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St. Mary's University, Ethiopia

**ST. MARY'S UNIVERSITY SCHOOL OF
GRADUATE STUDIES**

Department of Project Management

**ASSESSMENT ON PROJECT MANAGEMENT PRACTICES OF
SELECTED NON-GOVERNMENTAL ORGANIZATIONS (NGOs) IN
ADDIS ABABA**

BY

AMANUEL SISAY

ADVISOR: MARU SHETE (PhD and Associate Professor)

JUNE, 2021

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO SAINT MARY'S UNIVERSITY FOR
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR AWARD OF
MASTER OF ART IN PROJECT MANAGEMENT**

**JUNE, 2021
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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of **MARU SHETE (PhD and Associate Professor)**. All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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Signature

June, 2021

ENDORSEMENT

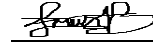
This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

MARU SHETE (PhD and Associate Professor)

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June 2021



Signature

List of Abbreviations

APM	Association for Project Management
BA	Bachelor of art
BSC	Bachelor of science
CHA	Ethiopian charities and societies agency
COVID	Coronavirus disease of 2019
CSO	Civil Society Organization
CSO	Civil society organizations
ECOSOC	Economic and Social Council
FDRE	Federal democratic republic of Ethiopia
HR	Human resource
ID	International development
IPMA	International Project Management Association
MA	Master of art
MELU	Monitoring, evaluation and learning unit
MSC	Master of science
NGO	Non-governmental organization
PM	Project Management
PM4NGO	Project management for non-governmental office
PMBOK	Project Management Body of Knowledge
PMI	Project management institute
SD	Standard deviation

ACKNOWLEDGEMENT

First of all, I would like to deliver my deepest thanks to the almighty God, for his support in every aspect of my life, without his blessing I would never succeed or achieve anything. I am what I am because of God.

I would like to thank my advisor Maru Shete (PhD and Associate professor) for being my advisor for the MA thesis; it is an honor to be advised by the most respected person in the field like him. I would also like to thank all the participants in the study, who were willing to share their precious time during the process of filling the questionnaires.

My sincere thanks go to my families and friends for the endless support and cooperation throughout my life.

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ABSTRACT

Different kinds of research's are carried out on project management (PM) practices in order to address the performance and knowledge gaps in projects. The Project Management Institute (PMI) has developed the Project Management Body of Knowledge (PMBOK) as the best practices in managing projects over the past decades. The main aim of this paper is to assess the project management practices of a selected NGOs found in Addis Ababa. The study was conducted on a 6 NGOs found in Addis Ababa and it focuses on whether the organizations project is based on the nine project management knowledge areas. A descriptive research design was used in the study and a total of 60 respondents were participated. Both the quantitative and qualitative research approach was used in the study. The survey data obtained was logged to SPSS and analyzed by using mean, standard deviation and percentages. Primary data source was used for this study and it was collected using a questionnaire which have an open ended and close ended questions. A total of 60 questionnaires were distributed to the 6 NGOs, out of 60 individuals 54 (90%) of them properly filled and return the questionnaire. From the finding, it can be understood that out of the nine knowledge areas of the project management, the project integration management, project schedule management, project cost management, project quality management, project communication management, project human resource management, project risk management and project procurement management are well practiced and only project scope management is not well practiced and the rest eight knowledge areas some of the knowledge areas were properly managed and practiced but some have not been practiced. This paper suggests that the organizations to implement different projects based on project management knowledge areas and using each knowledge area processes too.

Keywords: *Project Management practices, knowledge areas, NG*

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Project management emerges in the organizational field as the application of knowledge, skills, tools and techniques to meet requirements to perform a project (Project Management Institute, 2008). During the evolution of this discipline, a large number of techniques were created for its enforcement (Morris, 2010). The emergence of professional associations has meant that, since the 60s, organizations have increased their interest in planning project activities, to the extent that standards and bodies of knowledge are applied in most of the world. According to Winter, *et al.* (2006), project management has become an emerging field with a broad academic and professional scope with the need for developing and updating in a regular basis.

In order to assist the standardization and implementation of practices, various tools have been developed by associations such as the Project Management Institute (PMI), the International Project Management Association (IPMA) and the Association for Project Management (APM), among others. According to Morris, *et al.* (2006), bodies of knowledge are emerging frameworks and standards, which contain guidelines and good practices that allow improving skills, training and management for projects.

Non-governmental organization (NGO) is considered one of the sectors where this discipline can show great value. Although traditionally project management has mostly been applied on other areas such as construction, defense and software, among others, the growing importance of NGO projects in recipient countries has generated interest for professionals and researchers on its effectiveness in this new type of projects. In this sector, organizations definitely work with projects, and hence in research about the applicability of project management (Ika, *et al.*, 2010).

In a general way, the non-governmental organizations work with projects and summon many resources, therefore, they stand as a very interesting field for the implementation of project management practices, learned lessons and methodologies of the discipline. The question addressed in this research is: How can methodologies, techniques and tools of project management

be a key factor in project performance and success of the non-governmental organizations found in Ethiopia.

This work analyzes the impact of the adoption of project management knowledge areas and process groups on the results of interventions carried out by development NGOs. Project performance was analyzed through success criteria from the literature and bodies of knowledge. The study aims to enhance the importance of the aid sector as an area of applicability, because of the large number of projects undertaken and their particular purposes. In addition, this study seeks to increase researchers' interest in this sector, as well as analyze and describe the current state of project management in non-governmental organizations.

1.2 Statement of the problem

NGO is a non-profit organization, independent from any governmental institution, based on voluntary activities in order to benefit community or its certain groups, and its goals are not seeking for political power or exceptionally realization of religious goals (NGO Law Institute, 2014). There are a number of NGOs working in Ethiopia in various sectors, some of the NGOs have hundreds of volunteer members and are executing international development projects, building schools in rural areas, providing fresh water for those who cannot access drinking water in their village, providing medication for remote areas, working on environment to help the society and the world from global warming, fighting for human and animal rights, to employ socially excluded groups, to integrate immigrants or disabled people to the society and so on. The NGO sector is extremely diverse, heterogeneous and populated by organizations with hugely varied size, scope, targets, structures and motivations. Therefore, these NGOs in their day to day activity, they face a lot of challenges which, collectively with absence of proper project management practice and many more reasons that can be further more described like, poor project planning, lack of accountability and stakeholder involvement, lack of proper communication, poor risk management strategies are some of the challenges they face (PM4NGOs, 2013). Diaz (2010) explains that knowledge gap about the project management methodologies and practices in addition to insufficient infrastructure, limited resources, and a changing environment can also put a strain on NGOs project managers who need to deliver the project outcomes.

Even though the challenge for one organization might not be a challenge for the other, this study seeks to assess current NGOs' project management practice, analyze the current project

management knowledge in the organizations and try pinpoint the knowledge and practice gaps, finally give a recommendation on it. Also, the research aims to introduce the reader with the variety of project management standards and tools that will help for organizations who perform their mission by means of project. It will also elaborate that a project management methodology could help to meet the challenges of organizations by improving communication among project team members, developing work performance, better controlling of resources and most importantly by practicing project management knowledge areas to reach project results in the most efficient way.

1.3 Research questions

1. What is the project management practice in the non-governmental offices?
2. What is the core project management knowledge areas in the non-governmental offices?
3. How are the facilitating project management knowledge areas in the non-government offices?
4. What is the project integration management in the non-governmental offices?

1.4 Objectives of the study

1.4.1 General objective

The general objective of the study is “to assess the practice of project management in a selected NGO’s found in Addis Ababa”.

1.4.2 Specific objectives of the study

Under the general objective, the following are specific objectives of the study:

1. To assess the project management practice in the non-governmental offices.
2. To assess how the core project management knowledge areas are practiced.
3. To describe how the facilitating project management knowledge areas are practiced.
4. To assess how the project integration management is practiced.

1.5 Significance of the study

Projects carried out by a non-governmental organization (NGO) are considered one of the most important activities for providing assistance to developing countries, but most of the projects are reported to have high failure rates and their performance is often considered to be not satisfactory. Therefore, for their poor performances, NGOs should consider the use of project management practices as a tool for rehabilitation. Thus, this study will be helpful for the organization to understand the part of project management knowledge areas and how implementing the knowledge

area can improve the organization's performance and result. Also, it will show the organizations the source of problems in the effectiveness of their projects which later on helps them to concentrate on it. The study is also believed to contribute for the organizations to identify which project management practices have an effect on the performance of the organization and will be helpful for the project to demonstrate the contribution of effective project management knowledge area and techniques.

1.7. Scope of the study

This study has tried to assess the project management practices of only a selected non-government organization (NGOs) found in Ethiopia, especially on those found in Addis Ababa. The paper has seen only how the project management knowledge areas implemented on the organizations. This study has tried to assess how all the nine-project management knowledge area are practiced in the non-governmental offices. Therefore, in this study, the researcher selected descriptive survey study design and a purposive sampling method to gather all the relevant information and employed both quantitative and qualitative approaches. The research is conducted using structured questionnaires as a means of primary data collection.

1.8. Limitation of the study

Every research study no matter how well structured or constructed, has some limitations which may directly or indirectly affect the outcome of the study. The researcher has therefore noted the following as some of the limitations that affect the outcome of this research study. This paper is only focusing on the knowledge areas and other practice areas like the project management process groups have been excluded. The researcher has tried to knock as many non-governmental offices as possible to make the study reliable but it become very difficult to get both primary and secondary data, the major reason for this to happen was COVID 19, the current global pandemic, especially getting a primary data by means of interview was completely difficult. Even though some organizations were willing to answer the questionnaires, some of the respondents didn't address all the questions listed on the questionnaires properly.

1.9. Organization of study

This study consists of five chapters. The first chapter presents the introductory part with the background of the study, statement of the problem, research questions, research objective, and significance of the study, scope of the study, limitation of the study and organization of study. The

second chapter reviews previous literatures related to the study. The third chapter presents methodology of the study. The fourth chapter consists of the data analysis and presentation section and the last chapter which is chapter five includes the summary, conclusion and recommendations. The references, questionnaire, other documents of the study are organized on the appendix.

CHAPTER TWO

LITREATURE REVIEW

2.1 Introduction

This section reviews literatures written by different authors and researches in relation to the study and present a summary of project management practice in terms of project management knowledge area. It also describes some definitions, assumptions, major concepts regarding the project management knowledge area and review of empirical works. Finally, it describes the conceptual framework of the study.

