



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**ASSESSMENT OF PROJECT MANAGEMENT PRACTICES IN CIVIL
SOCIETY ORGANIZATIONS: IN THE CASE OF PLAN INTERNATIONAL
ETHIOPIA ADDIS ABABA REGIONAL OFFICE**

BY
AMANUEL ERMIA AKALU
(ID NO. SGS/0093/2012B)

JUNE 2022
ADDIS ABABA, ETHIOPIA

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**A PROJECT WORK SUBMITTED TO ST. MARY'S UNIVERSITY COLLEGE OF
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PROJECT MANAGEMENT**

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JUNE 2022

ADDIS ABABA, ETHIOPIA

DECLARATION

I, Amanuel Ermias Akalu declare that this thesis is my original work, prepared under the guidance of my advisor Temesgen Belayneh (Ph.D.). All sources of materials 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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June 2022

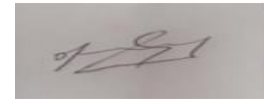
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This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

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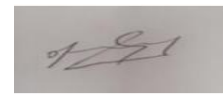
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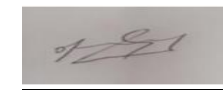


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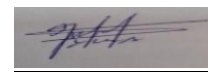


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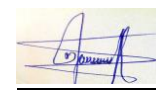


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Abstract

Application of best project management practices is of critical importance for organizational performance. Project management is believed as an effective and resourceful method for achieving a goal that is better than the other available methods, processes, and techniques. Hence, this study aimed to assess the project management practice of Plan international Ethiopia by using the five process groups defined by (PMI). The research used a mixed approach and adopted a descriptive research design. The primary data collection was done by using an interview and questionnaire instruments from employees involved in project work selected in the census survey and as secondary data; related books, articles, journals, and publications from the project office were reviewed. Percentages and mean values were used lyse the data collected. Accordingly, the findings of the research showed a moderate level of project management practice within the organization. Also, the study revealed that the levels of initiation and execution practice are higher than the other process groups in the organization while the project closure process group has the lowest practice level according to the project management practice level standards. Furthermore, the study identified that the level of practice of activities related to risk, procurement, project control, cost, and time is low. Thus, the study recommends that the organization should give more emphasis or considerable attention to processes related to project control, risk, procurement, cost, and time, during the implementation of each process group in order to strengthen the practice of project management in Plan international Ethiopia.

Keywords: *Project management, Project management Process groups, Project management practices*

ACRONYMS /ABBREVIATIONS

PMI- Project Management Institution

ACSO- Authority for Civil Society Organizations

CSOs- Civil Society Organizations

WBS-Work Breakdown Structure

PMBOK- Project Management Body of Knowledge

APM -Association for Project Management

PM- Project Management

IPMA- International project management association

DFID- Department for international development

USAID- United states agency for international development

INGO- International non-governmental organization

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Project management is the process of leading the work of a team to achieve all project goals within the given constraints. This information is usually described in project documentation, created at the beginning of the development process. The primary constraints are scope, time, and budget. The secondary challenge is to optimize the allocation of necessary inputs and apply them to meet pre-defined objectives. The project management institute describes Project management as the use of knowledge, skills, tools and techniques to project activities to address the project requirements (PMI, 2017). Project management is described as the art and science of planning, designing and managing work all through the phases of the project's life cycle by (Abbasi & Al-Mharmah, 2000). Project management is accomplished through the appropriate application and integration of the project management practices identifying for the project. Project management practice enables organizations to execute projects effectively and efficiently. Project management practices can be effectively adapted from international standards and guidelines like project management institute (Fraz,2016).

In developing countries, the implementation of project management tools and techniques is still in its early phases of development. The existence of several social, cultural, political, and financial problems results in poor management performance. Therefore, the strategy for implementing project management in developing countries must be consistent with the cultural and characteristics of the particular society and configuration of its economic, political and administrative systems We can say a project is successful when the objectives of the project have been achieved to the full satisfaction of the users, all closeout activities have been completed and all designated interest, including the project's sponsor and/or initiator officially accepts the project results or products and closes the project (Wideman, 2002).

