were examined in terms of sex, Age, Work Experience, Educational Background and current position in the organization. The demographic information respondents shown in below table

A total of 150 questionnaires were distributed to department directors, head, specialist, managers, coordinators and officers out of it 134 questionnaires were collected but 4 of them are not fully completed for analysis. Samples of 150 participants were targeted from a population of 172. A total of 130 questionnaires were completed and returned, resulting in a response rate of 90.00%. The total number of responses analyzed was 130 participants.

Table 4.1 General information of respondents

No	**Items**	**Respondents**	**Frequency**	**Percent**
1	Sex	Male	82	63.1
		Female	48	36.9
		Total	130	100.0
2	Age	21-30	25	19.2
		31-40	56	43.1
		41-50	39	30.0
		>50	10	7.7
		Total	130	100.0
3	Work Experience	1-3	9	6.9
		3-5	28	21.5
		5-10	56	43.1

		>10	37	28.5
		Total	130	100.0
4	Educational Background	High School Certificate	1	.8
		College Certificate	10	7.7
		BA/BSc	65	50.0
		Master's Degree	48	36.9
		Above 2nd Degree	6	4.6
		Total	130	100.0
5	Current Working Position	Head	5	3.8
		Manager	21	16.2
		Specialist	15	11.5
		Coordinator	51	39.2
		Officer	28	21.5
		Other	10	7.7

Source: Survey (2019).

As observed from above Table 4.1 item 1 out of the total sample of the respondents (N=130), only 48 (36.9%) respondents were females while 82 (63.1%) were males in all levels of position in the organization. From this it can be judged that in all levels of Save the Children Ethiopia Country office the number of females was very limited than males. However, for this research the respondents were enough to see the practices of asset utilization and project management,

regarding to the gender difference and to gather the response about the issue under discussion from both type of sex that implies the study inclusiveness.

From above Table 4.1 item 2 out of the total sample of the respondents (N=130), the major staff age is from 31 – 40 56 (43.1%). The second major age group for respondents is from 41 – 50. The third major age group in the organization is from 21 – 30 with frequency 25 (19.2%). The last major age group of the organization is >50 with 10 frequency (7.7%) out of the total staff under three (finance, supply chain and operation) department of Save the children Ethiopia country office. From this, it can be judged that in first and second major age group of staffs are young and mature professionals in Save the Children Ethiopia Country office.

From Table 4.1 item 3, it can be seen that the work experience of respondents in current position. from total respondents of (N=130) 9(6.9%) are those with work experience from 1- 3 years, similarly 28(21.5%) of respondent have 3-5 years of work experience, whereas 56(43.1%) and 37(28.5%) have work experience of 5-10 years and more than 10 years respectively. This variation is due to the nature of humanitarian organization mostly hire experienced professionals and not have many post for fresh graduate or a professional have less experience.

From Table 4.1 item 4, it can be seen that out of 130 respondents 65(50.0%) were bachelor degree holders while 48(36.9%) were master's degree holders and 6(4.6%) above 2nd Degree in the current position in Save the Children Ethiopia Country office, unfortunately 1(0.8%) and 10(7.7%) respondent was high school and collage Certificate. This will show the hired professionals in the organization has good academic qualification and skill.

Finally among the total respondents of (N=130), 5 (3.8%) were Head of the sub unit in selected three departments whereas 21(16.2%) are managers' report to Head of the unit. Furthermore the majority of respondents 51(39.2%) and 28(21.5%) were coordinators and officers respectively who are coordinating and doing different projects and support activities in the selected three departments of the organization the remaining 15(11.5%) and 10(7.7%) were unit specialists and other respectively. This implies that sub unit heads and managers are responsible for overall supervision and follow up the progress of sub unit under the departments Director and Deputy Directors.

4.3. Organizational Asset utilization

To assess the contribution of organizational asset utilizations on the success of the project the researched develop four independent variables of organizational asset utilization and dependent variable project success based on the model on the conceptual framework. Four independent variables: Organizational asset utilization Factors, organizational asset management process, organizational asset disposal management and organizational asset utilization efficiency. Dependent variable project success.

4.3.1 Organizational Asset Utilization Factors

In this questionnaire, issue related to asset utilization factors assessed towards of project success. Assess main factors that affect asset utilization in Save the Children Ethiopia Country office.

Table 4.2: Organizational Asset Utilization Factors

S. N	How often asset utilization factors affect the success of your projects?	Mean	Mode	Strongly Dis Agree	Disagree	Neutral	Agree	Strongly Agree	Total
				F (%)	F (%)	F (%)	F (%)	F (%)	F (%)
1	Save the Children has good asset maintenance team and contribute for the success of the project	3.51	4	5 (3.8%)	21 (16.2%)	31 (23.8%)	58 (44.6%)	17 (13.1%)	130 (100%)
2	Save the Children, consistently capture asset service event information to reduce the cost.	3.5	4	3 (2.3%)	21 (16.2%)	31 (23.8%)	58 (44.6%)	17 (13.1%)	130 (100%)
3	Save the Children does a timely Preventive maintenance and risk assessment over asset	3.4	4	2 (1.5%)	23 (17.7%)	39 (30%)	53 (40.8%)	13 (10%)	130 (100%)
4	Save the Children use bundling services for asset maintenance	3.12	4	5 (3.8%)	27 (20.8%)	46 (35.4%)	51 (39.2%)	1 (0.8%)	130 (100%)
Group Mean and Mode		3.45	4						

Source: Survey (2019).

Table 4.2 shows the weighted average mean calculated using the variable in the questions subsection above. Least weight (3.12) was given to Save the Children use Bundling service for asset maintenance as a marketing strategy that joins products or services together in order to buy them as a single combined unit. Bundling maintenance service allows the convenient purchase of several products and/or services from one company throughout long period. To have a successful project the Save the children need to reduce factors on asset utilization, the second least weight (3.40) given to Save the Children does a timely Preventive maintenance and risk assessment over asset with frequency 53(40.8%) agree out of 130(100%) to eliminate on work and post maintenance in the organization. The 3rd and 4th weight mean descending (3.5 and 3.51) is given to Save the Children consistently capture asset service event information to reduce the cost And Save the Children has good asset maintenance team and contribute for the success of the project respectively to contribute for the achievement objective of the organization by reducing asset utilization related factors.

From all respondent to "how often asset utilization factors affect the success of your projects?" 58 (44.6%) respondents agree for Save the Children has good asset maintenance team and contribute for the success of the project and Save the Children, consistently capture asset service event information to reduce the cost with Mean 3.51 and 3.5 respectively. The list 1(0.8%) respondent for Save the Children use bundling services for asset maintenance strongly agree with mean 3.12 and standard deviation 0.88. Out of 130 (100%) respondent 5 (3.8%) respondent strongly disagree for Save the Children has good asset maintenance team & contribute for the success of the project and Save the Children use bundling services for asset maintenance, 3 (2.3%) respondent for Save the Children consistently capture asset service event information to reduce the cost and 2 (1.5%) respondent for Save the Children does a timely Preventive maintenance and risk assessment over asset. For Save the Children use bundling services for asset maintenance with mean 3.12 and standard Deviation 0.88, 51 (39.2%) respondents agree out of 130 (100%). Asset Utilizations factors for the success of projects responded neutral by respondents ascendingly 31 (23.8%) for Save the Children has good asset maintenance team and contribute for the success of the project and Save the Children, consistently capture asset service event information to reduce the cost, 39 (30%) for Save the Children does a timely Preventive maintenance and risk assessment over asset and finally 46 (35.4%) for Save the Children use bundling services for asset maintenance out of 130 (100%) respondents.

The result of the research implied that Save the Children have good asset management mechanism to reduce the factors on utilization. The asset management unit witnessing the existing procedures by reducing the factors and contribute to the achievement of projects in the organization.

From interview, there are some practice designed at country level and cascaded to regional level but they were not strong, as it needed. The policy developed for the organization is good theoretically but not implemented as written. The accentuated reason for that weakness was no strong follow up and supervision on the internal control of asset management. Concerning the challenges in asset utilization practices, many problems and challenge can exist at any unit under the departments and field office finance, Supply Chain and Operation department level, identifying and knowing their basic nature would be relatively a solution.

From document review, there are many non-closeout awards because of asset information miss recorded and no reconcile with original document. Much payment for asset maintenance and bundle service contracts not finalized timely because of this projects not closeout based on their initial plan.