2.1 Theoretical Review

2.1.1 Project

Many definitions had been given to project by different scholars, due to the fact that project is a multidisciplinary word that has different meaning from different perspective and orientations. Engineers, Architects, Managers and so on, have their definitions reflected from their experiences as far as their professions are concerned. Even though there are different definitions given by different scholars with focusing on various fields, it is better to refer different definitions in order have comprehensive understanding of a project.

A project is a temporary endeavor with the objective to create a unique product, service or result. It is temporary in the aspect that it has a definite beginning and a definite end. The uniqueness with a project means that the provided service or product is different from all other services and products. Many organizations use projects to respond to requests that cannot be handled within the normal organizational limits. The size and length of a project can vary from one person to thousands and from a few weeks to more than five years (PMI, 2008). Project as a temporary organization and assert the time conception as one of the four distinguishing features of temporary organizations from permanent organizations (task, team and transition are other three distinguishing features. As a result, projects have a definite beginning and end. Temporary does not necessarily mean short in duration. Moreover, projects can also have social, economic, and environmental impacts that far outlast the projects themselves (PMI, 2004).

2.1.1.1 Characteristics of a project

Regardless of specific features of particular projects, below are some common characteristics forwarded by Nicholas and Steyn (2008) for all projects:

1. A project involves a single, definable purpose and well-defined end-items, deliverables, or results, usually specified in terms of cost, schedule, and performance requirements.
2. Every project is unique in that it requires doing something different than was done previously. Even in a “routine” project such as home construction, variables such as terrain, access, zoning laws, labor market, public services, and local utilities make it unique. A project is a one-time activity, never to be exactly repeated again.
3. Projects are temporary activities. Each is an ad hoc organization of personnel, material, and facilities assembled to accomplish a goal within a scheduled time frame; once the goal is achieved, the ad hoc organization is disbanded.
4. Projects cut across organizational and functional lines because they need skills and talents from multiple functions, professions, and organizations.
5. Given that each project is unique, it also involves unfamiliarity and risk. It may encompass new technology or processes and, for the organization undertaking it, possess significant elements of uncertainty and risk.
6. The organization usually has something at stake when doing a project. The work calls for special scrutiny or effort because failure would jeopardize the organization or its goals.
7. A project is the process of working to achieve a goal; during the process, projects pass through several distinct phases called the project life cycle. The tasks, people, organizations, and other resources involved in the project change as the project moves from one phase to the next.

2.1.1.2 Classification of project

Projects can be classified into different categories based on different baselines. They can be categorized based on type of works that project involve, based on size (duration) of projects, and so on. Lock (2001) classify projects under four main headings based on type of works that project involve as the following:

a. Civil engineering, construction, petrochemical, mining and quarrying projects: These projects are characterized by on site activities, remote from the contractors' head office which incur special risks, and involves massive capital investment. They deserve rigorous management of time,

cost, and quality. If the projects are extra-large, they will involve several contractors working together as joint venture or in a form of other means, which makes the projects more complicated.

b. Manufacturing projects: Up on establishment of factories for producing goods, projects are often conducted. Different additional projects will also be executed after the establishment of a factory for different purposes such as new product development. These post-establishment projects are called manufacturing projects.

c. Management projects: Regardless of the size of a company, it will run at least few projects throughout its lifespan. These projects are required by a company in different situations such as: on plant/ service center relocation, on restructuring of a system and organization, in research & development, for feasibility studies, for executing special trainings, to plan & conduct celebrations, etc.

d. Research projects: These projects are independent research projects which consume huge amount of money and lasts for many years. They assume high level of risks so that it becomes difficult or impossible to define end results. These projects require effective time and cost management.

NGO projects are going to be categorized under the third category of projects which is management project.

2.1.1.3 Project Life Cycle

A typical project is divided into following phases. Each phase of the project has its own importance and impact on overall success of the project.

Initiation Phase: In this phase of the project, feedback received from customers is analyzed and brainstorming is done as to develop new product or modify existing product to meet the new demands.

Project Definition Phase: In this phase of the project efforts are made to define the solution for the problem posed by customers.

Feasibility Study: In this phase, planning of the project is made and definite milestones are established.

Project Execution: In this phase all activities and milestones established in the earlier phase are executed in a timely and orderly manner. This phase utilizes maximum of all resources.

Project Conclusion: This is the last phase of the project. In this phase, final product or service is handed over to the operations team for commercial production.

2.1.2 Project management

Chandra (1995) define Project management as an organized venture for managing projects, involves scientific application of modern tools and techniques in planning, financing, implementing, monitoring, controlling and coordinating unique activities or task produce desirable outputs in accordance with the determined objectives within the constraints of time and cost.

Robert K. Wysocki explained project management from the point of client involvement, sponsors and delivering business value. Project management is an organized common-sense approach that utilizes the appropriate client involvement in order to meet sponsor needs and deliver expected incremental business value (Wysocki, 2014).

According to Ibbs and Reginato (2002), project management is about people and the systems, processes, tools, and methodologies they use. In order to manage any kind of project there should be some kind of system with group of people who can run the established system. There are also different tools and methodologies that help to manage a project.

The project management Institute (PMI) defines project management as a set of processes that are applied to a project to deliver a product or service. Project management is designed to provide sustained, intensified and integrated management of complex venture and to pull together a combination of human and non-human resources in to a temporary organization to achieve a specified objective. Whitty and Maylor added that project management is recognized to be a key enabler of business change and a vital contributor to future business success. Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (PMI, 2013).

The benefits of project management are identifications of functional responsibilities to ensure that all activities are accounted for, regardless of personnel turnover, minimize the need for continuous reporting, identifications of time limits for scheduling, identification of a methodology for trade-off analysis, measurement of accomplishment against plans, early identification of problems so

that corrective action may follow, improved estimating capability for future planning, knowing when objectives cannot be met or will be exceeded (Kerzner, 2009).

Project management is accomplished through the appropriate application and integration of the different logically grouped project management processes, which are categorized into five Process Groups. According to PMI (2013), these five process groups are: Initiating, Planning, Executing, Monitoring and Controlling, and Closing.

2.1.3 Project Management Practice

The Guide to the PMBOK classifies the processes that make up each project management process group into nine Project Management Knowledge Areas. These groupings, or knowledge areas, bring together processes that have things in common and the nine knowledge areas are categorized as core, facilitating and integration . The four-core project management include project scope, time, cost and quality management. These are the core knowledge areas because they lead to specific project objectives. The four facilitating knowledge areas of project management are the human resource, communications, risk and procurement management. These are called facilitating areas because they are the processes through which the project objectives are achieved. The ninth knowledge area is the project integration management and it is an overarching function that affects and is affected by all the other knowledge areas.

Below here we will try to look at all nine Project Management Knowledge Areas and look at how their role works within the five process groups as defined by the Project Management Institute (PMI): Initiation, Planning, Executing, Controlling, and Closing.

2.1.3.1 Project Integration Management

Project integration management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the project management process groups. In the project management context, integration includes characteristics of unification, consolidation, communication, and integrative actions that are crucial to controlled project execution through completion, successfully managing stakeholder expectations, and meeting requirements (PMI, 2013).

In the project management context, integration includes features of unification, consolidation, communication, and integrative actions that are crucial to controlled project execution through completion, successfully managing stakeholder expectations, and meeting requirements (PMI, 2017). The process includes the following:

1. Develop Project Charter: it is developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities. It provides a direct link between the project and the strategic objectives of the organization. The next one is to

2. Develop Project Management Plan: it is a process of defining, preparing and coordinating all plan components and consolidating them into an integrated project management plan.

Direct and Manage Project Work: this a process of leading and performing the work defined in the PMP.

3. Manage Project Knowledge: this is a process to achieve a certain project objective but there must be an existing or new knowledge.

4. Monitor and Control Project Work: this is the tracking, reviewing and reporting process of the overall progress to meet the attended objectives in the PMP.

5. Perform Integrated Change Control: it is a process of reviewing all change requests; approving changes and managing changes to deliverables, organizational process assets, project documents, and the project management plan, and communicating the decisions.

6. Close project or phase: it is finalizing all the activities.

2.1.3.2 Project Scope Management

According to PMI (2013), project scope management comprises the processes required to make sure that the project is armed with all the appropriate efforts to accomplish the project as need. In other word, the project scope is a document that describes the parameters that define a system and determine the behavior of the project, what work is done within the boundaries of the project, and the work that is external to the project boundaries (Saylor.org, 2009). PMI (2013) listed the following specific efforts a part of project scope management:

1. Plan scope management: this process is all about creating a scope management plan that documents how the project and product scope will be defined, validated, and controlled. It provides guidance and direction.

2. Collecting requirements: is all about determining, documenting, and managing stakeholder needs and requirements to meet objectives.

3. Definition of scope: it is the process of developing a detailed description of the project and product.

4. Create WBS: it is a process of subdividing project deliverables into manageable components.

5. Validate scope: formalizing acceptance of the completed project deliverables.

6. Control scope: monitoring the status of the project and product scope and managing changes to the scope baseline.

2.1.3.3 Project Time Management

Project scheduling provides a detailed plan that represents how and when the project will deliver the products, services, and results defined in the project scope and serves as a tool for communication, managing stakeholders' expectations and as a basis for performance reporting (PMI, 2017).

The development and management of realistic project schedule and project plan is a primary responsibility of the project manager to complete the project on time. Accordingly, project time management includes the processes required to manage the timely completion of the project such as the following (PMI, 2013):

1. Plan Schedule Management: it's establishing the policies, procedures, and documentation for the project to go accordingly.

2. Define Activities: is to identify and document the specific actions to be performed to produce the project deliverables.

3. Sequence Activities: it is documenting and identifying relationships among the project activities.

4. Estimate Activity Durations: it is an estimation of the work period to be completed in estimated resources.

5. Developing Schedule: is the process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create a project schedule model.

6. Control Schedule: it is monitoring the status of the project update and manages changes.

2.1.3.4 Project Cost Management

The definition of project success often includes not only completing the project on time, but also completing the project within budget. Developing and controlling a project budget that will accomplish the project objectives is a vital project management skill. Project cost management includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget. Project cost management processes include the following (PMI, 2013):

1. Plan cost management: this defines how the cost will be estimated, budgeted, managed, monitored, and controlled.

2. Estimate costs: developing an approximation of a budget to complete the project.

3. Determine the budget: aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline.

4. Control costs: the process of monitoring the status of the project to update the project costs and manage changes to the cost baseline.

