INTERNATIONAL JOURNAL OF ADVANCE RESEARCH AND DEVELOPMENT

(Volume 4, Issue 5)

Available online at: www.ijarnd.com

Key factors for strategic investment projects in the agricultural sector in Iraq: Success and failure

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ABSTRACT

This paper aims to find out the critical factors for Strategic Investment Projects In the agricultural Sector in Iraq It also aims to develop the strategies and means required to overcome the major difficulties that come in the course of failure in order to achieve futuristic project success. The paper adopts a quantitative analysis that applied to the data of the unsuccessful and slowing down projects that are issued by the Iraqi Ministry of Planning/ Ministry of Agriculture/ Federal Financial Control Bureau in 2017. Depending on qualitative analysis the analysis shows that various fundamental factors have contributed to the increase in failure instances all over Iraq and these include financial reasons, financial allocations and discrepancy of funding sources, which are considered as the most important reasons behind the failure and success of projects.

Keywords— *Failure causes, Failure project, Management risk, Project management, Success project*

1. INTRODUCTION

The classical organizational theory emerged at the beginning of the twentieth century, introducing two different administrative perspectives: Scientific Management and Administrative Management. Historically, Scientific Management focused on the management of labor and laborers; while the Administrative Management dealt with issues related to how to organize the organization as a whole. Prior to the twentieth century, there was no real systematic study of management, as practising management was based on experience and common sense; Frederick W. Taylor tried to change this view by adopting a rigorous scientific analysis that could improve the efficiency of work. He basically proposed that managers should study work with a rather scientific way (the best way) to perform managerial duties. In other words, the Scientific Management focused on the functions of working individuals, while management focused on the management of an entire organization, where the main contributors to administrative management were working like (Fayol, 1949; Gulick and Lyndall, 1937), Max Weber, 1947; Fayol and his book "L'administration administration Industrielle et'Generale". The town was seen as the pioneer of the Scientific Management movement, His success as a manager was not related to possessing any personal qualities of his own, rather having a set of administrative principles he used. Fayol claimed that all managers have five basic functions to fulfil: planning, organizing, leading, coordinating, and controlling. Fayol defined Fourteen principles he felt that they must orient the management of organizations process (Lunenburg & Irby, 2013:1).

The post-world war signalled the need for developing scientific ways and practical solutions in order to address the great problems of the tremendous project. Thus, scholars began to pursue highly efficient methods that are based on quantitative fundamentals. Those scholars, two teams of researchers, who worked in the (USA) in addition to another team in the (UK).

The (USA) team has worked between (1954-1958), in cooperation with the American Navy and Lockheed company, on the project of devising and developing (Polaris) Missile System, as the team designed " Program Evaluation and Review Technique ". As for the British team that has worked in (1957) at the Department for operational Research of central Authority of Electricity. The team has developed a means that has not been published. The method. Known as "The Longest Irreducible Sequence of Events", which was later modified to "Major Sequence". The application of this method has reaped good results between (1958-1960).

In the 1970s strategic management literature has concerned itself with the configuration of project management as a means to the execution of strategies and change. The point has been stressed in the works of project management of (Pelligrenelli & Bowman 1994; Kwak & Anbari 2009; Grundy 1998; Young &Young, 2015:58).

The outset of the first decade of the current century, organizations have begun to use strategic projects management, in developing and structuring their futuristic plans to get their destined aims. In response to this, project management and its relevant issues;

have been supported to the extent of employing them as an organizational model (Machado & Martens, 2015: 29). The approach of project management has been derived from the practices conducted in relation to defence, space, construction, chemical substance contexts where studies in the 1970s have confirmed its effectiveness. They showed that it was so active in managing great projects, in light of politics economic and technological contexts and the stability that characterized the post-world era (Levitt, 2011: 196). Project management, forms an essential part of any organization, due to the changes in organization actions under the influence of technological advancements, in addition to the Market globalization, which sees critical complicated competitions (Maylor et al., 2006).

Consequently, organizations realized the existence of challenging contexts, uncertainties and high competition, and how to enhance their ability to encounter these challenges. They also acknowledged their inability to perform perfect projects in terms of "quality and cost" (Kerzner, 2006). Therefore, these organizations were obliged to turn inward to get some strategic solutions that are used in completing such projects effectively. Project management is at the top list of these solutions, as the adoption of the ways and practices of project management, can really help organizations in planning out, organizing, and observing their activities and actions (McHugh & Hogan, 2010:1).