4.3.2. Organizational Asset management process

Asset Management process focus on how the organization effectively and efficiently manage assets throughout analysis of different situations, clarifying the scope and purpose. Assess the asset management process and procedure on the success of implemented project under Save the Children Ethiopia country office.

Table 4.3: Organizational Asset Management Process

S. N	How does the asset management process affect the success of your project?	Mean	Mode	Strongly Dis Agree	Disagree	Neutral	Agree	Strongly Agree	Total
				F (%)	F (%)	F (%)	F (%)	F (%)	F (%)
1	Save the Children asset management process considered on project proposal development and project plan time.	3.16	4	6 (4.6%)	35 (26.9%)	31 (23.8%)	48 (36.9%)	10 (7.7%)	130 (100%)
2	The scope and purpose of asset management process is clear	3.44	4	1 (0.8%)	28 (21.5%)	28 (21.5%)	58 (44.6%)	15 (11.5%)	130 (100%)
3	Asset management system support the mission and vision of the organization	3.68	4	4 (3.1%)	13 (10%)	27 (20.8%)	63 (48.5%)	23 (17.7%)	130 (100%)
4	Asset management process was built by strong situational analysis of the organization.	3.42	3	0	19 (14.6%)	52 (40%)	44 (33.8%)	15 (11.5%)	130 (100%)
5	Asset management system has clear data collection, analysis and use its information for the success of the project	3.63	4	2 (1.5%)	12 (9.2%)	35 (26.9%)	64 (49.2%)	17 (13.1%)	130 (100%)
Group Mean and Mode		3.47	3.8						

Source: Own source May, 2019

As table 4.3 shows this part contains response of respondents regarding the Asset management process in Save the Children Ethiopia Country office. How asset management process and utilized in the execution of the projects under the organization. A question aimed at investigating whether the SCI had clear asset management system and have contribute for the achievements of the projects/ the achievements of the organization. Out of the total 64 respondents (49.2%) Agree

with weight mean (3.63) for Asset management system has clear data collection, analysis and use its information for the success of the project, question. Out of 130 respondents (100%) 35 respondent (26.9%) Neutral for asset management system in SCI has clear data collection, analysis and use information for project success.

The mean weighted (3.42) given to SCI asset management process built by strong situational analysis of the organization with 44 respondent (33.8%) Agree and 52 respondent (40.0%) Neutral. When the research assess Asset management system support the mission and vision of the organization with weighted mean (3.68) by the greater number 63(48.5) Agree respondents out 130(100%) respondents. 4(3.1%) respondents strongly disagree Asset management system support the mission and vision of the organization. The remaining mean weight 3.44 and 3.16 was given to the question on the questionnaire for the "scope and purpose of asset management process is clear" and "Save the Children asset management process considered on project proposal development and project plan time" respectively.

Asset management process towards project success 27 (20.8%), 28 (21.5%), 31 (23.8%) and 35 (26.9%) respondents respond Neutral out of 130 (100%) for Asset management system support the mission and vision of the organization, The scope and purpose of asset management process is clear, Save the Children asset management process considered on project proposal development and project plan time and Asset management system has clear data collection, analysis and use its information for the success of the project respectively. No respondent strongly disagree for Asset management process was built by strong situational analysis of the organization.

The greater number 64 (49.2%) of respondent out of 130 (100%) agree for Asset management system has clear data collection, analysis and use its information for the success of the project under How does the asset management process affect the success of your project? question in research survey questionnaire.

From the interview during the implementation of the project, most of the procured tangible assets deliver lately because of different Government and Donor policy and processes related Charity organizational Asset policy and taxation issue. These affect the time, budget and quality of the project because most of the projects are Humanitarian (Emergency response) and Development projects. Under the Organization Central asset management is not adapted

specially for Fixed/Tangible assets because of different donor policy has more power over the organizational asset management policy. This prevent the Supply chain and Operation unit not to use all asset efficiently and timely because of most of tangible assets are specific project attached unless you get proper approval you cannot use for other projects.

4.3.3 Organizational Asset Disposal

Based on Kimme (2009) If any depreciable asset is disposed, discarded, destroyed, the net surplus or deficiency of material should be disclosed separately. Asset that are no longer useful may be discarded, sold, or applied to other related project. On the big challenge and stated on the statement of the problem is Save the Children not have full power to dispose and transfer organizational assets unless get approval from project funding donor and CHSA. The below table will evaluate the asset disposal and the role of asset management team towards the success of projects.

Table 4.4: Organizational Asset Disposal

S.N	How do you evaluate the asset disposal and the role of asset management team to achieve project success?	Mean	Mode	Strongly Dis Agree	Disagree	Neutral	Agree	Strongly Agree	Total
				F (%)	F (%)	F (%)	F (%)	F (%)	F (%)
1	Asset management team engage on the plan of asset disposal.	3.38	4	6 (4.6%)	21 (16.2%)	36 (27.7%)	51 (39.2%)	16 (12.3%)	130 (100%)
2	Asset management team engage on communicating stakeholder (donor and CHSA) and update the status for operation team.	3.65	4	0	10 (7.7%)	47 (36.2%)	52 (40%)	21 (16.2%)	130 (100%)
3	Asset management team engage during disposal execution.	3.7	4	0	8 (6.2%)	39 (30%)	67 (51.5%)	16 (12.3%)	130 (100%)
4	Does Save the Children dispose assets timely based on the project plan	3.00	3	9 (6.9%)	31 (23.8%)	49 (37.7%)	33 (25.4%)	8 (6.2%)	130 (100%)
Group Mean and mode		3.46	3.75						

Source: Survey (2019).

As table, 4.4 shows the mean weight (3.00) with 49(37.7%) respondents Neutral and 33(25.4%) respondents Agree for Save the Children Ethiopia Country office dispose assets timely based on the project plan. As depicted in the above table, 52 respondents (40.0%) stated Agree that there was an Asset management team engage on communicating stakeholder (donor and CHSA) and update the status for operation team. 51 respondents (39.2%) stated Agree for Asset management team engage on the plan of asset disposal with mean value 3.38.

Under how do you evaluate the asset disposal and the role of asset management team to achieve project success? Question of research survey questionnaire for Does Save the Children dispose assets timely based on the project plan with mean 3.00, all 8 (6.2%) respondents strongly agree, all 33 (25.4%) respondents agree, all 49 (37.7%) respondents neutral, all 31 (23.8%) respondents disagree and all 9 (6.9%) respondents strongly disagree out of 130 (100%) respondents.

From the interview managements at different units, Asset management manuals implemented systematically continues training should organized to the staffs, Motivation should be provided, different alternatives for fund resource must be organized, internal and external relations must be organized according to the interest of the organization. Inefficient timely disposal and transfer used assets to the new projects because long process of donors and CHSA. Therefore, the challenges imply that the problems originated from both personal and organizational perspectives.

4.3.4. Organizational Asset utilization efficiency

Based on Ellis (1998) the ratio of actual output to the output that could be achieved if a plant ran at its maximum capacity for 365 days per year while producing 100% quality product. Based on this definition to implementing an asset utilization only requires capturing two pieces of data: actual output and maximum capacity. The below table will assess the existed asset utilization practice in Save the Children Ethiopia Country office.

Table 4.5: Organizational Asset Utilization Efficiency

S. N	How does Save the Children asset utilization efficiency to improve the quality of project and beneficiary satisfactory?	Mean	Mode	Strongly Dis Agree	Disagree	Neutral	Agree	Strongly Agree	Total
				F (%)	F (%)	F (%)	F (%)	F (%)	F (%)
1	The organization has a system to analyze asset information collected from stakeholders to further improve the quality of project	3.32	3	4 (3.1%)	18 (13.8%)	50 (38.5%)	49 (37.7%)	9 (6.9%)	130 (100%)
2	Save the Children use its asset efficiently to satisfy beneficiary and to meet the standard quality of the project	3.45	4	2 (1.5%)	23 (17.7%)	33 (25.4%)	59 (45.4%)	13 (10%)	130 (100%)
3	Does the procured asset meet the standard quality of the project and delivered timely as planned	3.44	4	2 (1.5%)	24 (18.5%)	37 (28.5%)	49 (37.7%)	18 (13.8%)	130 (100%)
4	Save the Children internal control over asset is efficient and contribute to achieve the project objective and satisfy the stakeholder	3.55	4	1 (0.8%)	18 (13.8%)	37 (28.5%)	57 (43.8%)	17 (13.1%)	130 (100%)
5	Asset inventory and asset registry is efficient and contribute to achieve the project objective under the organization	3.71	4	1 (0.8%)	20 (15.4%)	25 (19.2%)	50 (38.5%)	31 (23.8%)	130 (100%)
Group Mean and Mode		3.45	3.8						

Source: Survey (2019).