2.1.3.5 Project Quality Management

Project Quality Management addresses the management of the project and the deliverables of the project. It applies to all projects, regardless of the nature of their deliverables. Quality measures and techniques are specific to the type of deliverables being produced by the project. (PMI, 2017)

Project quality management includes the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken. Project quality management uses policies and procedures to implement, within the project's context, the organization's quality management system and, as

appropriate, it supports continuous process improvement activities as undertaken on behalf of the performing organization. Project quality management works to ensure that the project requirements, including product requirements, are met and validated (PMI, 2013).

Project quality focuses on the end outputs that reflect the purpose of the project. The project manager is accountable for developing a project implementation mechanism that gives a clear understanding of the expected project outputs and the quality specifications. In order to do so, (PMI, 2013) listed the following project quality management processes:

Plan quality management: The process of identifying quality requirements for the project and its deliverables, and documenting how the project will demonstrate compliance with quality requirements and/ or standards.

Manage quality: The process of translating the quality management plan into executable quality activities that incorporate the organization's quality policies into the project.

Control quality: The process of monitoring and recording the results of executing the quality management activities to assess performance and ensure the project outputs are complete, correct, and meet customer expectations.

2.1.3.6 Project Human Resource Management

Human resource management is a branch of management which deals with people at work in an organization. Armstrong (2006) defined HRM as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives. Storey (1989, cited in Armstrong, 2006) believes that HRM can be regarded as a 'set of interrelated policies with an ideological and philosophical underpinning'. Mathis and Jackson (2006) stated human resource management involves several activities such as HR Planning and Analysis, equal Employment Opportunity, staffing, HR Development, compensation and benefits, health, safety, and security, employee and labor/management relations. As one wing of human resource management, project human resource management includes the organizing, managing, and leading the project team. The project team consists of the people with assigned roles and responsibilities for implementation of the project. Staffing the project with the right skills, at the right place, and at the right time is an important responsibility of the project management team.

Although, roles and responsibilities are assigned for project team members, it is important to involve all of them in the process of project planning to add their experience to the process as well as to motivate them so that their commitment will be stronger. PMI (2013) stated project human resource management processes as the following:

Plan Resource Management: the process of defining how to estimate, acquire, manage, and utilize physical and team resources.

Estimate Activity Resources: The process of estimating team resources and the type and quantities of material, equipment, and supplies necessary to perform project work.

Acquire Resources: The process of obtaining team members, facilities, equipment, materials, supplies, and other resources necessary to complete project work.

Develop Team: The process of improving competencies, team member interaction, and the overall team environment to enhance project performance.

Manage Team: The process of tracking team member performance, providing feedback, resolving issues, and managing team changes to optimize project performance.

Control Resources: The process of ensuring that the physical resources assigned and allocated to the project are available as planned, as well as monitoring the planned versus actual use of resources, and performing corrective action as necessary.

2.1.3.7 Project Communications Management

Project Communications Management includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information. Project managers spend most of their time communicating with team members and other project stakeholders, whether they are internal (at all organizational levels) or external to the organization. Effective communication creates a bridge between diverse stakeholders who may have different cultural and organizational backgrounds, different levels of expertise, and different perspectives and interests, which impact or have an influence upon the project execution or outcome PMI (2013). Project communications management processes include the following (PMI, 2013):

Plan Communications Management: The process of developing an appropriate approach and plan for project communication activities based on the information needs of each stakeholder or group, available organizational assets, and the needs of the project.

Manage Communications: The process of ensuring timely and appropriate collection, creation, distribution, storage, retrieval, management, monitoring, and the ultimate disposition of project information.

Monitor Communications: The process of ensuring the information needs of the project and its stakeholders are met.

2.1.3.8 Project Risk Management

Risk: is an uncertain event or condition that, if it occurs, has an effect on at least one project objective. According to Forsberg et.al (2005) project, risk management is the art and means of identifying, analyzing and responding to risk events in the life cycle of a project. Risk management is important when overall stakes are high and a great deal of uncertainty exists.

Project Risk Management aims to identify and manage risks that are not addressed by the other project management processes. When unmanaged, these risks have the potential to cause the project to deviate from the plan and fail to achieve the defined project objectives. Consequently, the effectiveness of Project Risk Management is directly related to project success PMI (2017).

The very purpose of project risk management is to minimize the risks of not achieving the objectives of the project and the stakeholders with an interest in it and to identify and take advantage of opportunities. In particular, risk management assists project managers in setting priorities, allocating resources and implementing actions and processes that reduce the risk of the project not achieving its objectives. The processes are according to (PMI, 2017)

Plan Risk Management: it's a process of how to conduct risk management activities for the project.

Identify Risks: identifying overall risks and documenting their characteristics.

Perform Qualitative Risk Analysis: prioritizing individual risks for further analysis by assessing their probability of occurrence, impact and their characteristics.

Perform Quantitative Risk Analysis: numerically analyzing the combined effect of identified individual project risks and other sources of uncertainty on overall project objectives.

Plan Risk Responses: developing options, selecting strategies, and agreeing on actions to address overall project risk exposure, as well as to treat individual project risks.

Implement Risk Responses: implementing agreed-upon risk response plans

Monitor Risks: monitoring the implementation of agreed-upon risk response plans, tracking identified risks, identifying and analyzing new risks, and evaluating risk process effectiveness throughout the project.

2.1.3.9 Project Procurement Management

The Project Procurement Management processes involve agreements that describe the relationship between two parties—a buyer and a seller. Agreements can be as simple as the purchase of a defined quantity of labor hours at a specified labor rate, or they can be as complex as multiyear international construction contracts. The contracting approach and the contract itself should reflect the simplicity or complexity of the deliverables or required effort and should be written in a manner that complies with local, national, and international laws regarding contracts (PMI, 2017).

Project Procurement Management includes the contract management and change control processes required to develop and administer contracts or purchase orders with variety of efforts. For a successful accomplishment of Procurement, Project Procurement Management processes includes the following (PMI, 2017):

Plan Procurement Management: documenting project procurement decisions, specifying the approach, and identifying potential sellers.

Conduct Procurements: the process of obtaining seller responses, selecting a seller, and awarding a contract

Control Procurements: the process of managing procurement relationships, monitoring contract performance, making changes and corrections as appropriate, and closing out contracts.

2.1.4 Non-governmental organization (NGO)

A non-governmental organization (NGO) is a legally constituted organization created by natural or legal persons that operates independently from any government and a term usually used by governments to refer to entities that have no government status. In the cases in which NGOs are funded totally or partially by governments, the NGO maintains its non-governmental status by excluding government representatives from membership in the organization. The term is usually applied only to organizations that pursue some wider social aim that has political aspects, but that are not overtly political organizations such as political parties. Unlike the term "intergovernmental organization", the term "non-governmental organization" has no generally agreed legal definition. In many jurisdictions, these types of organization are called "civil society organizations" or referred to by other names (Anheier, 2001).

International non-governmental organizations have a history dating back to at least 1839. It has been estimated that by 1914 there were 1083 NGOs. Ashgate (2005) International NGOs were important in the anti-slavery movement and the movement for women's suffrage, and reached a peak at the time of the World Disarmament Conference Davies

However, the phrase "non-governmental organization" only came into popular use with the establishment of the United Nations Organization in 1945 with provisions in Article 71 of Chapter 10 of the United Nations Charter for a consultative role for organizations which are neither governments nor member states—see Consultative Status. The definition of "international NGO" (INGO) is first given in resolution 288 (X) of ECOSOC on February 27, 1950: it is defined as "any international organization that is not founded by an international treaty". The vital role of NGOs and other "major groups" in sustainable development was recognized in Chapter 27 of Agenda 21, leading to intense arrangements for a consultative relationship between the United Nations and non-governmental organizations.

Rapid development of the non-governmental sector occurred in western countries as a result of the processes of restructuring of the welfare state. Further globalization of that process occurred after the fall of the communist system and was an important part of the Washington consensus. Zaleski (2006) Globalization during the 20th century gave rise to the importance of NGOs. Many problems could not be solved within a nation. International treaties and international organizations such as the World Trade Organization were perceived as being too centered on the interests of capitalist enterprises. Some argued that in an attempt to counterbalance this trend, NGOs have developed to emphasize humanitarian issues, developmental aid and sustainable development. A prominent

example of this is the World Social Forum, which is a rival convention to the World Economic Forum held annually in January in Davos, Switzerland. The fifth World Social Forum in Porto Alegre, Brazil, in January 2005 was attended by representatives from more than 1,000 NGOs. Some have argued that in forums like these, NGOs take the place of what should belong to popular movements of the poor. Others argue that NGOs are often imperialist Abahlali (2006) in nature, that they sometimes operate in a racialized manner in third world countries, and that they fulfill a similar function to that of the clergy during the high colonial era.

While the term NGO is very widely used, definitions of what actually constitutes an NGO tend to vary. There are also frequent references to other similar terms such as non-profit, voluntary and civil society organizations, to name just a few. NGOs take various forms in terms of structure, that they may be large or small, formal or informal, bureaucratic or flexible. They can also be varied in terms of registration and status of organizations, funding source, staff type and motivation. Voluntary, and even if it does not use volunteer staff as such, there is at least some degree of voluntary.

A usefully concise definition is that provided by (Vakil, 1997) , states that NGOs are self-governing, private, not-for-profit organizations that are geared to improving the quality of life for disadvantaged people .This definition suggests the NGOs has the following key characteristics among others: it is formal, that is, the organization is institutionalized in that it has regular meetings, office bearers and some organizational permanence; it is private in that it is institutionally separate from government, it is self-governing and therefore able to control and manage its own affairs; and finally it is participation in the conduct or management of the organization, such as in the form of a voluntary board of governors.