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In recent days, modern organizations are highly oriented towards executing some strategic projects. In this regard (Gareis & Huemann,2003) state the recent organizations do consider project management as an organizational major strategy, that is interrelated and interconnected with all organizational resources (humane and financial resources), in terms of chronological planning for executing such projects (Borštnar & pucihar, 2014:26).

Iraq is an agricultural country that possesses abilities and capacities along with production potentials to accomplish a full advanced economic growth. Moreover, Iraq does have natural resources that are still not exploited in the most efficient way. Therefore, slowing projects in the agricultural sector must be scrutinized, in order to find some effective solutions, to prevent this vital sector from further deterioration in response to agricultural importation that overburdens the state budget. Reviewing the reports issued in the Federal Financial Control Departments as well as the reports of Ministries of Planning and Agriculture, researchers have noticed that there are a number of problems that can be summarized as follows:

- Fluctuating achievement of strategic Investment projects, in the agricultural sector.
- The national production insufficiency in satisfying the country's agricultural needs as well as its lag in realizing the food security that achieves self- satisfaction, in a way that turned Iraq into a more consuming country after being top-leading one in the fields of agricultural production and export.
- Farmers refrained from cultivating their lands due to the lack of reaped financial resources, lack of necessary support and agricultural authorities' ignorance which made the Iraqi farmers seek other more profitable jobs.
- The regular actions of shovelling out agricultural lands just to turn them into residential places and lack of green spots.
- Deterioration of relevant transformational industries in the fields of producing primary foodstuff, absence of the monitoring role of the Agricultural Ministry and its formations in relation to the projects performed by the Ministry.
- Most investment projects lack sound economic /technical feasibility studies that are characterized by scarce or low allowances that finance such projects in comparison with the large capital allotted to them by the Finance Ministry.
- Some projects do not conform to the Ministry policy, in addition to the absence of a specialized division within the Ministry itself that incorporates specialized experts, who can take care of putting forth and executing investment projects in accordance with the requirements of Ministry's Formations in a way that guarantees fulfilling these projects the Ministry's strategy.
- Moreover lagging the carrying out of several constructive projects, because of executing them by incompetent companies or even accomplishing these projects is not conform to the required technical rules or qualities.
- The inefficient legal procedures were taken by the Ministry/Investment Department against the investors, from the private sector and the beneficiaries of the initiative loans.

This paper tries to determine the criteria for success and failure of agricultural projects, and to identify the reasons behind slowing down, ineffectiveness and inefficiency of implementation of these projects, and to advance some recommendations that devise solutions to avoid these problems and make maximum use of the advancement of the agricultural sector in Iraq, This sector is one of the sectors that are responsible for the economic development and therefore achieving social security.

2. LITERATURE REVIEW

2.1. Project Management

Since ancient times, project management has been adopted and employed in running and handling great monumental buildings, such as the Great Wall in China, the Empire State Building. Since then, project management has been widely recognized by the public through Contemporary endeavours (Vaskimo, 2015: 21); Kerzner (1998) thinks that modern project management is connected to the (Manhattan) project at the end of World War II, where it was ahead of the development of the organization's management. Most organizations lack a comprehensive approach to project management (Young & Young, 2012: 58).

The existing controversy between writers and scholars circulates around project management and how to improve its effectiveness, which should be based on a solid basis of intellectual frameworks, representing a knowledge-based path (Catanio et al., 2013: 9). Also, the increasing interest in the project management, due to the swift growth of markets with a high level of competition; the search for sustainable excellence based on "quality, cost and price". So, organizations must respond to the rapid and ongoing changes and environmental audits to ensure, that change is managed and met. By means of this change, organizations deploy new processes, practices and distinctive ways to achieve continuous improvement and to create high flexibility and effectiveness in response to the markets (Young & Young, 2015: 60).

Recent literature demonstrates the debate over whether project management is an academic practice or system used in research and development; consequently, some studies have found that project management is the application of tools and techniques to implement large and complex projects (Kwak & Anbari, 2009: 435). Milosevic (2006: 494) argues that project management is based on supporting the implementation of the strategy of the organization to achieve the pursued objectives by means of the use of strategic activities in the light of resources and time available.

