

The Effect of Scope Creeping on the Success of Projects: A Case Study of Water for Life Project

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Abstract: *The rationale for this research was to evaluate the effect of scope creeping on project success and was carried out in water for life project as case study with the following objectives; To examine the effects of undefined project requirements on success of project in water for life project, to assess the effect of failure to involve stakeholders on the success of project in water for life project and to analyze the influence of failure to control budget on success of project in water for life project. The research reviewed literature linked to the effect of scope creeping on project success and established that scope creeping negatively affects project success. The critical review of present literature showing the research gap was done. The research design used was descriptive research based both on qualitative and quantitative data as the study population was 110 employees of water for life project and the sample size was 86 respondents chosen using solven's formula. Sampling techniques was simple random sampling techniques as data collection tools were questionnaires and interviews for primary data while for secondary data the researcher used documentary review. For validity and reliability, the researcher carried out pretesting where by 11 respondents were given questionnaires to fill so as to verify authenticity while data presentation was done using tables and for analysis and interpretation statistical packages for social sciences was used. The researcher found out that failure to define the resources needed for project operations may lead to increase or extension of the stipulated time hence affecting project success and that undefined resources affect project success by increasing the time stipulated for the project activities to be accomplished, unclear resources affect project success due to the fact that project operations cannot be well planned without sufficient resources and that poor planning affects project success due to poor coordination of activities and failure to plan for project requirements. The researcher concluded that the ways through which failure to involve communities affect project success are lack of collaboration between stakeholders, it makes it difficult for the project to attain objectives, it leads to lack of beneficiary support, failure to involve stakeholders leads to project delay and it affects project implementation. Failure to involve stakeholders like an indicator of scope creeping affects success of projects. The researcher recommended that water for life project should continue handling scope creeping well because it is important in fostering success.*

Keywords: Project, Project Scope, Scope Creeping, Project Success

1. Introduction

As the business has shifted from local to global, it raises the competition more intense and complex. Each company needs to improve and develop its system in order to cope with competitors. Availability or shortage of scope management makes up huge reasons for project failure or success. A better foundational project management is characterized by suitably defining what is or is not included in a project. Many projects have been seen go south even though they had the right expertise, schedule, high quality deliverables, and even satisfied clients. But if the dreaded scope creep bug is allowed to fester and multiply, all of the other amazing project accomplishments will be as good as tossed out the window (Badewi, 2014).

Scope creep is a dreaded thing that can happen on any project, wasting money, decreasing satisfaction, and causing the expected project value to not be met. Most projects seem to suffer from scope creep, and both project teams and stakeholders are consistently frustrated by it. There are many ways scope creep can occur on projects. Executives at the sponsor level frequently don't want to be involved in every decision. So, project teams make them. Some change requests are or appear to be small, so again, project teams act on them instead of following a proper modification process. An inflexible or cumbersome change control process may also contribute to unauthorized scope additions (Serra and Kunc, 2015). Scope creep which is also referred to as requirement creep essentially describes how a project's requirements can increase during its life-cycle. It may be a

project centered on developing a project that first had only two essential features, but now needs to have seven. Another scope creep example is when the needs of the client change. Scope creep risk mitigation techniques are important to understand as scope creep needs to be managed carefully (Hornstein, 2015).

2. Statement of the Problem

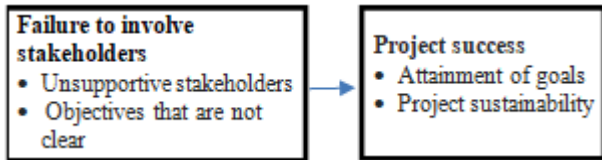
All projects are formed with the major aim of attaining or exceeding their set objectives in a stipulated project scope, which calls for better scope management in order to improve project success however, different in order for projects to become successful and attain their set objectives there is need to try as much as possible and avoid scope creeping. Project that encounter cases of scope creeping normally find success difficult due to challenges associated with scope creeping; however, it is against that background that this research carried out this research on the effect of scope creeping on project success with a case study of water for life project.

3. Objectives of the Study

The general objective of this study was to assess the effect of scope creeping on project success.