2.1.4.1 NGOs in Ethiopia

The evolution of NGOs/CSOs in Ethiopia indicates that both national and international NGOs began to appear in Ethiopia in 1960 following the growing demands of the population for the fulfillment of various societal needs. Most NGOs trace their roots in Ethiopia to the famines in 1974 and 1984. The laws governing their registration and operations were first drawn up in the early 1950s and were based on the 1952 Ethiopian Civil Code and Regulation 321/1959. The Proclamation No.621/2009 for the registration of Charities and Societies came into force on

February 13th 2009, and on November 9th 2009, the Council of Ministers also issued Regulation No.168/2009 to ensure its implementation in a transparent manner. Overall it is indicated that the legislation will help ensure clarity and predictability in the operations of all charities and societies and NGOs in Ethiopia. (FDRE/CHA, 2009; Deko, 2012)

The Ethiopian charities and societies agency (CHA) is an institution established by law under proclamation No.681/2009 of Ethiopia to manage organization formed as charity and societies. The agency is responsibilities ranges from, registration, licensing and management of operations of these organizations. Thus Charities/NGOs are required by law to present budget details and breakdowns to the charities and society's agencies which describe the objectives of each project, the activities involved, the implementation time frame and the results expected, a budget breakdown and the source of funds. (Debebe, 2012). Based on CHAs proclamation No.681/2009 of Ethiopia, Charities or NGOS is defined as an institution which is established exclusively for charitable purposes and gives benefit to the public. According to the charities and societies proclamation number 621/2009, charities are categorized in to foreign charity, Ethiopian resident charity and Ethiopian charity. According to FDRE/ CHA (CHA,2009 & 2011) the charities are defined as:

Ethiopian charities: Under article number 2 of these are charities that are formed under the laws of Ethiopia, all of whose members are Ethiopians, generate income from Ethiopia and wholly controlled by Ethiopians. However, they are allowed to generate income from foreign sources which is not more than 10% of their funds.

Ethiopian resident's charities: under Article Number 3 of the proclamation these charities that are formed under the laws of Ethiopia and which consist of members who reside in Ethiopia and who receive more than 10% of their funds from foreign sources. Foreign charities: under Article Number 4 of the proclamation mean charities that are formed under the laws of foreign countries or which consist of members who are foreign nationals or are controlled by foreign nationals or receive funds from foreign source. The focus of this study is only on the charities registered as foreign charities in Ethiopia and does not include NGOS grouped under either Ethiopian charities or Ethiopian resident's charities.

2.5.1 NGOs and Project Management

Most of the non-governmental organizations all over the world perform their activities by means of a project. So, project management plays a vital role in order to deliver the project to the project owners and stakeholders in a cost effective, timely and effective manner.

Since project management is a results-oriented management style that plays an important role on building collaborative relationships among employees of different division which in turn provides organizations with a powerful set of tools that improves their ability to plan, implement, and manage activities to accomplish specific project objectives.

Project Management practice is a strictly defined combination of logically related practices, methods and processes that determine how best to plan, develop, control and deliver a project throughout the continuous implementation process until successful completion and termination. It is a scientifically-proven, systematic and disciplined approach to project design, execution and completion (McConnell, 2010).

The most widely used PM methodologies are the Project Management Body of Knowledge (PMBOK), IPMA Competence Baseline (ICB), ISO 9000 and PRINCE2. Furthermore, due to the specific needs of NGOs, there were Logical Framework (LogFRAME), PMDPro (developed by PM4NGO) and PM4DEV guidelines created. In 2003, the LOGICAL Frame Work, a requirement from many international fund agencies was one of the most used one in NGO sector. Later on, in 2007, the initiative of PM4NGOs was born. PM4NGOs is an organization devoted

There are a lot of benefits of application of project management practices. It ensures that available resources are used in the most efficient and effective manner. Nevertheless, as Golini et al. (2014) state, despite the universalistic nature of project management practices, different industries show different approaches to project management and one of the most neglected sectors is the non-profit organization one as there is a little evidence that NGOs adopt any of project management standards.

Therefore, it is crucial to analyze, whether the NGOs practice project management well in terms of the known project management knowledge areas.

2.2 Empirical Review

Different researchers in different countries investigate factors influencing project completion from different perspectives. In this sub section, the mythology used and findings identified on studies conducted on project completion influencing factors are reviewed.

Meda keleckaite and assoc. prof. Evelina meiliene (2015) have compared the level of awareness and application of PM methodologies and tools in NGOs of the two socially, politically and economically distant countries Lithuania and Germany. They have analyzed scientific literatures to define project management practices and its' benefit with its' challenges in NGO. They have also made a correlation analysis made to appraise the determining factors of usage of PM methodology and software.

The target group for the study was 100 NGOs project managers from Lithuania and Germany. To evaluate the level of awareness and application of PM methodologies and tools, there were questions formed accordingly: first group of questions assessed the size of an NGO in a matter of number of employees, average number and funding of executed projects per year; second group of questions were related with awareness and usage of PM methodology, different elements and software; the last questions were appointed for the analysis of the source project managers acquired their PM competences and challenges they face in everyday NGO's project management. They have also made a correlation analysis made to appraise the determining factors of usage of PM methodology and software.

The result indicates that there is still no significant evidence on wide application in this sector, It also show that 12 (24%) Lithuania's NGOs project managers have not heard about any of PM methodologies and 21 (42%) of them do not use it constantly in every project management. On the contrary, all (100%) of Germany's NGOs project managers are aware of and use PM methodologies in their work. Also, the result stated that in Lithuania, PMBOK, LogFrame and PM4NGOs are the most popular PM methodologies while in Germany own organizational PM system is usually created and used (21/42%). It was indicated, that unstable financial situation and

sensitive target group are the biggest problems for NGOs in Germany and Lithuania. Lack of competencies and high level of bureaucracy were also mentioned as big challenges. Lithuania's NGOs project managers, differently from Germans, noted that they as well face an issue related with unstable number of permanent employees and low salary.

Addisu sharew denbel (2018) have tried to provide an overview on project management practice of tools and techniques used in some selected NGOs found in Addis Ababa. The study attempted to assess the extent of utilization of project management tools and techniques among ID project managers working in NGOs, the empirical relationship between project management (PM) practices PM tools and techniques effort and success criteria and which sets of tools contributed most at the enhancing the internal and external performance achieved by the project managers.

This study was conducted in 20 selected international NGOs headquartered in Addis Ababa which accomplish development projects. A mix of quantitative and qualitative study design and purposive sampling procedure were employed to select the NGOs. A total of 100 project managers for quantitative part and 20 heads of MELU (Monitoring, evaluation and learning unit) for qualitative part involved in the study.

The result of the study found out strong association between the three composite measures of project success (PM success, project profile, and project impact) and the four composite measures of the PM efforts (toolbox two, toolbox three and toolbox four). On the contrary none of these success criteria had any correlation with tool box one. Most importantly this study revealed insignificant relationship between Overall success that measures if the project met the internal and external performance and project management tools and techniques. This highlight that that the more NGOs put effort on advanced project management tools and techniques, the better it relates with their internal and external performance.

In addition, high variation was observed among project managers in the extent of tools and techniques utilization though it had high association with project success criteria. This calls for NGOs that focused only on the basic level to invest on their employees to acquire the knowledge and skill to use advanced level of tools and techniques in all phases of project period that contribute to both the internal and external performance in the end to the benefit their beneficiaries.

The Project Management Institute (PMI) has developed the Project Management Body of Knowledge (PMBOK) as the best practices in managing projects over the past decades. The main aim of this paper is to assess the project management practices of aid/development projects: A case of Gudina Tumsa foundation it was prepared by Natnael Hezkias (2019).

Using a descriptive research design, the researcher has tried to collect the data by means of both quantitative and qualitative approaches. The data obtained was analyzed using mean and percentages and further putted in SD (standard deviation). The questionnaire was distributed to all the members in the organization and out of 27 individuals 23 (85 %) of them properly filled and return it.

The result of the study shows that there is a separate project management department in the organization and a there is a regular training access for the employees. From the knowledge areas the project scope management has low mean score, the project schedule management has a problem in defining activities and documenting a clear policies and procedures for the project schedule, cost management has been managed in the organization due to polices and the current situation asking and answering about cost has been a limitation. Other knowledge areas like the project integration, communication, stakeholder, procurement, quality management in the organization has a good standing.

Mkutano, S. M. & Sang, P. (2018) the study sought to determine the role of project management practices on the performance of non-governmental organizations projects within Nairobi City County, Kenya. The study also sought to find out the effect of communication, project planning, stakeholder involvement, monitoring and evaluation on the performance of non-governmental organizations projects.

The study guided by theory of constraints, the contingency theory and agency theory. The study used descriptive research design. The target population of the study was 201 NGOs operating in Nairobi County. Stratified and simple random sampling was used to select 50% of the target population thus 100 NGOs in Nairobi County. It uses primary data and collected the data by use of questionnaires. Descriptive statistics included frequency distribution, percentages and measures of central tendencies (mean).

The result of the study concludes that there was increased and improved performance in NGOs projects due to effective project management practices adopted in the projects. The study concludes that communication influences performance of NGOs project in Nairobi City County, Kenya. Project communication strongly affects the project outcomes, therefore, evidently ascertaining and management of communication structure for the project ought to be in the team leaders and management plan before the project commences. The study established that there were clear objectives and goals that were laid down by the organization which were to be achieved as a set duration of time.

The study concluded that it is very vital to ensure the stakeholders are involved in project planning and implementation for the brainstorming on project ideas. The study concludes that the ways of promoting project ownership and sustainability by the stakeholders should include: formulation and implementation processes which satisfy all and stakeholders in a project, paying attention to stakeholders in order to satisfy those involved or affected, and ensuring maximum participation of all the stakeholders.

2.3 Research gaps

The researcher has tried to review literatures related to the study on both theoretical and empirical literatures sections. Both the theoretical and empirical literatures reviewed by the researcher are conducted to assess the project management practice in non-governmental offices in terms of project management knowledge area and the project management process groups. This study also tries to assess the project management practice in non-governmental offices in terms of project management knowledge area which makes it similar with the studies mentioned on both theoretical and empirical literatures sections. Even though assessing the practice of project management on those organizations makes this study similar on the mentioned literatures, some aspects make it different. This study tries to assess the project management in the organizations in terms of project management knowledge area only and rather than concentrating only on either international or national organizations, it focuses on both organizations to make the study broad. However, there is no similar literature and a conducted study available on the area in Ethiopia. Therefore, to fill this gap the researcher aims to assess the practice of project management in non-governmental offices in Ethiopia especially in Addis Ababa.