As depicted in table 4.5 above, more weight (3.71) was given to asset inventory and asset registry is efficient and contribute to achieve the project objective under the organization. 50 respondents with 38.5% Agree save the children asset inventory and asset registry is an efficient and contribute for the success of projects. As shown in the above table 20 respondents with 15.4% disagree the asset inventory and asset registry practice in the organization is efficient. Internal control over asset is the second weight (3.55) mean throughout the requested questionnaire.

All 4 (3.1%) respondent, 2 (1.5%) respondents, 2 (1.5%) respondents, 1 (0.8%) respondents and 1 (0.8%) respondents are strongly disagree for The organization has a system to analyze asset information collected from stakeholders to further improve the quality of project, Save the Children use its asset efficiently to satisfy beneficiary and to meet the standard quality of the project, Does the procured asset meet the standard quality of the project and delivered timely as planned, Save the Children internal control over asset is efficient and contribute to achieve the project objective and satisfy the stakeholder and Asset inventory and asset registry is efficient and contribute to achieve the project objective under the organization respectively out of 130 (100%) respondents.

Under how does Save the Children asset utilization efficiency to improve the quality of project and beneficiary satisfactory? Survey questionnaire questions Asset inventory and asset registry is efficient and contribute to achieve the project objective under the organization responded 1 (0.8%), 20 (15.4%), 25 (19.2%), 50 (38.5%) and 31(23.8%) by respondent Strongly Dis Agree, Disagree, Neutral, Agree and Strongly Agree respectively of the total 130 (100%) respondents.

The respondent under the category of disagree 18 (13.8%), 23 (17.7%), 24 (18.5%), 18 (13.8%) and 20 (15.4%) respond respectively for The organization has a system to analyze asset information collected from stakeholders to further improve the quality of project, Save the Children use its asset efficiently to satisfy beneficiary and to meet the standard quality of the project, Does the procured asset meet the standard quality of the project and delivered timely as planned, Save the Children internal control over asset is efficient and contribute to achieve the project objective and satisfy the stakeholder and Asset inventory and asset registry is efficient and contribute to achieve the project objective under the organization.

4.4. Project Success

Project success focus on the variables of meeting the project with national and international quality standards, completing the project in time and on budget, beneficiary satisfactions and meeting the overall objective of the project. The weighted average mean and standard deviation was calculated using the response from the variables explained which is listed in the questionnaire below.

Table 4.6: Descriptive Statistics on project success

S. N	How Often do your projects meet the following Criteria?	Mean	Mode	Strongly Dis Agree	Disagree	Neutral	Agree	Strongly Agree	Total
				F (%)	F (%)	F (%)	F (%)	F (%)	F (%)
1	Projects completed at the planned Time	3.33	4	2 (1.5%)	34 (26.2%)	26 (20%)	55 (42.3%)	13 (10%)	130 (100%)
2	Projects are completed within the planned budget	3.43	4	1 (0.8%)	20 (15.4%)	39 (30%)	62 (47.7%)	8 (6.2%)	130 (100%)
3	Project beneficiaries are satisfied and impacted positively	3.58	3	1 (0.8%)	10 (7.7%)	51 (39.2%)	46 (35.4%)	20 (15.4%)	130 (100%)
4	Projects have national as well as international quality standard that must be met	3.66	4	2 (1.5%)	12 (9.2%)	31 (23.8%)	68 (52.3%)	130 (100%)	130 (100%)
5	Projects realized meet the planned objective & outcomes which outcomes that are intended to achieve	3.62	4	0	13 (10%)	37 (28.5%)	66 (50.8%)	14 (10.8%)	130 (100%)
Group Mean and Mode		3.53	3.8						

Source: Survey (2019).

Table 4.6 shows that more weight given to meeting the project objective and quality standards respectively, satisfying the beneficiary of the project and finalizing projects on the budget is the second weight respectively on the analysis, the final and least weight was assign on the finalizing the project on time. From a result the least weight on success criteria and factors for project success shows which not, completing the projects based on the time and schedule. This send a clear message to Save the children Ethiopia country office prioritizing the effort to meet the planned time and schedule to deliver the projects under the organization.

The research result revealed that Save the Children is relatively weak in keeping the planed time and schedule to deliver project successfully. The weighted mean of the project success is 3.52 which shows most of the projects implemented in Save the Children Ethiopia country office were perceived successful. The project success factors vary amongst the different practitioners as the scholars have also a varied understanding. In addition to what the scholars agreed to disagree up on project success factors, the respondents suggest the following additional success factors which are sustainability, flexibility and adjustment in the course of project implementation, competency of staff, alignment with government priorities and integration of a project with the government. The quantitate result have reached in to conclusion that Save the Children projects are successful (with the mean value of 3.52) testing on the project success parameter with a varied rate of degree.

From the interview turnover was the current challenge of the organization, whereas it was not the turnover that brought the challenges but the reason behind of the turnover was the main factor, another challenges is fund resources for training and capacity building of staffs. Besides the challenges, Project success was influenced by the quality of organizational asset utilization. Unit and department leads play important role to enhance the activities of asset management to the desired success of projects. During the implementation of the project, most of the procured tangible assets deliver lately because of different Government and Donor policy and processes related Charity organizational Asset policy and taxation issue. These affect the time, budget and quality of the project because most of the projects are Humanitarian (Emergency response) and Development projects. Under the Organization Central asset management is not adapted specially for Fixed/Tangible assets because of different donor policy has more power over the organizational asset management policy. This prevent the

Supply chain and Operation unit not to use all asset efficiently and timely because of most of tangible assets are specific project attached unless you get proper approval you cannot use for other projects. Involving different approach is vital for developing the efficient organizational asset utilization and management in the organization. This reveals that the asset management policy is in problem of implementation not the policy itself. Developing the organization's leadership involves identifying the critical skills leaders need to succeed and then providing leaders with opportunities to develop and apply those skills effectively.

From the document, most of project documents related to asset pass through Finance and Supply Chain Departments but lack the status of tangible assets and contracts attachment. Project beneficiary satisfaction not clearly mentioned by indicators and standard measurements. Asset management unit support and engagement on the operation team to deliver the implemented projects not monitor and evaluate perfectly. Reports on closed and ongoing humanitarian and development projects under save the children on task related to organizational asset management lack of clarity on the procedures and results because of different stakeholder involvement.

4.4.1. Contribution of Organizational Asset utilization on the success of projects

The cross sectional descriptive statistics used to examine mean, standard deviation dependent and independent variables. From the above all tables of variables the below table summarize and take group average mean and standard deviation. All the above tables contains mean and standard deviation five for project success factors subscales, four for asset utilization factors components, five asset management process practices, four asset disposal steps/procedures and five asset utilization efficiency mechanisms. In all cases, the distribution of scores for the sample contained reasonable variance and normality for use in subsequent analyses.

Table 4.7 organizational Asset Utilization towards project success

Variables	N	Mean	Mode
Project success	130	3.5262	3.8
Organizational Asset Utilizing factors	130	3.4515	4
Organizational Asset management process	130	3.4742	3.8
Organizational Asset deposal Management	130	3.4669	3.75
Organizational Asset utilization efficiency	130	3.4577	3.8

(Source: Own Survey, May 2019)

The researcher sought to look at asset management practice, utilization and its contribution towards project success at Save the Children Ethiopia country office. In all cases, the distribution of scores for the sample contained acceptable standard deviation and showed normality for use in subsequent analysis. Hence, the disparity amongst the data collected for each variable are acceptable with various degrees. All the mean values are three and above, this justifies how close to the central tendency expressing the contribution of Organizational Asset utilization to project success.

Project success factors have a higher value with mean 3.5262, which implies that most of Save the Children projects were successful. Asset Utilization factor the list weight (3.4515) mean to show the efficiency of assets in SCI has great impact on the success of the projects. All programmatic tangible and intangible assets utilize efficiently under projects implementation.

Asset disposal and Asset management is the second group average mean 3.4669 and 3.4742 respectively, this shows both are acceptable rate but need to improve to meet the planned project success criteria and meet long goal of the organization. Asset management process with mean weight (3.4742) show the asset management is in the acceptable range with different factors to contribute the success of projects in Save the Children Ethiopia country office. The quantitative

result for project success revealed the following weight average mean project success 3.5262, asset utilization efficiency 3.4515, asset management process 3.4742, asset disposal 3.4669 and asset utilization factors 3.4577.