Recently, Many organizations recognize project management as the basis for their business operations, as (Morris et al. ,2000) has shown that a wide range of industry sectors rely primarily on project management as a prime driver for high levels of performance (Atkinson, 2011: 152). Projects have become an integral part of most organizations. In the past times, organizations have faced very rare projects and only a few organizations will use project management techniques. Most project management literature ensures that projects are to be completed on time, within budget and in accordance with performance requirements (Keren & Cohen, 2012:153; Rozenes et al,2006:8(. Project management revolves around three main aspects: "Cost, Time and Scope", to achieve the organization's strategic objectives. Measuring success and successful completion of the project means achieving the strategic objectives (Freeman & Beale, 2006: 153; Rozenes et al., 2006: 8) 1992: 12), where the mapping of the project's success dimensions was proposed (Shenhar et al., 1997: 7). (Singh, 2017: 11) identified a number of project management tools and techniques that can be used to achieve and control specific projects to achieve strategic objectives, such as dividing labor into small elements, employing responsibility matrix, making every person responsible for each specific task element, analyzing network and creating the network flow diagram for the entire project, in addition to knowing the duration of the project via the employment of the critical path method.

In today's world, organizations are under increasing external environmental pressure, coupled with the uncertainties that enforce organizations to offer more innovative products and services to meet the market requirements to be competitive and sustainable. Hence, today organizations adopt project management practices, known as the application of knowledge, skills and tools and technologies to meet project requirements and objectives, through the implementation of appropriate processes and methodologies, as part of its strategy and as one of the critical factors in the development of competitive advantages (Monteiro et al., 2016: 1086).

In 2008, the Project Management Institute (PMI) has defined project management, as an application of knowledge and skills, tools and techniques that are necessary for project activities to meet its requirements, as an organizational tool that can realize its purpose in successfully completing its projects, and to the satisfaction of project stakeholders (Hutson, 1997). The concept of project management is defined as a systematized attitude to implementing investment projects, and as an effective management system for achieving strategic objectives (Ofori & Deffor, 2013: 41).

Project management is defined as the practice of implementing new programs in the form of changes in systems, such as IT projects, construction projects, new car products, aircraft, advanced weapon systems (Huang, 2017: 56) As a process aimed at achieving, the objectives of the pursued project such as productivity, quality and cost-effectiveness, aided by the Organization's capabilities, resources, capacities and potentials (Saxena, 2016: 26). Project management is interrelated with the normative requirements that organizations must provide. It is the process that incorporates tools, techniques and systems of the organization, that contribute to the control of the project management processes established by the organization. The development of project development standards relies on the structure and assets of the organization. The six core areas of project management are the initiation, definition, design, development, implementation and follow-up phase. These phases are directly associated with the completion of the project, providing a distinct background for the project (Špundak, 2014: 941).

Hill (2008: 8) presents the job model to develop a standard and integrated process for project management implementation. Implementing that process enables using it to the maximum limit by the community within the organization. Figure (1) illustrates the main activities of this project management methodology, while the following sub-sections describe the sections of each activity, which requires a framework of project management methodology to ensure a comprehensive participation in the development of this methodology and to achieve a clear understanding of the direction in which they can follow a unified project management approach.

2.2. Causes of Project Failure

Business organizations still face significant challenges in terms of their ability to coordinate and manage business activities on a global scale. Some authors and researchers attribute these reasons to some critical factors affecting project management, just to mention examples as: lack of experience among project managers since these organizations require project managers, with a global perspective which is based on configuring customers, governments and market requirements in different countries, and the ability to capitalize on country and market differences to achieve strategic objectives (Richardson et al., 2015: 22).