2.4 Conceptual frame work of the study

The conceptual framework will show the practices with the knowledge areas. According to Duncan (1996), the project management body of knowledge is "a comprehensive term that describes the accumulated knowledge within the profession of project management. Since the knowledge and practices described are applicable to most projects and there is a widespread agreement about their value and usefulness.

In this research, project management is viewed from project management knowledge areas perspective. Therefore, the conceptual framework shows the assessment of project management practice on NGO projects.



Figure 2. 1 Conceptual framework of the study

CHAPTER THREE

RESEARCH METHDODOLOGY

3.1 Introduction

Research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. This section of the study attempts to describe the methods through which the objectives of the study are answered. Accordingly, it states about the research approach, target population and sampling procedures, data gathering methods and instruments, data analysis.

3.2 Research Approach and Design

According to Kothari (1990) the major purpose of descriptive research is description of the state of affairs as it exists at present and it reports what has happened or what is happening. Therefore, in order to assess the project management practice in the non-governmental offices in terms of the project management knowledge area the study used the descriptive type of research design. The study uses this research design method due to the reason that this research method describes the characteristic of the population or phenomenon studied.

The study uses a mixed (both quantitative and qualitative) research approaches depending on the type of data that are used in the research. Both quantifiable and non-quantifiable data were used for the study, the quantifiable data were collected through closed ended questions and the non-quantifiable data were collected through open ended questions.

3.2 Data Type, Sources and Data Collection Methods.

An observational data for the study were collected from a primary source. The primary data were collected using a self-administered questionnaire distributed to the respondents in the organizations. The self-administered questionnaire has been chosen because there is the need to obtain information at first hand from the respondents from NGOs operating in Addis Ababa. The questionnaire used for this study was adopted from the studies mention on the empirical review section and it have three parts, the first part includes questions that ask the background information of the respondents, the second part includes the close-ended questions and the third part includes the open-ended questions. The questions found in the questionnaires are prepared to be easily understandable so that the target respondents can comfortably answer.

3.3 Population and Sampling

This study focuses on six non-governmental organizations (NGOs) working in Addis Ababa. Currently there are a lot of registered NGOs functioning in Ethiopia. To determine the sample size of the study, the total target population was defined. According to Hair, et al. (2010), target population is said to be a specified group of people or object for which questions can be asked or observed made to develop required data structures and information. The total target population of the study all the registered NGOs found in Addis Ababa. Therefore, based on the time frame of the study, accessibility and organizations' willingness to participate on the study, the six NGOs were selected as target population. After discussing with the human resource personnel at the organizations the researcher realizes that the six NGOs together have 390 members working in a project. Attempting to know all the possible job positions in the organizations, the researcher decided to distribute ten questionnaires to the organizations since there are six positions and each position gets a single questionnaire and the rest four questionnaires for support staff and others working on a project work. Thus, a sample size of sixty respondents were involved on the study. The sample size consists for both the quantitative and qualitative study.

A purposive sampling which is one of the non-probability sampling method was selected to conduct the study. This method of sampling is selected due to the reason that it allows the researcher to relies on his own judgment when choosing members of population to participate in the study. Table 3.1 below summarizes the participant number by organization for the study

No.	NGO	Number of questionnaires distributed
1	Volunteer Service Overseas (VSO)	10
2	Stempower	10
3	Selam Ethiopia	10
4	Kelem Ethiopia	10

5	Ethio wetlands and natural resource association (EWNRA)	10
6	Lersha	10
Total		60

Table 3. 1 list of participated organizations on the study

3.4 Method of Data Analysis

In the study both qualitative and quantitative methods of data analysis techniques was employed. The questionnaire used for this research was composed of close-ended questions with Likert scale and open-ended questions for qualitative analysis purpose. This questionnaire was distributed to the target population and collected back then the data collected from the questionnaires was logged to the software called SPSS (statistical package for social science) version 25. After doing this the researcher analyzed the data by using descriptive analysis for demographic factors and to check the relation between the independent and dependent variables. To do so different statistical tools like frequency, mean and standard division were used.

3.5 Validity and Reliability

3.5.1 Validity

Validity is identifying correct operational measures for the concepts being studies and it can be increase through clarifying back with respondents on the draft report. (Yin, 2009). In this research the validity was assured by collecting the data from different sources i.e., directors, project managers, program coordinators, technical leaders, team leaders and support staffs working in the organizations. Validity was also ensured by making sure the sampling techniques were free from bias by giving each subject an equal opportunity to score and it is also improved through operationalization of variables. The questionnaires were comprehensive to cover all the variables being measured. Comparison was done between the conceptual frame work (own variables) and theoretical framework (what has been said by others) for validation.

3.5.2 Reliability

To measure the reliability of the data collection instruments an internal consistency technique Cronbach's alpha was computed using SPSS version 25. The pilot study involved questionnaires from 55 respective program staffs (directors, project managers, program coordinators, technical leaders, team leaders and support staffs) who are involved in the in a project work by non-governmental offices (NGOs. According to Zinbarg, (2005) Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability. The reliability coefficient of 0.7 and above is recommended. Reliability analysis through SPSS yielded a Cronbach alpha greater than 0.7 for the research objectives as shown on Table 3.2 and Table 3.3 This implies that the research instrument was reliable.

No	Project management knowledge area	Cronbach Alpha	Number of items
1	Project integration management	0.928	6
2	Project scope management	0.980	5
3	Project schedule management	0.969	4
4	Project cost management	0.955	4
5	Project quality management	0.937	3
6	Project human resource management	0.934	3
7	Project communication management	0.973	5
8	Project risk management	0.974	6
9	Project procurement management	0.967	6

Table 3. 2 Reliability of each project management knowledge areas

Reliability Statistics	
Cronbach's Alpha	N of Items
0.965	42

Table 3. 3 Reliability of the study

3.6 Ethical Consideration

Ethical issues refer to conduct that guides the researchers' behavior while undertaking research (Mugenda, 2009). On this study researcher treated the information provided by the respondents as

confidential and subsequently was only be used for the purpose of this study. The participants were not required to mention their names in the interview thus they remained anonymous.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the result of the data collection. As mentioned on the previous chapter the study has a descriptive research approach which includes both quantitative and qualitative methods. The objective of the study was to assess the project management practice of selected non-governmental organizations (NGOs) in Addis Ababa. Accordingly, quantitative and qualitative data was collected from six non-governmental offices (NGOs) found in Addis Ababa. In order to meet the objective of the study, the research questions focus on how the nine project management knowledge areas are practiced.

First the result obtained for the study presents the background information of the respondents and then it will focus on the section that presents the project management knowledge areas. Finally, the quantitative data will be triangulated with the findings from the qualitative section of the study.

In order to collect the primary data, the ten questionnaires were distributed to each organization. By consulting the human resource officers at the organizations, the researcher has decided to give ten questionnaires for one organization in order to give every organization equal chance for the study. This raises up the total number of distributed questionnaires to 60. Out of the 60 questionnaires, 54 (90%) of them were properly filled and returned.

4.2 Respondents Profile

4.2.1 Gender of respondents

A total of 54 respondents were participated in this study. Out of the total respondents, 64.8% were male and 35.2% females as mentioned in table 4.1.

Table 4. 1 Gender of respondents

Gender		
	Frequency	Percent
Male	35	64.8
Female	19	35.2
Total	54	100

Source: own survey, 2021

4.2.2 Age of respondents

Even though the respondents have filled their age on the questionnaire, for the better analysis the researcher has grouped the respondents age in to four age groups. The first age group is from 20 years to 30 years and it consists of 21 respondents. The second age group is from 31 years to 40 years and it consists of 24 respondents. The third age group is from 41 years to 50 years and it consists of 8 respondents and the first age group is from 51 years to 60 years and it consists of 1 respondent.

Table 4. 2 Age of respondents

Age			
		Frequency	Percent
Valid	20-30	21	38.9
	31-40	24	44.4
	41-50	8	14.8
	51-60	1	1.9
	Total	54	100.0

Source: own survey, 2021

4.2.3 Educational Background

All the respondents fall in to three educational levels which are diploma, BA/BSC and MA/MSc. Out of the 54 respondents 11 respondents are diploma holders, 25 respondents are BA/BSC holders and 18 respondents are MA/MSc holders. Since almost 80% of the respondents are above the diploma degree, it makes sure that the questionnaires are filled properly.

Table 4. 3 Educational background of the respondents

Educational Background					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	11	20.4	20.4	20.4
	BA/BSC	25	46.3	46.3	66.7
	MA/MSC	18	33.3	33.3	100.0
	Total	54	100.0	100.0	

Source: own survey, 2021

4.2.4 Job Position of the respondents

From the total number of respondents who participated in the study, 6 of them holds the director position, 9 of them were project managers, 4 of them were project coordinators, 7 were team leaders, 6 of them were technical leader and the rest 22 respondents were support staffs working in the non-governmental offices.

Table 4. 4 Job position of the respondents

Job Positions					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Director	6	11.1	11.1	11.1
	Project Manager	9	16.7	16.7	27.8
	Project Coordinator	4	7.4	7.4	35.2
	Team Leader	7	13.0	13.0	48.1
	Technical Leader	6	11.1	11.1	59.3
	Support Staff	22	40.7	40.7	100.0
	Total	54	100.0	100.0	

Source: own survey, 2021

4.2.5 Work experience of the respondents

The respondents were asked to fill their work experience on a project work on the questionnaire, after checking the data the researcher has grouped the work experience into four subgroups. The subgroups are less than 3 years' experience, 3-5 years' experience, 5-6 years' experience, more than 8 years' experience based on the raw data collected. Out of the 54 respondents, 9 of them

work less than 3 years, 17 of them for 3-5 years, 17 of them for 5-8 years, 9 of them for 9 years and 2 respondents did not mention their experience.

Table 4. 5 Work experience of the respondents

Work Experience in project work in years					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 3 years	9	16.7	17.3	17.3
	3-5 years	17	31.5	32.7	50.0
	5-8 years	17	31.5	32.7	82.7
	more than 8 years	9	16.7	17.3	100.0
	Total	52	96.3	100.0	
Missing	System	2	3.7		
Total		54	100.0		

Source: own survey, 2021

4.3 Project Management Knowledge areas

According to oxford & burry-stock (1995) scales, a mean score 1.0-2.4 is low scores, a medium is between range 2.5-3.4 and high is between range 3.5-5.0. Different authors have their own way of saying low and high for mean scores. For this study the researcher has used the mean score of every process in the project management knowledge areas in order to assess whether the organizations have a trend of practicing the knowledge areas.