As per the weight mean average result of the asset utilization dimensions as we as the project success criteria, the researcher came to conclude that Save the Children Ethiopia country office projects are successful and implement well without forgetting the areas of improving to work with operation Departments integrally for the achievement of long goal in the organization.

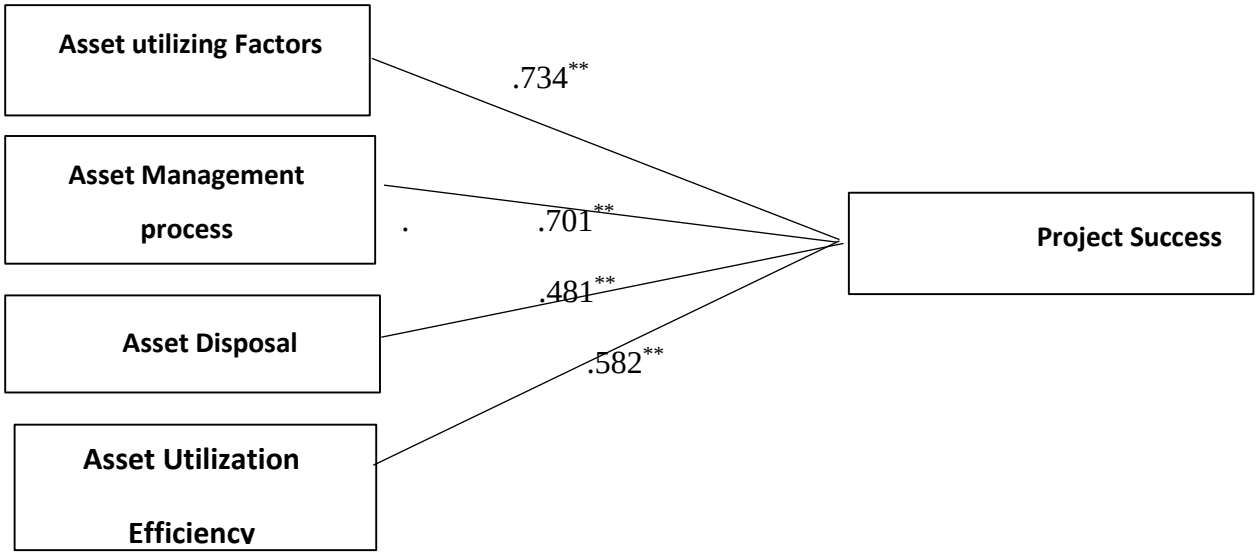
The correlation done to assess the relationship between organizational Asset Utilization with project success. A correlation coefficient is very useful means to summarize the relationship between two variables with a single number that falls between -1 and +1 field (2005). A correlation analysis with Pearson's correlation coefficient (r) calculated for all variables in this study to explore the relationship between variables in order to interpret the strengths of the relationship between variables guideline of field and the researcher has made all required tests to check the regression model fitness. For further detail, the test results annexed. As presented below

Table 4.8 correlations of project success factors with organizational asset utilization

Correlations						
		Project Success	Asset utilization factor	Asset Management	Asset Disposal	Asset Utilization efficiency
Project Success	Pearson Correlation	1	.734**	.701**	.481**	.582**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	130	130	130	130	130
**. Correlation is significant at the 0.01 level (2-tailed).						

(Source: Own Survey, May 2019)

Figure 7: Correlation Model



(Source: Own Survey, May 2019)

A Pearson product-moment correlation was conducted to evaluate the relationship between project success and the four contributing factors (Asset utilization factor, Asset Management, Asset Disposal and Asset Utilization efficiency)

- There was a positive correlation between project success and Asset utilization factor, ($r=0.734$, $N=130$, $p<0.01$) indicating that high levels project success is associated with high levels of Asset utilization factor, Using Cohen's (1988) guidelines, the effect size is high.
- There was a positive correlation between project success and Asset Management, ($r=0.701$, $N=130$, $p<0.01$) indicating that high levels of project success is associated with high levels of Asset Management, Using Cohen's (1988) guidelines, the effect size is high.
- There was a positive correlation between project success and Asset Disposal ($r=0.481$ $N=130$, $p<0.01$) indicating that high levels of project success is associated with high levels of Asset Disposal Using Cohen's (1988) guidelines, the effect size is high
- There was a positive correlation between project success and Asset Utilization efficiency ($r=0.582$ $N=130$, $p<0.01$) indicating that high levels of project success is associated with high levels of Asset Utilization efficiency. Using Cohen's (1988) guidelines, the effect size is high.

The regression analysis has been conducted to measure the variables that explain the variance in the project success. The researcher has made all the required tests to check the regression model fitness for further detail, the test results are annexed.

Table 4.8 multiple regressions

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833[a]	.693	.684	.38925

a. Predictors: (Constant), Asset Utilization efficiency, Utilization factor, Asset Disposal, Asset Management

(Source: Own Survey, May 2019)

The model summary indicates that 69.3% of the variance in Project Success can be predicted from the combination of Asset Utilization efficiency, Asset Utilization factor, Asset Disposal, Asset Management.

Table 4.9 ANOVA

. ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.831	4	10.708	70.670	.000[b]
	Residual	18.940	125	.152		
	Total	61.771	129			

a. Dependent Variable: Project Sucess

b. Predictors: (Constant), Asset Utilization efficiency, Utilization factor, Asset Disposal, Asset Management

(Source: Own Survey, May 2019)

The ANOVA table indicated that the combination of these variables significantly predicts the dependent variable.

Table 4.10 Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.111	.216		.515	.608
	Utilization factor	.436	.063	.453	6.897	.000
	Asset Management	.260	.065	.278	3.972	.000
	Asset Disposal	.068	.057	.071	1.189	.237
	Asset Utilization efficiency	.223	.063	.226	3.514	.001

a. Dependent Variable: Project Success

(Source: Own Survey, May 2019)

A Dependent Variable: Project Success in Save the Children Ethiopia Country Office simultaneous multiple regressions were conducted to investigate the best predictors of Project Success in SCI. The multiple regression model with all four predictors produced $R^2 = 0.693$, $F(4, 130)$, $p < .001$. This indicates that 69.3% of the variance in project success can be predicted from the combination of Asset Utilization efficiency, Utilization factor, Asset Disposal and Asset Management.

The ANOVA table indicated that the combination of these variables significantly predicts the dependent variable. All Asset Utilization efficiency, Utilization factor, Asset Disposal and Asset Management significantly contributing to the equation. All predictors had positive regression weights, indicating project success is expected to have higher effectiveness.

4.5. Discussion

The study intended to determine the current practices, achievement, major problem and prospect strategies to forward possible solutions for identified problems on project success. To be effective cross sectional descriptive survey research method was employed through questionnaire, interview and document analysis. In order to meet the objective, the study was guided by the following basic questions of the research.

1. What are the most important factors for utilizing organizational asset according to Humanitarian and Development project context?

2. How organizational asset management processes applied in the Company?

3. Do the company's business unit will plan disposal, transfer and replacement process and schedule?

4. How is efficient organizational asset utilization of the company evaluated?

Save the Children Ethiopia country Office Organizational asset Utilization is doing good in general terms and it has areas of improvements around efficient asset management practice from projects in field level and in central country/Head office level. The thinking of my project and my thematic has also influenced the whole system, as some did not see the bigger picture of the organization as a whole.

There were **172** total populations of Finance, Supply chain and Operation Departments in Save the Children, Directors, Deputy Directors, Heads, Managers, Coordinators, Officers and others. The study incorporated a total of 135 respondents. Out of which 130 respondents effectively filled and returned the survey questionnaire, in addition to the above one Deputy Director, two Department Director and one asset manager were participated in the interview. The sample respondents considered relatively potential for Asset and project related activities in the organization. The research has been focused to investigate the practices and problems of organizational asset utilization towards project success in the selected three departments of SCI. After gathering the data from both primary and secondary sources, the data were entered in to a computer and processed through SPSS software. Then different qualitative and quantitative results were obtained and analyzed both in descriptive and inferential statics and presented.