Its second specific objective was to assess the effect of failure to involve stakeholders on the success of project in water for life project.

4. Conceptual Framework



5. Research Methodology

- **Research Design:** The researcher used descriptive research design
- **Target Population:** The population of this study was 110 employees of water for life project
- **Sample size:**The sample size of the study was 86 respondents selected for the total population
- **Data Collection tools:** Data collection instruments include the methods that the researcher used to collect both primary and secondary data from various sources and they included questionnaires, interviews and documentary review.

6. Summary of Research Findings

6.1 The effect of failure to involve stakeholders on project success

The researcher in this section made a presentation, analysis and interpretation of the views given by respondents concerning the effects of failure to involve stakeholders on project success so as to facilitate making of relevant study conclusions.

Table 1: The extent to which respondents consider failure to involve stakeholders vital in project success

According to table 1, respondents contacted strongly agreed that failure to involve stakeholders is vital in project success (50%) while 29% of respondents agreed that poor failure to involve stakeholders is vital in affecting project success and 13% of respondents neither agreed nor disagreed. Only 6% of respondents disagreed. When asked to give reasons for their answers, respondents when stakeholders are not involved in project activities and planning becomes difficult to know or to tell what is needed by stakeholders or for stakeholders or what role they can play for project success. This led the researcher to the understanding that poor involvement of stakeholders in project is very important and failure to involve them affects project success.

Extent	Frequency	Percentage
Strongly agree	43	50
Agree	25	29
Neither agree nor disagree	13	13
Disagree	5	6
Strongly disagree	0	0
Total	86	100

Source: Primary data, 2019

Table 2: The effect of failure to involve stakeholders on project success in water for life project

According to table 2, respondents contacted revealed that the ways through which failure to involve communities affect project success are lack of collaboration between stakeholders (23%) while 21% of respondents said it makes it difficult for the project to attain objectives and 29% of respondents said it leads to lack of beneficiary support. 15% of respondents said failure to involve stakeholders leads project delays and 12% of respondents said it affects project implementation. This led the researcher to the understanding that failure to involve stakeholders as an indicator of scope creeping affects success of projects.

Effect	Frequency	Percentage
Leads to lack of collaboration	20	23
Failure to attain objectives	18	21
Lack of beneficiary support	25	29
Failure to involve beneficiaries leads to project delays	13	15
Failure to involve communities affect project implementation	10	12
Total	86	100

Source: Primary data, 2019

Table 3: Description of stakeholder involvement in water for life project

According to table 3, respondents contacted described stakeholder involvement in water for life project as very good (47%) while 35% of respondents said good and 11% of respondents said fair. % of respondents said poor. When asked to give reasons for their answers, respondents said stakeholders give their views on the challenges faced, how best they can be handled and implementation of the project activities and support as required. This led the researcher to the understanding that water for life project involves stakeholders in implementation of activities and this greatly affects project success.

Extent	Frequency	Percentage
Very good	40	47
Good	30	35
Fair	10	11
Poor	6	7
Very poor	0	0
Total	86	100

Source: Primary data, 2019

7. Conclusions and Recommendations

7.1 Conclusions

- The researcher concluded that the factors affecting project success in water for life project are unclear resources, Limited resources and unclear specifications. When resources are limited there is automatically experiencing of delays in project completion which may call for disturbances and further increase in costs hence affecting project success.
- The researcher further concluded that the ways through which failure to involve communities affect project success are lack of collaboration between stakeholders, it makes it difficult for the project to attain objectives, it leads to lack of beneficiary support, failure to involve stakeholders leads project delays and it affects project

implementation. Failure to involve stakeholders as an indicator of scope creeping affects success of projects.

- The researcher concluded that unclear budgets make it difficult to raise resources required to implement activities of the project as well as undertaking activities as planned hence affecting project success, when planned activities and resources are poorly implemented the project cannot become successful hence leading to failure to achieve project objectives and that working outside budget may lead to wastage of resources and failure to attain the desired objectives; all these can lead to delays affecting project success.

7.2 Recommendations

- Water for life project should continue handling scope creeping well because it is important in fostering success and
- The government of the Republic of Rwanda should help projects to improve their success through capacity building trainings in managing scope creeping.

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