4.3.1 Project Integration Management

Under this section, the processes on the project integration management were presented as a question for respondents. On the first phase of the project integration management, whether a development of a project charter 18.5% (10) respondents strongly agree, 57.4% (31) respondents agree, 18.5% (10) respondents were neutral, 1.9% (1) respondent disagreed and 3.7% (2) respondents strongly disagree. On the second process, which is whether a project management plan was developed, 18.5% (10) respondents strongly agree, 61.1% (33) respondents agree, 14.8% (8) respondents were neutral, 5.6 % (3) respondent disagree and none of the respondents strongly disagree. On the third process, which is whether a project execution was directed and managed,

24.1 (13) respondents strongly agree, 57.4% (31) respondents agree, 11.1(6) respondents were neutral, 3.7 (2) respondent disagree and 3.7% (2) respondents strongly disagree. On the fourth process, which is whether a project work was monitored and controlled, 22.2 (13) respondents strongly agree, 53.7% (29) respondents agree, 16.7% (9) respondents were neutral, 5.6% (3) respondent disagree and none of the respondents strongly disagree. On the fifth process, which is whether an integrated change control was performed, 22.2 (12) respondents strongly agree, 57.4% (31) respondents agree, 18.5% (10) respondents were neutral, 1.9% (1) respondent disagree and none of respondents strongly disagree. On the sixth process, which is whether every phase of the project was properly closed, 24.1 (13) respondents strongly agree, 50% (27) respondents agree, 20.4% (11) respondents were neutral, 3.7% (2) respondent disagree and 1.9% (1) respondent strongly disagree. As mentioned on previously project integration management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the project management process groups. Totally from all the answers on the six processes on the project integration management, by looking at the mean value every process scores above 3.2 mean score, we can decide the six organizations have a good practice on the project integration management.

Table 4. 6 Project integration management

	SD		D		N		A		SA		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
A project charter was developed	2	3.7	1	1.9	10	18.5	31	57.4	10	18.5	3.85	0.878
A project management plan was developed	0	0	3	5.6	8	14.8	33	61.1	10	18.5	3.93	0.749
The project execution was directed and managed	2	3.7	2	3.7	6	11.1	31	57.4	13	24.1	3.94	0.92
A Project work is monitored and controlled	0	0	3	5.6	9	16.7	29	53.7	13	22.2	3.96	0.8
An integrated change control is performed	0	0	1	1.9	10	18.5	31	57.4	12	22.2	4	0.7
Every phase of a project is properly closed	1	1.9	2	3.7	11	20.4	27	50	13	24.1	3.91	0.875

Source: own survey, 2021

4.3.2 Project Scope Management

Under this section, the processes on the project scope management were presented as a question for respondents. On the first phase of the project scope management, it was asked for the respondents, whether a requirement for the project was collected form stakeholders, 11.1% (6)

respondents strongly agree, 22.2% (12) respondents agree, 14.8% (8) respondents were neutral, 14.8% (8) respondent disagreed and 37% (20) respondents strongly disagree. On the second process, the respondents were asked that whether a project scope was defined, 9.3% (5) respondents strongly agree, 25.9% (14) respondents agree, 14.8% (8) respondents were neutral, 5.6 % (3) respondent disagree and none of the respondents strongly disagree. On the third process, the respondents were asked whether a work break down structure was created, 11.1% (6) respondents strongly agree, 20.4% (11) respondents agree, 7.4% (4) respondents were neutral, 14.8% (8) respondent disagree and 46.3% (25) respondents strongly disagree. On the fourth process of the scope management, the respondents were asked whether a project scope was verified, 13.% (12) respondents strongly agree, 22.2% (12) respondents agree, 3.7% (2) respondents were neutral, 16.7% (9) respondent disagree and 44.4%(24) respondents strongly disagree. On the fifth process of the scope management, respondents were asked whether a project scope was controlled, 14.8% (8) respondents strongly agree, 20.4% (11) respondents agree, 5.6% (3) respondents were neutral, 16.7% (9) respondent disagree and 42.6% (23) respondent strongly disagree. Project integration management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the project management process groups. It has five processes in it and from all the answers on the five processes on the project scope management, by looking at the mean value on every process under this knowledge area scores lowest mean score, so that we can decide the six organizations have a bad practice on the project scope management. Especially the from all the five processes the process of creating a work break down structure and verifying a project scope has scored the lowest mean score, indicating the organizations had bad practice of creating a work break down structure and they are unable of verifying their scope.

Table 4. 7 Project scope management

	SD		D		N		A		SA		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Requirements for the project was collected form stakeholders	20	37.0	8	14.8	8	14.8	12	22.2	6	11.1	2.56	1.462
A project scope is defined	20	37.0	7	13.0	8	14.8	14	25.9	5	9.3	2.57	1.462
A work break down (WBS) structure is created	25	46.3	8	14.8	4	7.4	11	20.4	6	11.1	2.35	1.507
A project scope was verified	24	44.4	9	16.7	2	3.7	12	22.2	7	13.0	2.43	1.549
A project scope was controlled	23	42.6	9	16.7	3	5.6	11	20.4	8	14.8	2.48	1.563

Source: own survey, 2021

4.3.3 Project Schedule Management

On this section the processes project schedule management were presented as a question for respondents. On the first phase of the project schedule management, respondents were asked whether a project activity was defined 29.5% (14) respondents strongly agree, 59.3% (32) respondents agree, 9.3% (5) respondents were neutral, 3.7% (2) respondent disagreed and 1.9% (1) respondents strongly disagree. On the second process, respondents were asked whether a project activity were sequenced, 25.9% (14) respondents strongly agree, 53.7% (29) respondents agree, 13% (7) respondents were neutral, 5.6 % (3) respondent disagree and 1.9% (1) respondents strongly disagree. On the third process of the project schedule management, respondents were asked whether a project activity duration was estimated, 27.8 (15) respondents strongly agree, 53.7%(29) respondents agree, 13%(7) respondents were neutral, 3.7 (2) respondent disagree and 3.7% (2) respondents strongly disagree. On the fourth process, the respondents were asked whether a project schedule was controlled, 27.8 (15) respondents strongly agree, 55.6% (30) respondents agree, 9.3% (5) respondents were neutral, 5.6% (3) respondent disagree and 1.9%(1) respondents strongly disagree. According to the PMI, project scheduling provides a detailed plan that represents how and when the project will deliver the products, services, and results defined in the project scope and serves as a tool for communication, managing stakeholders' expectations and as a basis for performance reporting. By observing the response received by the respondents on the four processes on the project schedule management, by looking at the mean value every process scores above 3.2 mean score, we can decide the six organizations have a good practice on the project schedule management.

Table 4. 8 Project schedule management

	SD		D		N		A		SA		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Project activities were defined	1	1.9	2	3.7	5	9.3	32	59.3	14	25.9	4.04	0.823
Project activities were sequenced	1	1.9	3	5.6	7	13	29	53.7	14	25.9	3.96	0.889
A project activity duration was estimated	1	1.9	2	3.7	7	13	29	53.7	15	27.8	4.02	0.858
A Project schedule was controlled	1	1.9	3	5.6	5	9.3	30	55.6	15	27.8	4.02	0.879

Source: own survey, 2021

4.3.4 Project Cost Management

Under this section, the processes on the project cost management were presented as a question for respondents. On the first phase of the project cost management, respondents were asked whether a project cost to complete activities was estimated 33.3% (18) respondents strongly agree, 46.3% (25) respondents agree, 16.7% (9) respondents were neutral, none of the respondent disagreed and 3.7% (2) respondents strongly disagree. On the second process of the cost management, respondents were asked whether a budget to fulfill the estimated cost was determined, 31.5% (17) respondents strongly agree, 53.7% (29) respondents agree, 13% (7) respondents were neutral, 1.9% (1) respondent disagree and none of the respondents strongly disagree. On the third process, respondents were asked whether a project activity duration was estimated, 31.5% (17) respondents strongly agree, 48.1% (26) respondents agree, 18.5(10) respondents were neutral, none of the respondent disagree and 1.9% (1) respondents strongly disagree. On the fourth process, respondents were asked a project cost controlled, 29.6 (16) respondents strongly agree, 53.7% (29) respondents agree, 14.8% (8) respondents were neutral, 1.9% (1) respondent disagree and none of the respondents strongly disagree. From the mean scores of all the four processes in the project cost management, we can decide that the six organizations have a good practice of the project cost management.

Table 4. 9 Project cost management

	SD		D		N		A		SA		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
A project cost to complete activities was estimated	2	3.7	0	0	9	16.7	25	46.3	18	33.3	4.06	0.920
A budget to fulfill the estimated cost was determined	0	0	1	1.9	7	13	29	53.7	17	31.5	4.15	0.711
A project activity duration was estimated	1	1.9	0	0	10	18.5	26	48.1	17	31.5	4.07	0.821
A project cost was controlled	0	0	1	1.9	8	14.8	29	53.7	16	29.6	4.11	0.718

Source: own survey, 2021

4.3.5 Project Quality Management

Under this section, the processes on the project quality management were presented as a question for respondents. On the first phase of the project quality management, respondents were asked whether a project quality requirement was planned 33.3% (18) respondents strongly agree, 55.6% (30) respondents agree, 5.6% (3) respondents were neutral, 1.9% (1) respondent disagreed and 3.7% (2) respondents strongly disagree. On the second process, respondents were asked whether

a quality assurance for the quality requirements were performed to ensure appropriate quality standards, 29.6% (16) respondents strongly agree, 55.6% (30) respondents agree, 13% (7) respondents were neutral, none of the respondent disagree and 1.9% (1) respondents strongly disagree. On the third process, respondents were asked whether a quality control is performed, 31.5 (17) respondents strongly agree, 59.3% (32) respondents agree, 5.6% (3) respondents were neutral, 3.7 (2) respondent disagree and none of the respondents strongly disagree. Totally from all the answers on the three processes on the project quality management, by looking at the mean value every process scores above 3.2 mean score, we can decide the six organizations have a good practice on the project quality management.