Analysis of asset utilization factors towards projects success given a weak mean weight (3.4515) which implies organizational asset management practice have a lot of factors not to utilize efficiently asset of the organization. Asset utilizations factors like not to have organized asset maintenance team, not to capture asset service event consistently to reduce cost of maintenance, not to practice timely preventive maintenance of all tangible assets of the organization and not to buy the offered bundling service from service vendors & suppliers for long period asset maintenance and service.

Group average weight of mean for asset management process in SCI gives 3.4742 based on the analysis from the respondents. The respondents responses that gathered through questionnaires and interviews reveals that there are some sorts of challenges and opportunities for asset management practice in SCI that intended for project success in humanitarian and development projects. From the responses for asset management practice related questions majority of respondents believe that there are some challenges that related to Asset management practice in SCI. Like: Asset management process not considered in project proposal development stage as expected when the plan cascade, the scope and purpose of asset management is not clear well for all staffs, asset management practice in SCI not fully support the organization Mission and Vision as expected, the process of asset management was not built on the strong situational analysis of the organization and asset management system not has clear data collection mechanism and use that information for project success as expected.

The greater mean weight of the research analysis is for project success factors it is 3.5262, this implies most of the projects in the organization meet the expected project success factors criteria by acceptable range. Humanitarian and Development related SCI projects with other constant constants meet the project planned time, budget, sated standard national & international quality standards, the planned objective of the project and satisfy the beneficiaries.

The Asset management team engagement on the plan of asset disposal with the operation unit for the success of the project need to be improve. Therefore, the communication with stakeholder (donor and CHSA) through asset management unit most likely achieve the planned schedule on the project.

According to The Institute of Asset Management (2014) key set of factors that define good asset management is Integrated, Systematic, Sustainable, Optimal and Multi-disciplinary. The current organizational asset utilization was weak towards project success by the above criteria of Integrated, Systematic, Sustainable, Optimal and Multi-disciplinary.

Based on Asset Works Academy (2019) the five steps to constructing effective asset management process Is from completing an asset inventory to financial planning. Complete an asset inventory, Calculate life-cycle costs, set levels of service, Apply cost-effective management and Execute long-term financial planning. Based the above literature the existed asset management process from completing asset inventory to financial planning was not contributed efficient effort towards Save the children international Ethiopia country office project success.

CHAPTER FIVE

CONCLUSION AND ECOMMENDATIONS

This chapter deals with the summary of major findings, the conclusion drawn from the findings and recommendations that the student researcher suggests and assumes operational in improving the status of organizational Asset Utilization practices for the success of projects in Save the Children Ethiopia Country office.

5.1. Conclusion

The conclusion drawn from the findings and recommendations that the student researcher suggests and assumes operational in improving the status of organizational Asset Utilization practices for the success of projects in Save the Children Ethiopia Country office.

In Save the Children Ethiopia Country office, there were weak organizational asset utilization practice towards contributing greater impact for project success. The existing Asset management process were not provided expected impact on the SCI to achieve the Mission and Vision of the organization. The Gap already identified on the research findings which related to the independent variables in the study area.

In selected Finance, Supply Chain and Operation department the process of organizational asset Utilization limited or not efficient. It seems that regular supervision or strategies were not effective as they intended. Efficient utilization in formal setting either in workplace or in a location of rented warehouse/project implementation sites the organization were not well designed for asset management system that accommodate all group of respondent. Even though, some approaches are existed, they are not effective. This means that there are some successful projects but some are failing to success.

As a result, the senior management of SCI were unable to respond to the varied demand of the organizational asset management unit with the required skill. The conceptual contrast still exist that in which, while there is an increasing attention to improve organizational asset management policy, there is insufficiency of asset utilization still prevails and the need for adequate and qualified supervision and internal control has been prove in the organization. Thus, Department Directors and asset management unit did not contribute well enough to project objectives achievement as it is needed and they are also unable to make a sound difference.

Asset management practices are often fragmented and lack an overall effectiveness. The problem is that little is known about the current practice and process of asset utilization within the study area. Their current practice expresses that asset management unit and operation department staffs not have effective strategies to utilize and dispose assets to meet the objective of the organization. This has low contribution in building capacity and creating awareness for all department staffs about efficient organizational asset utilization towards project success. SCI lacks the stable and well-designed integrated asset management system and this contributes to the weak performance of projects in the Humanitarian and Development thematic areas. Asset management team was also weak on timely dispose old tangible assets and actively engage with all stakeholders like CHSA and donors to get final solution because of long process with in Government and Donor Policy.

5.2. Recommendation

It is holistically by strategic and inclusive activities that the challenge of enhancing the level efficient organizational asset utilization can be meet. Thus, based on the results of this study, the following recommendations are forwarded for the successful project implementation of Save the Children Ethiopia Country Office.

- The finding revealed that the engagement of asset management unit week and not uniform across the country office in field office and country office level. All asset management unit intervention and structure need to have clear strategies and relationship point with all stakeholders. The researcher's believe that it must have timely and clear process during the project proposal stage, utilization stage, asset inventory stage, tangible asset Dispose/transfer stage and asset management policy cascading stage.

- Organizational asset utilization practice will be improve if the projects are implemented according to the plan and concrete decision are made on issue identified during project implementation. The Operation unit and asset management unit should regularly collect quality data about the status of organizational assets in the field and country office level and the reliability of data must be verified. This will help Directors/managers and Asset Management Unit to take actions as per the data to improve the implementation of projects.

- The organization readiness to continuously capacitate the staffs which related to Project management and asset management about the government policy, donor policy and the organizational asset management policy is still weak. Hence, the leadership has to take the initiative to install an asset management system so that the newly join employed staff get standardized training in their areas of expertise. The supply chain Director and Asset manager need to collaborate with Operation unit to improve the supervision of asset utilization policy must meet the organizational situation analysis.

- The assessment method need to be utilized to identify the gaps, and the feedback from the assessment also should utilized by the participants of the asset management activities to draw up a need based asset maintenance and asset disposal plans. There are numerous methods, which depend on the aims of the project in SCI and the aspects of Donor and Government interest. It is also recommended that projects be put in place to meet objective, meet planned time and promote relevant impact to beneficiaries. The key is to use a combination of methods and to ensure the various methods are integrated.

- Asset management system need to be automated and integrated to all financial Data Base to get consolidated report to help the periodic asset inventory and daily asset registry. Asset utilization information need to be timely disseminate to all stockholders for their data based decisions.

Finally, the researcher would like to suggest further study be conducted which involves improvement of organizational asset utilization towards the project success, so that remedial action could be taken to increase the project implementation performance by the advancement of the project impact at large.

References

AASHTO, A. A. (2001). *PROFESSIONAL ORGANIZATIONS WORKING IN ASSET MANAGEMNT* . Washington, D.C: AASHTO.

Akinleye, D. &. (November 20, 2018). Assets Utilization and Performance of Manufacturing Firms in Nigeria. *International Journal of Business and Management, Vol. 14*,.

Armstrong, M. (2009). *Armstrong's Handbook of Performance Management -An Evidence based.* London.

Asset Management Council LTD. (2014). *Framework for asset management.* Australia: Asset management Council LTD.

Atkinson. (1999). Project management: cost, time and quality, two best guesses and a phenomenon, its time to accept other success criteria, . *International Journal of Project Management, 17(6)*, 337- 34.

Chan I.P.C., D. a. (2002). Framework of success criteria for design and build projects. *Journal of Management in Engineering, 18*, 120 - 128.

Christopher, W. T. (1993). *Total Quality: An integrating concept by Earl C. Conway.* Productivity Press.

CHSA. (2009 , October). no 6/2009 revised guideline to investigate, transfer and dispoce charity organizations asset . *no 6/2009 revised guideline to investigate, transfer and dispoce charity organizations asset* . Addis Ababa, Addis Ababa, Ethiopia : Charities and Societies Agency .

Clarke, P. (2002). *Physical asset management strategy development and implementation* . proceedings, ICOMS.

Cohen, L. M. (2007). *Research Methods In Education* (6th Ed ed.). London and New York: NY Routledge Falmer.

Creswell, J. W. (1994). Research Design: qualitative and quantitative approaches. (Thousand Oaks: Sage.).

Danylo, N. a. (1998). *Asset Management and Asset Valuation:*. Minneapolis, Minnesota: Government Accounting Standards Bureau.

Dweiri F.T. (2006). Using fuzzy decision making for the evaluation of the project management internal efficiency. *Decision support systems, 42*, 712-726.

Fisher, M. (2012). Introducing the EFQM Excellence Model. EFQM.