Even though the above are the right theoretical definitions of the terms, it doesn't necessarily mean that every organization is practicing project management or uses its principles, techniques, tools and templates. Some organizations manage projects using the traditional hierarchical structure and others incorporate the project structure into their existing structure and there are also organizations with pure project organizational structure. The study is to assess the effectiveness of

projects by grouping how managers are undertaking the project knowledge areas such as project scope management, project time management, project cost management, project quality management, project risk management, project integration management, project human resource management, project communication management, project Procurement management and project stakeholder management; which are discussed later in this work.

Civil society has emerged as an important catalyst of change in the development and democratic processes at both the national and international levels. It has begun to play a critical role in the worldwide drive for equality, social justice, human rights, fair trade, debt cancellation, and the elimination of poverty. (Forum for Social Studies, 2008).

In most developing countries, particularly in Africa the failure of the state as agent of development and the subsequent dis- appointment of donors has led to a shift of emphasis in development policy. This policy change calls for a greater participation of the private sector and civil society (of which non-govern- mental organizations are part) in the processes (Clark, 2000).

The Civil society Organizations in the country have been providing considerable support to capacity building of government agencies, particularly at local-levels and in the remote parts of the county. Such support has contributed to effective leadership, improved responsiveness and positive orientations to the poor, the rights of children, women, and other marginalized groups. The bulk of the development and service-oriented projects have gone to the rural areas. Poor peasants, children, women, and vulnerable groups here have been the target of program activities. In the urban areas, the beneficiaries have been children, poor women, marginalized households and youngsters without opportunities for education and employment (ibid).

Federal Authority for civil society organizations was established by the proclamation no. 1113/2019 with the principal objective of ensuring the exercise of the constitutional right of freedom of association while ensuring accountability and maximum public benefit. ACSO's objectives is supportive and regulatory. Supportive objectives include: creating conducive environment for registration and operation of CSOs in Ethiopia; build the capacity of CSOs; nurturing the culture of volunteerism and facilitating smooth working relationship between CSOs and government entities. The regulatory objectives of the Authority primarily focus on ensuring that CSOs have internal governance systems that ensure transparency, accountability and participation, promoting self-regulation in the CSO community and supervising the work of CSOs to ensure maximum public benefit. The Authority was delivering thus serves for about 4380 CSOs which working in Ethiopia. Hence the study was focused on assessment on project management

practices in one of the well-known and registered civil society organization called Plan International.

Plan International was founded over 80 years ago with a mission to promote and protect the rights of children. Today, Plan have become a global organization that is active in 75 countries to advance children's rights and equality for girls. The organization was set up by British journalist John Langdon-Davies and refugee worker Eric Muggeridge in 1937, with the original aim to provide food, accommodation and education to children whose lives had been disrupted by the Spanish Civil War.

Plan International's income comes from supporters who sponsor children and the remainder is raised through donations and grants. An average of 77% of this money goes directly to supporting Plan International's development and humanitarian work. The remainder is spent on fundraising initiatives and maintaining an international network of support staff. Plan International publishes annual reports detailing its fundraising and spending activity.

The organization receives funding to implement grants from a range of multilateral institutions, such as the UK's Department for international development (DFID), Australian department of foreign affairs and trade (DFAT), the Swedish international development cooperation Agency (SIDA), United States Agency for international Development (USAID), and other multilateral agencies. Plan International adheres to several international standards and quality assurance mechanisms including the International Non-governmental organizations (INGO) commitment to accountability charter and the code of conduct for the international red cross and Red Crescent Movement and NGOs in Disaster Relief. Plan international involves in projects that are concentrated mainly in Education, early childhood, skills and work, youth activism, emergencies and sexual health and rights.

1.2. Statement of the Problem

Application of best project management practices is of critical importance for organizations' operations. The project management practices are a practical and resourceful method for achieving a goal that is better than the other methods, processes, and techniques (Fraz, 2016). There is no single method or organizational structure that can be used to manage projects to success. Different organizations handle functional projects differently.

Some have fragmented and decentralized groups with multiple titles indicating that they are projects, while others might have large aggregations of project management professionals in a centralized support organization (Discenza, R. & Forman, J.B 2007).

During document analysis in the project office, some problems were identified. There has been an extended delay in the project and there were some unattended goals of the project. These problems are believed to be due to lack of following some project management practices like time, quality, integration and e.tc.

According to (Wideman, 1998:7), published by the Project Management Institute (PMI) represents the knowledge and practice that is generally accepted and unique or nearly unique to the field of project management” There are ten project management knowledge areas covered by the PMBOK guide (Newton, 2013).