Table 4. 10 Project quality management

	SD		D		N		A		SA		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
A project quality requirement was planned	2	3.7	1	1.9	3	5.6	30	55.6	18	33.3	4.13	0.891
A quality assurance for the quality requirements were performed to ensure appropriate quality standards	1	1.9	0	0	7	13	30	55.6	16	29.6	4.11	0.769
A quality control is performed	0	0	2	3.7	3	5.6	32	59.3	17	31.5	4.19	0.702

Source: own survey, 2021

4.3.6 Project Human Resource Management

This section shows the results on the response from the respondents on the processes on the project human resource management. On the first phase of the project human resource management, respondents were asked whether a human resource plan was developed 40.7% (22) respondents strongly agree, 53.7% (29) respondents agree, 1.9% (1) respondents were neutral, 1.9% (1) respondent disagreed and 1.9% (1) respondents strongly disagree. On the second process, respondents were asked whether a proper project team is organized, 44.4% (24) respondents strongly agree, 50% (27) respondents agree, 3.7% (2) respondents were neutral, none of the respondents disagree and 1.9% (1) the respondents strongly disagree. On the third process, respondents were asked whether a project team is well managed, 44.4 (24) respondents strongly agree, 50% (27) respondents agree, 5.6% (3) respondents were neutral, none of the respondent disagree and none of the respondents strongly disagree. From the result obtained on the mean score

of all the three human resource processes, it is concluded that the six organizations have a good practice on the project human resource management.

Table 4. 11 Project human resource management

	SD		D		N		A		SA		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Human resource plan was developed	1	1.9	1	1.9	1	1.9	29	53.7	22	40.7	4.06	0.920
A proper project team is organized	1	1.9	0	0	2	3.7	27	50	24	44.4	4.15	0.711
The project team is well managed	0	0	0	0	3	5.6	27	50	24	44.4	4.07	0.821

Source: own survey, 2021

4.3.7 Project Communication Management

Under this section, the processes on the project communication management were presented as a question for respondents. On the first phase of the project communication management, respondents were asked whether stakeholders are identified 37% (20) respondents strongly agree, 51.9% (28) respondents agree, 5.6% (3) respondents were neutral, 1.9% (1) respondent disagreed and 3.7% (2) respondents strongly disagree. On the second process, respondents were asked whether a project communication plan is developed to address all the stakeholders, 35.2% (10) respondents strongly agree, 51.9% (28) respondents agree, 11.1% (6) respondents were neutral, 1.9% (3) respondent disagree and none of the respondents strongly disagree. On the third process, respondents were asked whether a relevant information was distributed to the stakeholders, 31.5% (19) respondents strongly agree, 51.9% (28) respondents agree, 11.1% (6) respondents were neutral, 1.9% (1) respondent disagree and none of the respondents strongly disagree. On the fourth process, respondent was asked whether a stakeholders' expectations were managed, 35.2% (19) respondents strongly agree, 48.1% (26) respondents agree, 14.8% (8) respondents were neutral, 1.9% (1) respondent disagree and none of the respondents strongly disagree. On the fifth process, respondents were asked whether performance report was presented to the stakeholders, 35.2% (19) respondents strongly agree, 51.9% (28) respondents agree, 9.3% (5) respondents were neutral, 1.9% (1) respondent disagree and 1.9% (1) respondents strongly disagree. Totally from all the answers on the six processes on the project integration management, by looking at the mean value every process scores above 3.2 mean score, we can decide the six organizations have a good practice on the project integration management.

Table 4. 12 Project communication management

	SD		D		N		A		SA		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
Stakeholders are identified	2	3.7	1	1.9	3	5.6	28	51.9	20	37.0	4.17	0.906
A project communication plan is developed to address all the stakeholders	0	0	1	1.9	6	11.1	28	51.9	19	35.2	4.20	0.711
Relevant information was distributed to the stakeholders	0	0	1	1.9	6	11.1	28	51.9	19	31.5	4.20	0.711
Stakeholders' expectations were managed	0	0	1	1.9	8	14.8	26	48.1	19	35.2	4.17	0.746
Performance report was presented to the stakeholders	1	1.9	1	1.9	5	9.3	28	51.9	19	35.2	4.17	0.818

Source: own survey, 2021

4.3.8 Project Risk Management

Under this section, the processes on the project risk management were presented as a question for respondents. On the first phase of the project risk management, respondents were asked whether a project risk management plan was developed, 33.3% (18) respondents strongly agree, 57.4% (31) respondents agree, 7.4% (4) respondents were neutral, 1.9% (1) respondent disagreed and none of the respondents strongly disagree. On the second process, respondents were asked whether a project risk was identified and its character was documented, 37% (20) respondents strongly agree, 51.9% (28) respondents agree, 5.6% (3) respondents were neutral, none of the respondent disagree and 5.6% (3) respondents strongly disagree. On the third process, respondents were asked whether a qualitative risk analysis was analyzed, 33.3% (18) respondents strongly agree, 57.4% (31) respondents agree, 5.6% (3) respondents were neutral, 3.7 (2) respondent disagree and none of the respondents strongly disagree. On the fourth process, respondents were asked whether quantitative risk analysis was analyzed, 35.2% (19) respondents strongly agree, 55.6% (30) respondents agree, 3.7% (2) respondents were neutral, 5.6% (2) respondent disagree and none of the respondents strongly disagree. On the fifth process, respondents were asked whether risk response plan was developed, 35.2% (19) respondents strongly agree, 55.6% (30) respondents agree, 3.7% (2) respondents were neutral, 5.6% (2) respondent disagree and none of the respondents strongly disagree. On the sixth process, respondents were asked whether risk was monitored and controlled, 35.2% (19) respondents strongly agree, 55.6% (30) respondents agree, 3.7% (2) respondents were neutral, 5.6% (2) respondent disagree and none of the respondents strongly disagree. Totally from all the answers on the six processes on the project risk management, by looking at the mean value

every process scores above 3.2 mean score, we can decide the six organizations have a good practice on the project risk management.

Table 4. 13 Project risk management

	SD		D		N		A		SA		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
A project risk management plan was developed	0	0	1	1.9	4	7.4	31	57.4	18	33.3	4.22	0.664
A project risk was identified and its character was documented	3	5.6	0	0	3	5.6	28	51.9	20	37.0	4.15	0.96
Qualitative risk analysis was analyzed	0	0	2	3.7	3	5.6	31	57.4	18	33.3	4.20	0.711
Quantitative risk analysis was analyzed	0	0	3	5.6	2	3.7	30	55.6	19	35.2	4.20	0.762
A risk response plan was developed	1	1.9	1	1.9	5	9.3	28	51.9	19	35.2	4.22	0.744
A risk was monitored and controlled	1	1.9	1	1.9	5	9.3	28	51.9	19	35.2	4.22	0.440

Source: own survey, 2021

4.3.9 Project Procurement Management

Under this section, the processes on the project procurement management were presented as a question for respondents. On the first phase of the project procurement management, respondents were asked whether a project procurement plan was developed 35.2% (19) respondents strongly agree, 57.4% (31) respondents agree, 5.6% (10) respondents were neutral, none of the respondent disagreed and 1.9% (1) respondents strongly disagree. On the second process, respondents were asked whether products, services or resources needed for outside the project were identified, 33.3% (18) respondents strongly agree, 55.6% (30) respondents agree, 5.6% (3) respondents were neutral, 5.6% (3) respondent disagree and none of the respondents strongly disagree. On the third process, respondents were asked whether the identified materials were registered on a document, 37% (20) respondents strongly agree, 53.7% (29) respondents agree, 9.3% (5) respondents were neutral, none of the respondent disagree and none of the respondents strongly disagree. On the fourth process, respondents were asked potential sources of the materials were identified as per the procurement plan, 37% (20) respondents strongly agree, 57.4% (31) respondents agree, 1.9% (1) respondents were neutral, 3.7% (2) respondent disagree and none of the respondents strongly disagree. On the fifth process, respondents were asked materials were purchased properly as per the plan, 33.3% (18) respondents strongly agree, 57.4% (31) respondents agree, 7.4% (4) respondents were neutral, 1.9% (1) respondent disagree and none of respondents strongly disagree.

On the sixth process, respondents were asked whether procurement process was completed and documented for a final report 55.6% (30) respondents strongly agree, 55.6% (30) respondents agree, 5.6% (3) respondents were neutral, 3.7% (2) respondent disagree and none of the respondent strongly disagree. Totally from all the answers on the six processes on the project procurement management, by looking at the mean value every process scores above 3.2 mean score, we can decide the six organizations have a good practice on the project procurement management.

Table 4. 14 Project procurement management

	SD		D		N		A		SA		Mean	SD
	F	%	F	%	F	%	F	%	F	%		
A project procurement plan was developed	1	1.9	0	0	3	5.6	31	57.4	19	35.2	4.24	0.725
Products, services or resources needed for outside the project were identified	0	0	3	5.6	3	5.6	30	55.6	18	33.3	4.17	0.771
The identified materials were registered on a document	0	0	0	0	5	9.3	29	53.7	20	37	4.28	0.627
Potential sources of the materials were identified as per the procurement plan	0	0	2	3.7	1	1.9	31	57.4	20	37	4.28	0.685
The materials were purchased properly as per the plan	0	0	1	1.9	4	7.4	31	57.4	18	33.3	4.22	0.644
The procurement process was completed and documented for a final report	0	0	2	3.7	3	5.6	30	55.6	30	55.6	4.22	0.516

Source: own survey, 2021

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter deals with the summary of major findings of the study and conclusions drawn from the analysis made. Furthermore, based on the findings of the study, possible recommendations are mentioned.

5.1 Summary

The main purpose of this study is to assess the project management practice of selected non-governmental offices. Based on the analysis which takes part in chapter 4 the following findings were determined:

Except the six respondents, all the rest respondents have properly filled and returned the questionnaire. According to the general demographic characteristics analysis of the respondents 64.8% (35) respondents were male and 35.2 (19) respondents were female. The majority of the respondents are under 31-40 age group 44.4% (24) and most of the hold BA/BSC degree 46.3% (25). The highest number of job position was concurred by project managers 16.7% (9) next to the support staffs 40.7% (22). 31.5% (17) of the respondents have a work experience of 3-5 years and 31.5% (17) have an experience of 5-8 years.