Glautier, W. a. (1976). *Accounting Theory and Practice.* London, England: Pitman International Edition,.

Global forum on maintenance and asset management . (2014). *the asset management landscape.* Global forum on maintenance and asset management .

Gudeta, S. D. (2017). the Role of M&E function for Project Success . Addis Ababa: Sisay Dejene.

Horn, K. (2012). *Internal Control for Municipalities. vermont : League of Cities and Town.* London : Mc Graw hill .

IAS-38. (2004, march 31). *IAS 38*. Retrieved from iasplus.com: www.iasplus.com

IAS-38. (2004, march 31). *IAS 38*. Retrieved 03 22, 2019, from iasplus.com: www.iasplus.com

Kaplan & Norton. (1996). The Balanced scorecard: Translating strategy in to action. Boston: Harvard Business school Press.

Kimme, P. D. (2009). *Financial Accounting* (Seventh Edition ed.). Rutgers University.

Liyanage. (2012). *Smart Engineering Assets Through Strategic Integration: Seeing beyond the Convention.*

Maskell, B. (1991). *Performance measurement for world class manufacturing: a model for American Companies,.* Productivity Press.

McGaghie, W. C., Bordage, G., & Shea, J. A. (2001, September). Problem Statement, Conceptual Framework, and Research Question. *REVIEW CRITERIA: Manuscript Introduction, Volume 76*(issue 9).

Mobey A., and Parker.D. (2002). Risk evaluation and its importance to project implementation. *International Journal of Productivity and Performance Management, 51*(4), 202-208.

MoFED. (2007, DECEMBER). Proclamation No 57/1996 and Council of Ministers Regulation No 17/1997. Addis Ababa, Ethiopia : MoFED .

NORGE, S. (2014). Asset Management - Overview, Principles and Terminology. Standard Norge on www.standard.no.

Phyllis Tharenou, R. D. (2007). Management Reseach Methods. Cambridge University Press.

PMI. (2013). *PMBOK® Guide – Fifth Edition.* Newtown Square, Pennsylvania USA: Project Management Institute.

Project Management Institute. (2013). *A guide to the project management body of knowledge (PMBOK® guide).* -- *Fifth edition.* Newtown Square, Pennsylvania: Project Management Institute.

Richard Ellis. (1998). *Asset Utilization: A Metric for Focusing Reliability Efforts.* Houston, Texas: Gulf Publishing Company.

Rodrigues, A. and Bowers,J. (1996). A system dynamics in project management: A comparative analysis with traditional methods. *System Dynamics Review, 12*(issue 2), 121 – 139.

Sabariyah Din, Z. A.-H. (2011). nternational Journal of Project Management. *nternational Journal of Project Management, 29*(8), 1044-1056.

SCI. (2018, June). Country Office Finance Manual. *Finance Manual for 2019*. Addis Ababa, Ethiopia: SCI.

Shenhar, A. L. (1997). Mapping the dimensions of projects success. *Project Management Journal,, 28*(2), 5-13.

Sidenko.S. (2006). Information technology project management : project management maturity and its effect on project success. Canada: John Molson School of Business, Concordia University.

Teferie, G. (2013). Practices and Problems of Balanced Score card (Bsc) Implementation, Ethiopian Management Institute in Focus. Thesis given to AAU. Addis Ababa: Thesis given to AAU, Unpublished.

Thompson, B. E. (2010). Journal of property and asset management. *Journal of property and asset management, V.1*(No.1.).

Wagatakierwa, L. (2008). *Fixed Asset Management Manual.* NevmanPrakashan, Delhi.

Wagatakierwa, L. (2008). Fixed Asset Management Manual. Delhi: Nevman Prakashan.

Warren & Fess. (1984). *Accounting Principle. 16th edition.* . South Western Publishing.

William, L. B. (2008). *Revenue and Finance Department, General accounting, Property Control General Fixed Assets Audit.* Florida: Mc Grow Hill.

Website References

AssetWorks Acadamy , 2019. *5 Steps to Building an Effective Asset Management Plan and Asset Planning.* [Online] Available at: https://www.assetworks.com/eam-5-steps-building-asset-management-plan/ [Accessed 16 04 2019].

CFI, 2015. *Corporatefinanceinstitute.com.* [Online] Available at: https://corporatefinanceinstitute.com [Accessed 22 03 2019].

CHSA, C. &. S. A., 2008. *www.chsa.gov.et.* [Online] Available at: http://www.chsa.gov.et/services/property-liquidation-transfer-and-disposal.html [Accessed 22 03 2019].

England, C. C. f., 2015. *Financial Reporting Council.* [Online] Available at: https://www.gov.uk/government/organisations/charity-commission [Accessed 28 03 2019].

FHWA, 1999. *www.fhwa.dot.gov.* [Online] Available at: https://www.fhwa.dot.gov/asset/dataintegration/if08018/amdc_03.cfm [Accessed 28 03 2019].

IAS 38, I. A. S. B., 2004. *International Acounting Standard.* [Online] Available at: https://www.iasplus.com/en/standards/ias/ias38 [Accessed 22 03 2019].

ISO, I. O. f. S., 2014. *www.iso.org.* [Online] Available at: https://www.iso.org/obp/ui/#iso:std:iso:55000:ed-1:v2:en [Accessed 28 03 2019].

OECD, O. o. E. C. a. D., 2000. *www.oecd.org.* [Online] Available at: https://www.oecd.org/education/school/.../33690591.pdf [Accessed 11 03 2019].

Select Statistical Service, 2019. *Select Statistical Service.* [Online]
Available at: https://select-statistics.co.uk/calculators/sample-size-calculator-population-proportion/ [Accessed 18 April 2019].

TAC, 1999. *www.tac.atc.ca.* [Online]
Available at: www.tac-atc.ca/sites/tac-atc.ca/files/site/doc/Bookstore/revisions-e.pdf [Accessed 28 03 2019].

The Institute of Asset Management, 2014. *theiam.org.* [Online]
Available at: https://theiam.org/ [Accessed 04 04 2019].

ANNEXES

Annex: 1 Questionnaire of Organizational Asset utilization and Project success

St. Mary's University

School of Graduate Studies

THE CONTRIBUTION OF ORGANIZATIONAL ASSET UTILIZATION ON PROJECT SUCCESS: The case of Save the Children International Ethiopia Country office.

For partial fulfilment of Master Degree in Project management. April 2019.

Dear Respondent:

I am conducting a research on a title "THE CONTRIBUTION OF ORGANIZATIONAL ASSET UTILIZATION ON PROJECT SUCCESS: - The case of Save the Children International-Ethiopia." The aim of this study is to assess the effectiveness of internal control system over asset management for success of projects. Thus, your cooperation and provision of the correct responses will have a very good contribution particularly to the study in this research. This study will use only for academic purpose and no need of writing your name & telephone. Please tick "√" symbol on the space provided. If you need any clarification please contact me Phone: *0926272721* Email: *wegeict@gmail.com*

Your Field Office: _____ Department: _____

Part One: General Information about the Respondent

Sex		**Age**				**Work Experience**				
Male	Female	21-30	31-40	41-50	Above 50	<1 year	1-3 year	3-5 year	5-10 year	>10 year
Educational Background										
High School Certificate		College Certificate		BA/BSc		MA/MBA/MSc		Above 2nd Degree		Other
Current working position										
Director		Deputy Director		Head		Manager	specialist	Coordinator	Officer	Other

Part Two:

Assessments of Project Success Factors

S.N	How Often do your projects meet the following Criteria?	Strongly Dis Agree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
2.1	Projects completed at the planned Time					
2.2	Projects are completed within the planned budget					
2.3	Project beneficiaries are satisfied and impacted positively					
2.4	Projects have national as well as international quality standard that must be met					
2.5	Projects realized meet the planned objective & outcomes which outcomes that are intended to achieve					

Part Three: Asset utilizing factors

S.N	How often asset utilization factors affect the success of your projects?	Strongly Dis Agree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
3.1	Save the Children has good asset maintenance team and contribute for the success of the project					
3.2	Save the Children consistently capture asset service event information to reduce the cost.					
3.3	Save the Children does a timely Preventive maintenance and risk assessment over asset					
3.4	Save the Children use bundling services for asset maintenance					

Part Four: Asset management process

S.N	How does the asset management process affect the success of your project?	Strongly Dis Agree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
4.1	Save the Children asset management process considered on project proposal development and project plan time.					
4.2	The scope and purpose of asset management process is clear					
4.3	Asset management system support the mission and vision of the organization					
4.4	Asset management process was built by strong situational analysis of the organization.					
4.5	Asset management system has clear data collection, analysis and use its information for the success of the project					

Part Five: Asset Disposal

S.N	How do you evaluate the asset disposal and the role of asset management team to achieve project success?	Strongly Dis Agree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
5.1	Asset management team engage on the plan of asset disposal.					
5.2	Asset management team engage on communicating stakeholder (donor and CHSA) and update the status for operation team.					
5.3	Asset management team engage during disposal execution.					