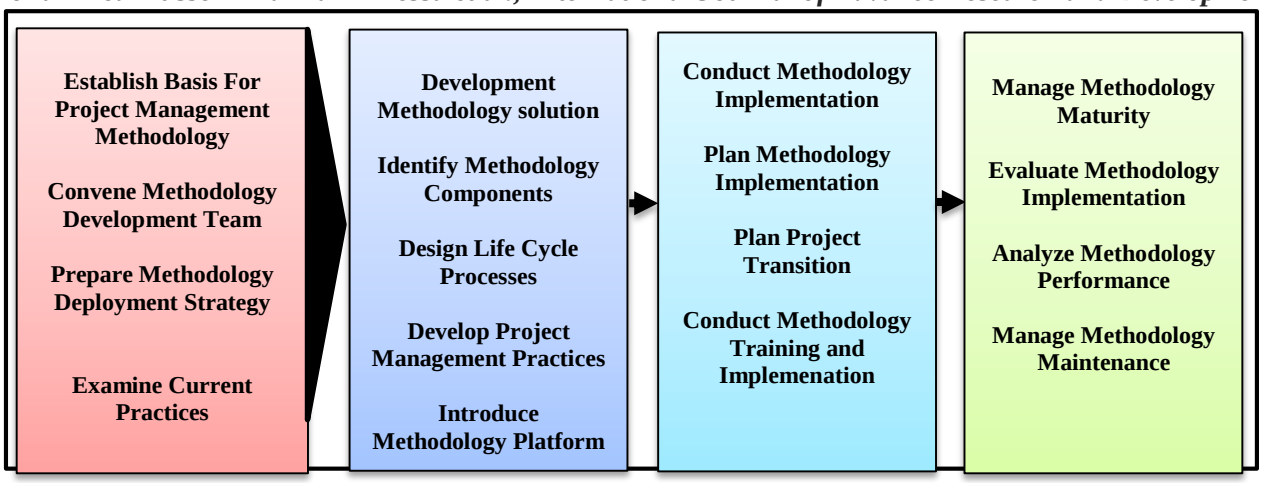

Fig. 1: Project management methodology function model
Source: Hill, 2008:8.

Utilizing the empirical evidence, Pinto & Mantel (1990) have identified the most important factors of project failure, which may be affected by the failure identification limit, its definition, and type in relation to stakeholders, and the project evaluation stage and its life cycle (Zuofa & Ochieng, 2014: 60). Project failure results from different causes including remote geographical location, weakness of risk management, lack of in-time-decision making, slow response to critical situations, and lack of planned and systematic planning of projects (Abbasi et al,2014: 37). Based on (Ika et al., 201: 62) viewpoint, the failure of project planning is considered as one of the most common reasons among project management practitioners (PM), and the management philosophy (McNeil and Hartley, 1986) for this issue states that project planning remains a key factor for its success. Project Management Institute (PMI) strongly supports the contribution of project planning to project success (Murphy et al., 1974).
Conducting a case study at the PMO, (Linde & Steyn, 2016: 155) have found that business organizations, do not share a single language or systematic processes to manage their projects. There are many other shortcomings and problems in project management environments:

- Misuse of resources.
- Projects fail to meet deadlines due to slower implementation rates.
- Problems with processes of cash flow forecasting and capital budgeting.
- The inability of the Organization to spend its capital budget, which led to the implementation of projects year after year.
- Lack of coordination between projects and their operations.
- The inability to manage portfolios that resulted in the adoption of a randomized system in the allocation and management of capital, leading the organization to face risk.
- Project plans are unclear.
- Failure to follow due diligence procedures when carrying out projects, resulting in delays, increased cost and lower quality levels.
- Customizing resource management, which resulted in an incompatibility between the resources and the number of projects to be implemented, and this, in turn, has led to increased pressure and slow project implementation.

Saxena (2016: 39) identified a number of main reasons:
• Lack of flexible management mode, resulting in deficiencies in response to changes in context.
• Poor communication that does not achieve the communication stipulated by project requirements and project managers.
• Insufficient resources, which in turn increases the chance of project failure.
• Organization's inability to provide the necessary support to project managers.
• Lack of project infrastructure development.
• Shortage in project managers with the required competencies and skills.

2.3. Project success factors
The projects are seen as temporary organizations, designed to provide permanent benefits to organizations or stakeholders, through their complex operations. Projects are often considered as a valuable means of investment (Pemsel & Wiewiora, 2013:31). In this regard, projects began to transform the resources of the organization's assets into productive assets, which represents, in turn, the main engine of a country's economic development, as it works to establish productive asset creation processes, to improve resource allocation, and as a means to enhance the organization's experience and expertise and to build an environment based on Learning s,(Adams, 2017: 6). Reviewing the literature on project management shows the existence of many works in this field. Judgev and Müller (2005) have developed a retrospective view of the advanced comprehension of the success of the project since the 1970s to the present time, focusing on the development of the stages of defining the success of the project, through the project and the product life cycle, focusing on Stakeholder involvement (Dekkar & Qing, 2014: 2).