Instead of civil society organization different studies have been conducted and assessed the challenges faced Ethiopian CSOs in general and the core findings are limited technical and organizational capacity, difficulty of obtaining sufficient, appropriate and continuous funding for their work, negative public image, restrictive legal environment and poor infrastructures are the major challenges of Ethiopian CSOs. However, different studies are conducted from the perspective of CSOs in general and some others focusing on Ethiopian resident charities but, this study focuses on assessment on project management practices in Civil society organizations. In the case of Plan international. Furthermore, there are no studies conducted on assessment on project management practices in Civil Society Organizations. So, this study was filling the gap of study on the area of relationship of Project management practices and Civil society organization.

Hence, this study mainly places the concern of assessing the project management practice of Plan international Ethiopia Addis Ababa regional office by using the five project management process groups defined by PMBOK.

1.3. Research Questions

Based on the identified research problems, the following research questions are developed and the study was focused on answering these questions.

1. How is project initiation being practiced in plan international Ethiopia, Addis Ababa regional office?

2. How is project planning being practiced in plan international Ethiopia, Addis Ababa regional office?
3. How is project execution being practiced in plan international Ethiopia, Addis Ababa regional office?
4. How is project monitoring and controlling being practiced in plan international Ethiopia, Addis Ababa regional office?
5. How is project closure being practiced in plan international Ethiopia, Addis Ababa regional office?

1.4. Objectives of the study

1.4.1. General objective

The general objective of the study is to assessment on project management practices in civil society organizations, In the case of plan international Ethiopia Addis Ababa regional office.

1.4.2. Specific Objectives of the study

1. To assess the project initiation practice in plan international Ethiopia, Addis Ababa regional office.
2. To examine the project planning practice in plan international Ethiopia, Addis Ababa regional office.
3. To evaluate the project execution practice in plan international Ethiopia, Addis Ababa regional office.
4. To determine the project monitoring and controlling practice in plan international Ethiopia, Addis Ababa regional office.
5. To review the project closing practice in plan international Ethiopia, Addis Ababa regional office.

1.5. Significance of the Study

This study was providing some insights about Project management practices, challenges to applying project management practices in Plan international, Addis Ababa regional office. The paper can be also used as feedback for managers as well as employees regarding the perceptions of their Projects, and also, the study becomes a good indicator for project managers to identify the gap of management's insight as well as employee's attention for their beneficiaries and taking actions to fill the gaps. This study was also be an input to identify in which of the life cycle of the project that the project needs improvement.

Moreover, the study was also help to understand the role of practicing project management knowledge area and applying it for further development. In addition, this paperwork was served as a future reference for researchers on the subject matter.

1.6. Scope of the Study

The scope of the study was an assessment of project management practices in case of Plan international Ethiopia specifically focus on the active project which is working in Addis Ababa. This study is only concentrated on assessing project management practices, through the generally accepted project management knowledge areas defined by (PMI,2017) which was enhanced the management of projects. The study was carried a descriptive design in which both quantitative and qualitative data and, the research design used is a descriptive type in nature which describes the particular project management practices within Plan International Ethiopia.

1.7. Organization of the Study

This thesis work has five chapters. The first chapter includes introductory part with background of the study, background of the project, statement of the problem, research objective, research questions, significance of the study, limitation of the study, and scope and delimitations of the study. Chapter two is composed of the review of various books and journal articles to base the study on existing literature. This chapter discusses relevant issues to build understanding of the subject matter. Chapter three contains the details of the research methodology to gather and analyse data from which findings are drawn. Chapter four contains the analysis of the data gathered by means of data collection methods and instruments indicated in the methodology part. The last chapter discusses about summary, conclusion and recommendation. The references used in the study, interview guide and questionnaire used are included in the Appendix section.

CHAPTER TWO

2. Review of Related Literature

Introduction

This chapter deals with the discussion on related literature to the issue under the study. It contains an overview of projects, project management practices, and project management process groups.

2.1. Theoretical Literature

2.2. Concepts of project

A project is a temporary and non-repetitive endeavour, characterized by a clear and logical sequence of events, with a beginning, middle, and end, focused on the accomplishment of a clear and defined objective on deadline, with costs, resources, and quality parameters specified (Vargas, 2008).