In order to analyze the project integration management, the six processes of the project integration management were mentioned as a question for the respondents, as the result all the process has a high mean score which indicates the six organizations has a good practice of project integration management.

The project scope management has five processes and each process were mentioned on the questionnaire to assess the practice of this knowledge are in the organizations, the mean score for each process was low indicating that there is a bad practice of project scope management. Of the five process the WBS gains the lowest mean score which indicates that the practice of creating a work break down (WBS) is very low.

The practice of project schedule management involves four process and these processes were asked for the respondents on the questionnaire. As indicated on table 4.8, the mean score for all the processes on project schedule management has a high value indicating the practice in the six organization is very good.

The project quality management is constructed based on the three basic processes and for assessing the practice of the project quality management all the three processes were asked for the respondents. All the process has a high mean score indicating that the six organizations have a good practice of project quality management.

The project human resource management has three processes and for assessing the practice of the project human resource management all the three processes were asked for the respondents. All the process has a high mean score indicating that the six organizations have a good practice of project human resource management.

The project communication management involves five processes in it and for assessing the practice of the communication management in the six organizations all the five processes were asked for the respondents. According the result all the process has a high mean score indicating that the six organizations have a good practice of project communication management.

There are six processes under project risk management and in order to assess the practice of the risk management all the six processes were asked for the respondents. Based on the result chapter four, all the process has a high mean score indicating that the practice of the project risk management has a good practice in the six organizations.

The project procurement management has six processes and for assessing the practice of the project procurement management all the six processes were asked for the respondents. Based on the result found on chapter four, all the process has a high mean score indicating that the six organizations have a good practice of project procurement management.

From the data analysis presented on chapter four and for the above summary, we can understand that the six organizations have a good practice of the project management knowledge areas except the project scope management.

5.2 Conclusion

The main objective of this study was to assess the project management practice on a selected non-governmental office in Addis Ababa. In order to attain the objective of this study different research approaches were applied. After a depth analysis of the data collected, the study has concluded the following:

The practice of the nine project management knowledge areas in the six organizations was very good rather than the project scope management. From the descriptive statistical analysis except the project scope management, the rest project management knowledge areas have a high mean score indicating that the practice of this knowledge areas is good.

Finally, the result of this study shows that the selected six non-governmental offices have a good project management practice. It can be concluded that the organizations have a planning which includes developing a project charter, developing a project management plan, executing a project, monitoring and controlling a project and a proper project closer. They are good on time management, activities in the project are defined and sequenced. The project activities are controlled. In cost management wise, a project cost is controlled, a cost to complete an activity is estimated and a budget to fulfill the estimated cost was determined. In terms of the project quality management, in the organizations the project quality requirement was planned, a quality assurance was performed and a quality control is performed. In terms of project human resource management, human resource plan was developed, a proper project team was organized and the project team was well managed. In terms of project communication management, stakeholders were identified, a project communication plan was developed, relevant information was distributed to the stakeholders, stakeholders' expectations were managed and performance report was presented to the stakeholders. The project risk management processes like developing risk management plan were develop, risk was identified, analyzing both qualitative and quantitative analysis, developing a risk response plan and monitoring and controlled. In terms of project procurement management, a project procurement plan was developed, resources were identified, identified materials were registered and potential source of materials were identified.

For the project scope management, all the four processes have a low mean score. This indicates the collection of requirements for the project from the stake holders is bad, the project scope

management is not well defined, the work break down (WBS) is not created in almost all of the organizations, the project scope was not well verified and the project scope was not well controlled.

5.3 Recommendations

The general objective of the study was to assess the project management practices of a selected NGOs found in Addis Ababa based on the nine projects management areas and in order to improve the practice of project management knowledge and to minimize the problem of the gap between the actual theory and implementation of the project. So, from the conclusion made on the previous section, the researcher has given some recommendations. These includes the following

As the finding shows there is a poor practice on the project scope management, the project scope management must be well thought and managed effectively because the project scope management is one of the core knowledge areas. Therefore, to do so the researcher suggests to collect a requirement from stakeholders about the project, to define the scope of the project, to create a work break down structure, to verify the scope and to control the scope.

The researcher also recommends to more strengthen the practice of the project management knowledge areas which gets good score with more options like by using different project management tools and techniques. Further, the NGOs are recommended to provide project management training to the project members based on project management knowledge areas including organizational standards, and processes of project management. This could increase the ability to implement all the standards and processes to all projects easily and will increase to achieve the projects' objective.

5.4 Recommendation for further research

This study focused only on knowledge areas of project management so that the researcher recommends for further research to include other project management processes and practices of project management based on the known project management tools and techniques. Also, a wider research can be conducted in detail by including various project-based organizations to compare their project management practice and contribute for the performance improvement of PMO.

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APPENDICES

Appendix I



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF PROJECT MANAGEMENT

Questionnaire

Name: Amanuel Sisay

Tel: +251923573925

Email: amanuelsisay45@gmail.com

Dear Respected Respondents:

I am a post graduate student in project management at Saint Mary's university. As part of my course work to for the partial fulfillment of the requirement for the award of degree of master of art in project management, I am conducting a research thesis title: Assessment on project management practices of selected non-governmental organizations (NGOs) in Addis Ababa.

This questionnaire is prepared to gather information on project management practices on NGOs working in Addis Ababa. Here, I assure you that the information obtained from this questionnaire will be used only for academic purpose and your response will be kept confidential and anonymous on the final paper. Therefore, you are kindly requested to give your response to each items/questions carefully.

I would like to deliver my deepest gratitude for you for devoting your time and energy to complete this questionnaire. Your honest and genuine response will help on the quality of the study.

Please note that you are not required to give your name in this questionnaire and if you face any doubts and need additional information don't hesitate to use the contact addresses mentioned above.

With best regards.

Amanuel Sisay

St. Mary's University

General Direction

- Mentioning your name is not mandatory
- In the multiple-choice questions please use a tick mark (✓) in the appropriate box.
- If your response is not mentioned on the given alternatives, you can write your answer, in the space provided for the option;
- For the open-ended questions, give brief answer in the space provided.

Part I: Background Information

1. Sex: Male Female
2. Age: _____
3. Educational Level:
High school completed Diploma BA/BSC MA/MSc
PHD Others
4. Job position:
Director
Project manager
Project coordination
Team leader
Technical team
Support staff
Other
5. Work Experience in project work (in years): _____

Part II: Close ended questions

Try to state your level of opinion for the following project management knowledge area questions by using the following rating scales: Please use tick mark (✓) on the space provided. Each scale represents the following rating:

SD = Strongly Disagree

DA = Disagree

N = Neutral

A = Agree

SA = Strongly Agree

No.	Project Integration Management	SD	DA	N	A	SA
1	A project charter was developed					
2	A project management plan was developed					
3	The project execution was directed and managed					
4	A Project work is monitored and controlled					
5	An integrated change control is performed					
6	Every phase of a project is properly closed					

No.	Project Scope Management	SD	DA	N	A	SA
1	Requirements for the project was collected form stakeholders					
2	A project scope is defined					
3	A work break down (WBS) structure is created					
4	A project scope was verified					
5	A project scope was controlled					

No.	Project Time Management	SD	DA	N	A	SA
1	Project activities were defined					
2	Project activities were sequenced					
3	A project activity duration was estimated					

4	A Project schedule was controlled					
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No.	Project Cost Management	SD	DA	N	A	SA
1	A project cost to complete activities was estimated					
2	A budget to fulfill the estimated cost was determined					
3	A project activity duration was estimated					
4	A project cost was controlled					

No.	Project Quality Management	SD	DA	N	A	SA
1	A project quality requirement was planned					
2	A quality assurance for the quality requirements were performed to ensure appropriate quality standards					
3	A quality control is performed					

No.	Project Human Resource Management	SD	DA	N	A	SA
1	Human resource plan was developed					
2	A proper project team is organized					
3	The project team is well managed					

No.	Project Communication Management	SD	DA	N	A	SA
1	Stakeholders are identified					
2	A project communication plan is developed to address all the stakeholders					
3	Relevant information was distributed to the stakeholders					
4	Stakeholders' expectations were managed					
5	Performance report was presented to the stakeholders					

No.	Project Risk Management	SD	DA	N	A	SA
1	A project risk management plan was developed					

2	A project risk was identified and its character was documented					
3	Qualitative risk analysis was analyzed					
4	Quantitative risk analysis was analyzed					
5	A risk response plan was developed					
6	A risk was monitored and controlled					

No.	Project Procurement Management	SD	DA	N	A	SA
1	A project procurement plan was developed					
2	Products, services or resources needed for outside the project were identified					
3	The identified materials were registered on a document					
4	Potential sources of the materials were identified as per the procurement plan					
5	The materials were purchased properly as per the plan					
6	The procurement process was completed and documented for a final report					

Part III: General open-ended questions.

3.1 Is there a separate project management department in your organization?

3.2 Is there a project management training access in the organization?

3.3 Do you use the project management guidelines or tools? (If any, please try mention it)

3.4 Does your company have a project charter for all its projects? How is the project charters prepared and does your company make the charter official to the stakeholders?

3.5 Is there a failed project in your organization? If there is any please state the reason?

3.6 what are the major challenges of managing projects in your organization (you can consider past projects and ongoing projects).

Internal External

(For this question brief your answer in the space provided below)

3.7 Is there any mitigation techniques used by your organization to mitigate these challenges?

3.8 Is there any cost over run on the projects?

3.9 Is there any mitigation techniques used by your organization to overcome this cost overrun?

3.10 Is there any time delay on a project termination in your organization?

3.11 Is there any mitigation techniques used by your organization to mitigate this time delay?

3.12 Have you ever faced a quality problem in projects of done by your organization? If your answer is yes, please try to mention the problem in detail?

3.13 Is there any solution taken by your organization to overcome this problem?

3.14 Is there any challenge that you face from the stakeholders in doing projects, if so please try to mention one?

3.15 Is there any solution taken by your organization to overcome this stakeholder challenge?

3.16 Have you ever face a risk which is not out of the project's risk management plan? If your answer is yes, try to mention some?

3.17 Is there any action taken by your organization to overcome the risk?

3.18 What are the tools you use to check the performance of projects in your organization?

3.19 What are the procedure/ method in your organization for purchasing and contract administration?

Thank you very much !!!