5.4	Does Save the Children dispose assets timely based on the project plan.					

Part Six: asset utilization efficiency

S.N	How does Save the Children asset utilization efficiency to improve the quality of project and beneficiary satisfactory?	Strongly Dis Agree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
6.1	The organization has a system to analyze asset information collected from stakeholders to further improve the quality of project					
6.2	Save the Children use its asset efficiently to satisfy beneficiary and to meet the standard quality of the project					
6.3	Does the procured asset meet the standard quality of the project and delivered timely as planned					
6.4	Save the Children internal control over asset is efficient and contribute to achieve the project objective and satisfy the stakeholder					
6.5	Asset inventory and asset registry is efficient and contribute to achieve the project objective under the organization					

Thank you for your time and Cooperation.

Annex: 2 Interview for Department Directors and Asset Manager

1. What is availability organizational asset utilization and asset management practice under your team or under your department for Save the Children Ethiopia country office.
2. List of both formal and informal or long term and short term Asset management practices, which mainly focuses on the department you lead.
3. Challenges faced in implementing any projects, how do all concerned bodies in the organization measure the effectiveness of projects.
4. Asset utilization practices at your department levels
5. Any idea to add on the issues of organizational asset utilization and management for project success of the organization.

Annex: 3 Correlation Test

Correlations

		Project Sucess	Utilization factor	Asset Management	Asset Disposal	Asset Utilization efficiency
Project Sucess	Pearson Correlation	1	.734**	.701**	.481**	.582**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	130	130	130	130	130
Utilization factor	Pearson Correlation	.734**	1	.597**	.457**	.365**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	130	130	130	130	130
Asset Management	Pearson Correlation	.701**	.597**	1	.348**	.566**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	130	130	130	130	130
Asset Disposal	Pearson Correlation	.481**	.457**	.348**	1	.469**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	130	130	130	130	130
Asset Utilization efficiency	Pearson Correlation	.582**	.365**	.566**	.469**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

N	130	130	130	130	130

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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833[a]	.693	.684	.38925

a. Predictors: (Constant), Asset Utilization efficiency, Utilization factor, Asset Disposal, Asset Management

Annex: 4 Regression Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.831	4	10.708	70.670	.000[b]
	Residual	18.940	125	.152		
	Total	61.771	129			

a. Dependent Variable: Project Sucess

b. Predictors: (Constant), Asset Utilization efficiency, Utilization factor, Asset Disposal, Asset Management

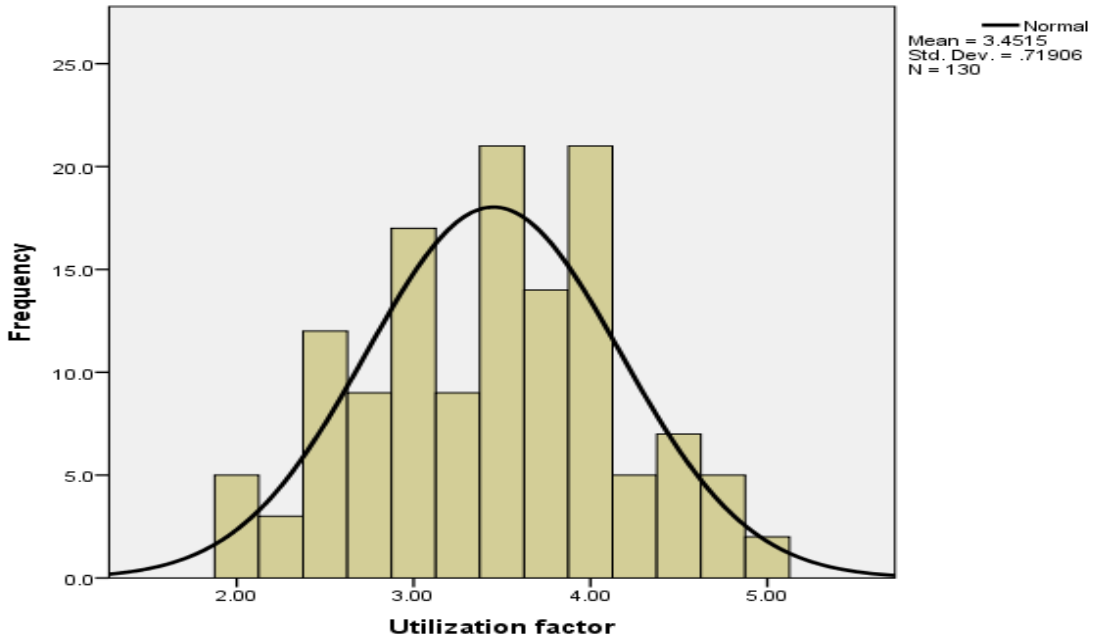
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.111	.216		.515	.608
	Utilization factor	.436	.063	.453	6.897	.000
	Asset Management	.260	.065	.278	3.972	.000
	Asset Disposal	.068	.057	.071	1.189	.237
	Asset Utilization efficiency	.223	.063	.226	3.514	.001

a. Dependent Variable: Project Sucess

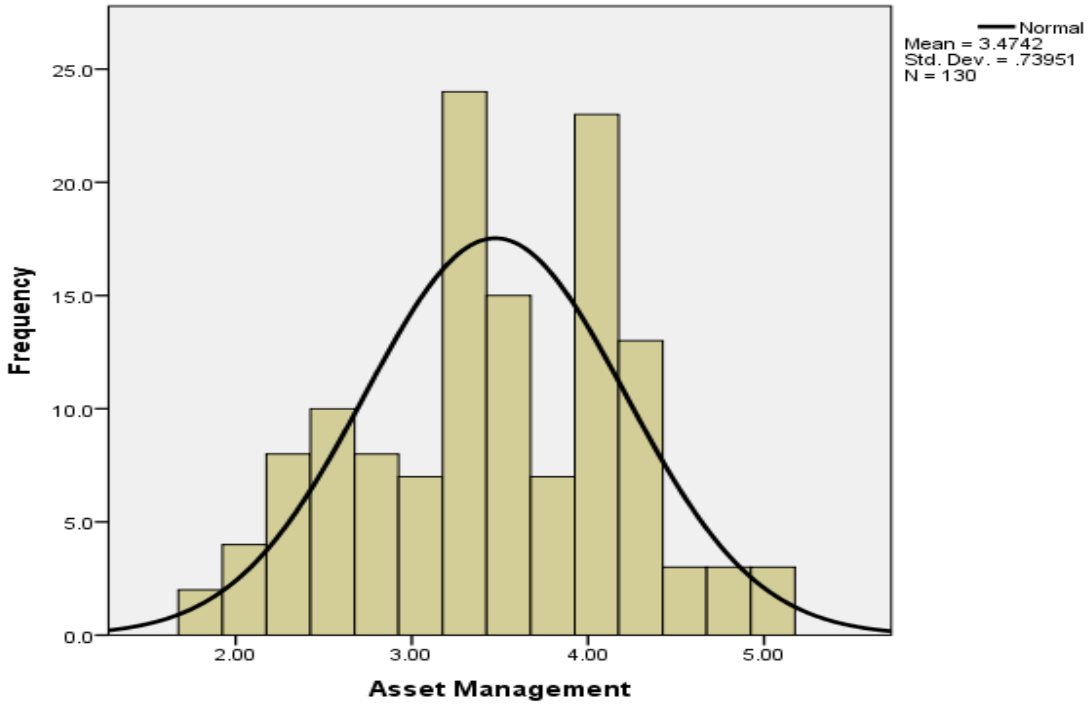
Annex: 5 Charts

Chart 4.1 Normality of the respondent for asset utilization factors towards project success