Oliveira & Mulder (2012: 500) refer to the Model of (Thomas and Mulley, 2008) which demonstrates the practices and approaches of project management. This model shows that project management comes within a range of long-term initiatives that contribute, to demonstrate their value to organizations. To demonstrate this value, the Purchases Managers Index (PMI) started in April (2005) and published a study in (2008) to estimate its value, where the work involved (65) case studies of organizations in different categories around the world. One of the findings of this study is that project management practices are closely related to

the satisfactory outcomes of the project and its success in achieving its objectives. When considering the success of projects of various types, there are many different ways that can be adopted by the organizations, and the most important of these methods is the method of iron triangle adopted by Carvalho & Rabechini (2011), which focuses on three main aspects: scope, cost, and time that work together simultaneously (Machado & Martens, 2015: 29).

Clarke (1998: 140) suggested different approaches and attitudes that organizations, may utilize to improve project management processes and to encourage changes. The most critical ones of these critical success factors are the presence of project mission, clear objectives, detailed plans, communications, personnel management, and projects.

Turner & Muller (2006) also showed that project success counts on project managers and how they manage these projects, relying on their competence, particularly on the style of directing emotional intelligence, and focusing on aspects of management and thought (Muller & Turner, 2007: 299).

Steinfort & Walker (2007: 2) identified four dimensions of critical success factors according to time development and the expected outcomes of studies:

- A short-term goal related to project efficiency (meeting time and cost targets).
- The medium-term goal of customer's success (meeting the technical specifications and solving the problem of the customer's performance which leads to the achievement of the project by matching the results).
- The long-term goal of business success (commercial success and gaining a large share of the market according to which projects can generate trust, satisfaction and influence).
- A very long-term goal to get ready for the future (developing new tools, techniques, products and markets).

3. MATERIAL AND METHODS

3.1. Data

Table 1 shows the sources of funding the strategic projects in the agricultural sector. Reports issued by the Federal Financial Control Bureau show that there are two sources of funding: the first represents the agricultural projects implemented by the ministry and the second is allotted to the projects implemented by the agricultural initiative.

Table 1: Sources of Funding Investment Projects Executed by the Ministry and the Initiative.

Required Amount	Demand Ratio	Expenditure Ratio	Actual Expenditure ((Million Dinars))	Annual Allowances (Million) (Dinars)	Project No.	Year	Project
84432	47	53	96512	180944	136	2011	Investment Projects Executed by the Ministry
16980	12	88	121894	138874	131	2012	
28029	19	81	120174	148203	110	2013	
∑= 129441	R=26	R=74	∑=338580	∑=468021	∑=377		
112.278	66	34	58.722	171	5	2011	Investment Projects Executed by the by the Agricultural Initiative
68365	26	74	198124	266489	16	2012	
51269	29	71	123828	175097	10	2013	
∑= 119746.28	R=40.3	R=59.67	∑= 322010.72	∑= 441757	∑=31		

The total number of projects that are executed by the Ministry amounted to (377) projects with total annual allowances that amounted to (468021), the total actual expenditure is (338580), the expenditure ratio is (74%), the ratio of the required demand (26%). While, The total number of projects that are implemented by the agricultural initiative reached (31) projects, the total financial allowances for the agricultural initiative is (4417576), the actual expenditure is (322010.72), the ratio of expenditure (59.67), the ratio of the required demand (40.3) and the total required amounts is (119746.28).

Table 2 shows some slowing down projects which are referred to in the reports issued by the Federal Financial Control Bureau. The average rate of completion of the investment projects in the agriculture sector is (11%). The loans that are granted to the slowing down projects amounted to (30562091), the ratio of the slowing down is 89 % and the total cost of the slowing down is (28692724).

Table 2: Some Slowing down Projects

Slowing Down Cost Ratio	Slowing Down Ratio	Loans Granted in (Millions)	Achievement Ratio	Execution Date	Executing Company
366	70%	480	30%	2010	Buheiratalkheir Investment
1530	100%	1530	Zero	2012	Ostrich Project Investment
20291280	100%	20291280	Zero	2012	Cows Full Barn
2052102	85%	2414238	%15	2009	Al-Yaqoot Feed Production
19585	90%	21761	%10	2011	Full Animal Project
32400	90%	36000	%10	2008	Livestock Fields of Basra
6005361	80%	7506702	%20	2011	Cow Station
290100	100%	290100	zero	2010	Cow Full Station
∑= 28692724	R=89	∑=30562091	R=11		

3.2. Sample

Table 3 refers to views of 182 workers (respondents) in investment projects. The questions focused on the causes for the success or failure in agricultural projects, and 10 causes for success or failure were identified. The results showed that the financial causes is the most important impact in the failure or success of projects by agreement reached (98%), While the contractual causes and compliance with the terms of the contract are very important in the causes for the success or failure of the projects with agreement of (88%), the technological causes achieve the third ranking in terms of the importance of the views of the research sample with an agreement percentage of (82%). This illustrates the importance of technological factors in activating some projects (41%). This explains why the economic reality inside the country is not significantly affected by international changes and events.

Table 3: Results of Research Sample

%	No	%	Yes	Question	Causes of project failure or success
32	59	68	123	The organizational structure, the distribution of tasks and authorities among the project workers influence the success or failure of projects.	Organizational Causes
2	4	98	178	The financial allowances and multi-sources of funding have a significant impact on the success or failure of projects.	Financial Causes
36	65	64	117	The economic variables (inflation, deflation, etc.) influence the success or failure of projects.	Economic Causes
30	55	70	127	Political events and conflicts affect the success or failure of projects.	Political Causes
27	49	73	133	The skills and abilities possessed by the workers in the projects have an impact on the success or failure of projects.	The human Causes
36	66	64	116	Laws and their applications influence the success or failure of projects.	Legal Causes
18	33	82	149	The use of mechanization and modern machines have an impact on the success or failure of projects.	Technological Causes
59	108	41	74	The government agreements with international parties (the World Bank) influence the success or failure of projects.	International Causes
24	43	76	139	The customs, traditions and community norms play a role in the success or failure of projects.	Social Causes
12	22	88	160	The fulfilment of contractual terms, such as time limits, and financial obligations have an impact on the success or failure of projects.	Contractual Causes

Figure 2 illustrates the potential risk analysis of projects that encounter the projects in any particular sector, particularly agricultural sector projects. The objective of this planning is to enable project management to identify and analyze risks with scientific means, and then to develop logical solutions that limit the failure of these projects.

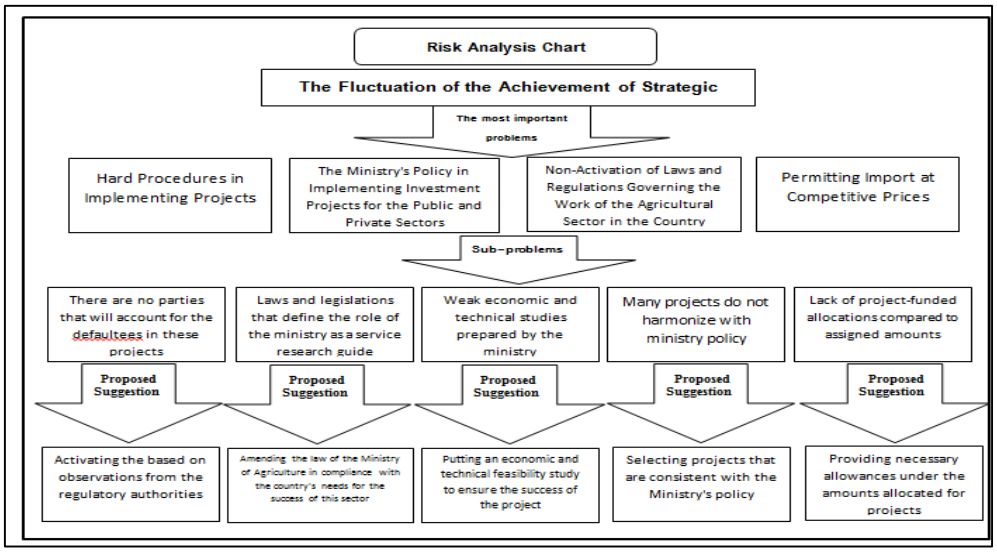

Fig. 2: Risk analysis plan for the achievement of strategic agricultural investment in Iraq