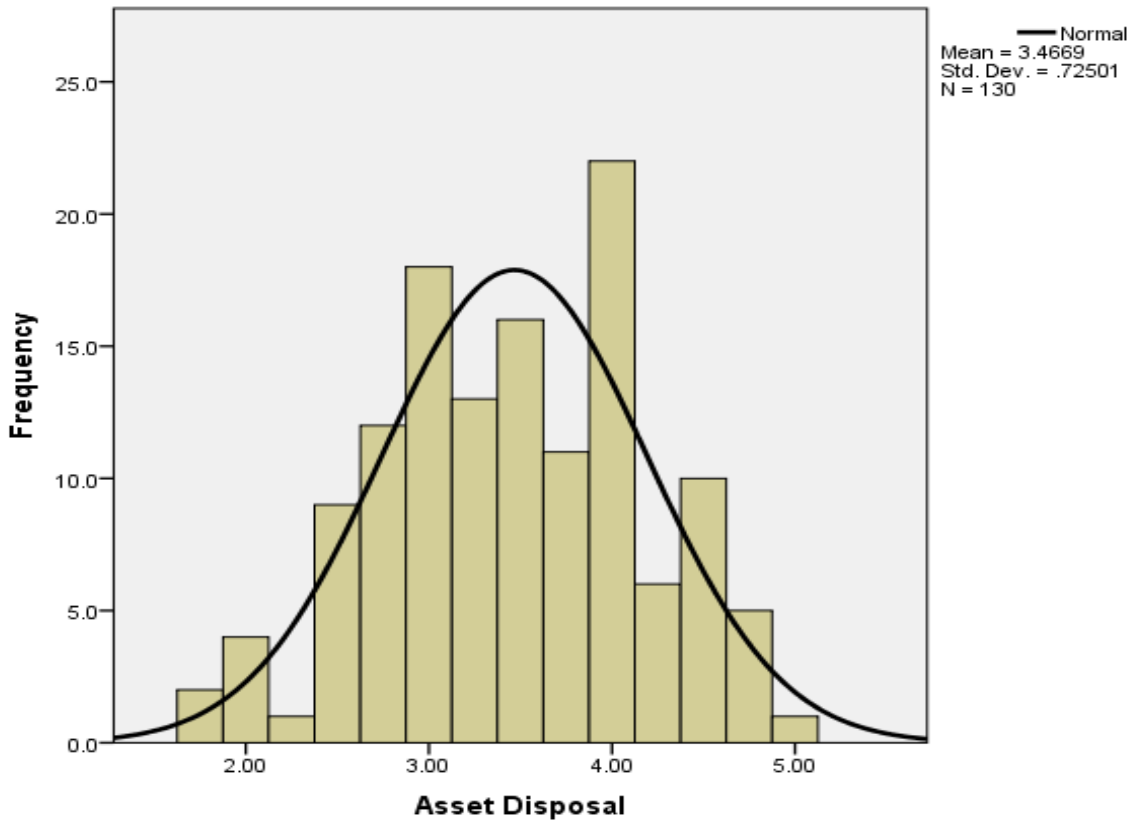
Source: Own source May, 2019

Chart 4.2 Normality of the respondent for Asset management process towards project success



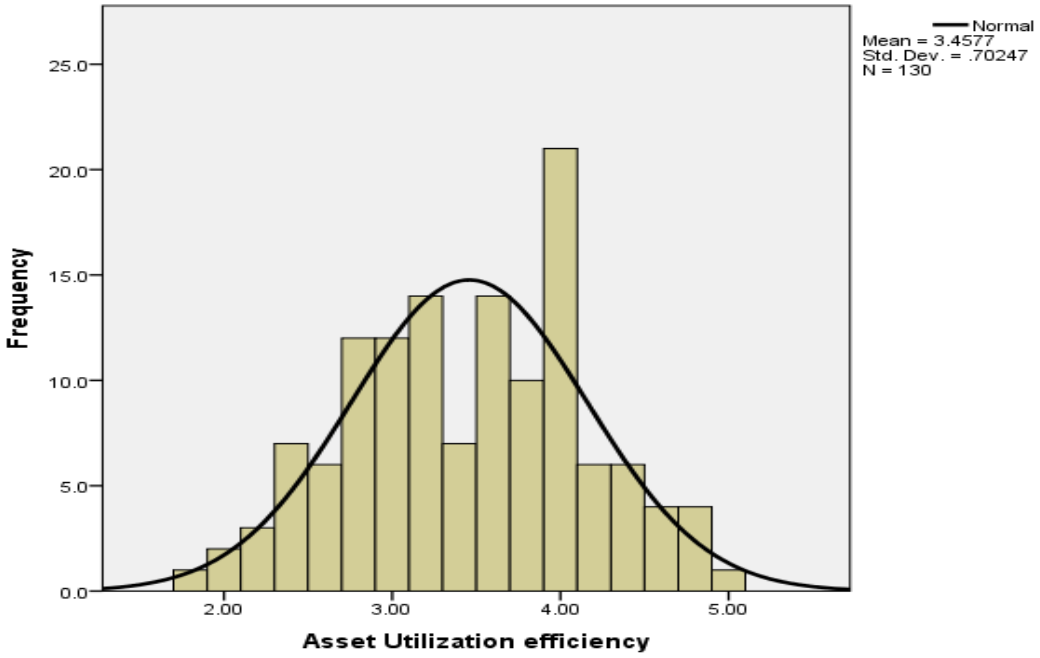
Source: Own source May, 2019

Chart 4.3 Normality of the respondent for Asset disposal towards project success



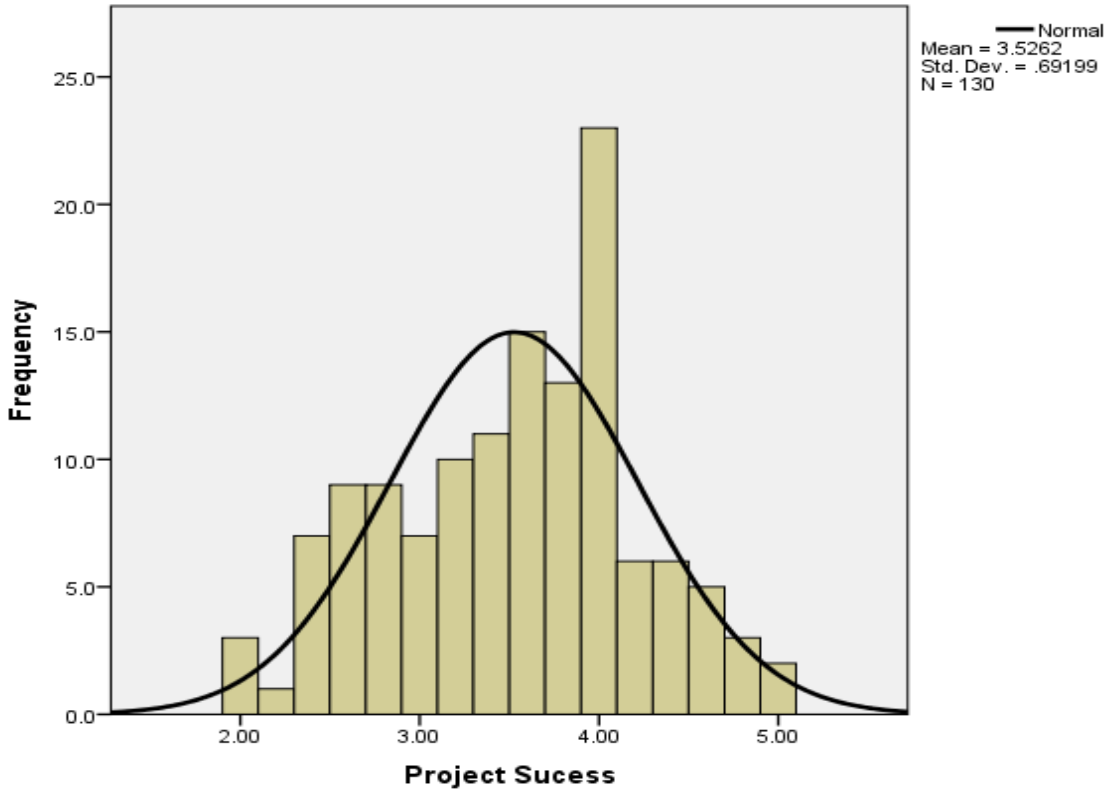
Source: Own source May, 2019

Chart 4.4 Normality of the respondent for Asset utilization efficiency towards project success



Source: Own source May, 2019

Chart 4.5 Normality of the respondent for project success factors



Source: Own source May, 2019