The planning also includes a comprehensive and continuous assessment of the risks endangering the strategic investment projects in the agricultural sector in the country in order to investigate the mutual relations between them. It also enables the management of projects to identify priorities to respond to them within their environment that affects them and is affected by them. However, the project and its growth depend on its ability to deal with that environment. As the environment is constantly changing, it requires constant study so that these projects can be compatible with their environment for the sake of achieving long-term success. The reality of the strategic investment projects in the Iraqi agricultural sector indicates a significant deviation in the success of these projects. The reason for this deviation may be due to several factors, including political, legal, economic and technological factors, as mentioned in Table 3. Thus, by conducting this field paper, we have tried to propose this scheme or

planning on the basis of the reports issued by the Ministry of Agriculture and Federal Finance Control in order to identify the major and minor problems and their solutions. In this respect, Figure 2 demonstrates the classification of risks into two levels of major problems and minor ones with the submission of proposals as solutions to address them, where we note that the first level of problems refers to the policy of the Ministry in the implementation of projects, which coincided with the country's policy to give space to importation on competitive prices basis, in addition to the clear absence of activating the laws and legislation that can govern the work of the agricultural sector in the country. This has led to the emergence of many sub-problems that have gone beyond the scope of the policy of the ministry including a severe weakness in conducting economic and technical studies, the absence of entities that can account for the defaults in these projects, which exacerbated the failure to a large extent. Here, we seek to provide or create some useful tools in the form of suggestions that are made to the research community on the adoption of the proposals outlined in Figure 2 of adopting real feasibility studies and activating strict laws that controls following up the implementation of these projects and providing sources of funding to implement these vital projects which contribute to the economy of the country.

4. DISCUSSION AND CONCLUSIONS

This paper has concentrated on the problems and reasons that stand behind the slowing down of strategic investment projects in the agricultural sector in Iraq, and how they have been dealt with on a scientific and technical basis. The paper has also demonstrated the data under scrutiny and information that is retrieved from the documents, which are obtained through (notes, interviews, field visits); as well as the results of the analysis of fluctuation and failure indicator that has led to the fluctuations in the completion of strategic agricultural investment projects in Iraq, and their cessation, especially after the austerity measures, that have been taken in the country in recent times year (2014), coinciding with the decline in crude oil prices in world markets. In this regard, the most important of these reasons is the ministry's, lack of seriousness in requiring a sound economic feasibility study, for each project before its approval, which involves studying the project from initiation till its completion and implementing side. In addition to identifying the beneficiaries, as well as determining whom who will be funded. Additionally, the Ministry does not rely on deliberate plans to prioritize its strategic investment projects, taking into consideration the actual need for these projects to improve the actual status of this sector. All the aforementioned things came in line with the lack of annual financial allowances for strategic investment projects in this sector and their fluctuation during the years of implementation of the project since the amounts actually received are less than the amounts allocated to most of these projects. This causes the fluctuation of implementation or interruption, and the absence of any coordination between the ministry and its affiliated configurations, Lack of coordination between the Higher Committee regarding the interest of the approval of these strategic investment projects, in the ministry with the provincial councils and the development of provinces.

After the issuance of the Regulation No. (10) by the Ministry of Agriculture in 2013, the role of the ministry has been restricted in terms of providing the desired services, as the regulation has defined its role a role of researching, guiding, and servicing nature, in addition to the need of the agricultural sector to develop laws and legislation, that keep pace with the global developments taking place in this sector.

Moreover, the complicated routine procedures that have faced the private sector investors in connection, with those who are responsible for them or when granting approvals for the crisis to complete these projects, in addition to the security situation, which has helped in determining the size of the pursued participation of this sector.

The weakness of field follow-up by the Ministry's formations and the Ministry that supervise, these formations and their projects and the failure to take legal action against them in the case of diagnosing slowing down problems, on the basis of follow-up reports, and taking some guiding roles without ensuring the implementation of these directives or not, which encouraged the continuation of this situation, The weakness of the field follow-up of the projects of the initiative provided to small investors by the Ministry of Agriculture, and the Agricultural Bank, which encouraged the non-implementation of these projects or stopping them, as the follow-up has concentrated first on the initiation of the projects and neglecting them. Also, no control bodies are found for observing and taking measures, against the heedless actors in executing these projects based on observations and other regulatory bodies.

Additionally, the fluctuation of the implementation of agricultural investment strategic projects, and the fluctuation of production and inability to meet the need of local markets, in addition to the lack of quality of imported agricultural products and low prices supported by exporting countries compared, to other local products, which encourages the consumer to the trend to the importer.

Finally, more than (66) projects in the agricultural sector have recently been halted by mega-government projects of high capacity, which have had a negative impact on the national economy.

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