A project can also be defined as a one-off process undertaken with a single definable and unique product, service, or end result. The temporary nature does not necessarily mean the duration of the project is short; it refers to the project's engagement and extended existence. The transient nature of projects shows that a project has a specific beginning and end. The end is reached when the project's objectives have been attained or when the project is terminated because its objectives will not or couldn't be attained, or when the project is no longer needed. A project life might also be cut short if the client (customer or sponsor) wishes to terminate the project (PMI, 2013).

A project by definition is a unique and temporary endeavour. It has a defined beginning and end. The main purpose of the project is to create a specific product or service or to make changes to a specific product or service (Jalal Afsar, 2015).

A project has been defined as “a complex, non-routine, one-time effort limited by time, budget, resources, and performance specifications design to meet customer needs” (Gray, & Larson, 2008:).

According to (Wysocki, 2014) a project is defined as a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification.

Projects, as a way to attain objectives, have been used since ancient times, generating important results to society and culture like The Great Wall of China, Ancient Roman roads, the first steam engine and many others. A project is a new, unique and temporary set of activities, with a defined beginning and end, which uses resources in a planned and organized way with the purpose of reaching certain objectives. The temporary nature of projects stands in contrast with repetitive or permanent activities (Liviú et al., 2010).

Duncan (1996:4) defines a project as “a temporary endeavour undertaken to create a unique product or service” Meaning that, every project has a definite beginning and end by doing something which is not done before.

Another definition of project by Reiss (1992:11) adds the human (resource) element to the definition by suggesting that a project is “a human activity that achieves a clear objective against a time scale” with the following characteristics:

- One clear objective
- A fixed time scale (end-date)
- A team of people (projects are human endeavours)
- No practice or rehearsal (a project is unique)
- Change (the end product of the project will be something new and different)

A project can be split into different developmental phases called a project life cycle. The life cycle recognizes that projects have a predetermined life span and that there are expected changes in the level of effort and focus on the project's existence. The life cycle allows the assessment of a series of resemblances that can be found in every project, regardless of context, applicability, or area of activity. There are many different life-cycle models in project management text. Many are unique to a specific type of project. Typically, a project passes sequentially through four stages: defining, planning, executing, and closing (Larson, 2011).

1. Defining stage: The project's need is identified, specifications of the project are defined, objectives are established, teams are formed, and primary responsibilities are assigned.

2. Planning stage: The level of effort increases and plans are developed to determine what the project entail when scheduled, who it would benefit, what quality level should be kept, and what they should be.

3. Executing stage: A major portion of the project work takes place both physically and mentally. The physical product is produced (bridge, building, hardware, or a software program). Time, cost, and specification measures are used for control, and revisions or changes are done if necessary.

4. Closing stage: Closing includes three major activities: delivering the project product, service or result to the customer, redeploying project resources and post project review. Delivery of the end product of the project might include customer training and transmitting documents. Relocation usually entails releasing project equipment/materials to other projects and finding new assignments for team members. Post-project reviews include not only assessing performance but also capturing lessons learned (Larso and preferences while standardization reduces variation in service operations and delivery (Lovelok & Wright, 2001).

2.2.1 Project management

Most authors agree that project management is about achieving time, cost, and quality targets within the context of customer requirements by using project resources. As described by the PMBOK project management is defined as "the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of the project management processes identified for the project. Project management enables organizations to execute projects effectively and efficiently." (PMI, 2017)

Project management incorporates classical management functions like planning, organizing, directing, and controlling. Therefore, project management is the practice of planning, organizing, directing, and managing company Resources for a relatively short objective that has been established to achieve specific goals and objectives. Moreover, project management makes use of the systems approach to management by having functional personnel assigned to a particular project (Kerzner, 2011).

Project management is no longer exceptional need management; it has become a standard way of doing business with today's fast-changing market environment. Project management is distinguished byways of restructuring and adapting special management techniques, with the intention of getting improved control and utilization of existing resources.

A project management methodology or technique is said to be successful when it achieves the project objectives within the constraints of time, cost, at the desired performance or technology

level while utilizing the assigned resource effectively and efficiently and become accepted by the customer (Kerzner,2011).

Project management is nowadays one of the vital skill sets demanded by organizations around the world. Because according to PMI, 20 percent of the world's GDP, or more than \$12 trillion, would be exhausted on projects each year in the decade 2010-2020. As mentioned by the Society of Human Resources in the coming years, many skilled project management practitioners will be leaving the workforce due to a trend that will have a significant strategic impact on over 60% of the organizations worldwide (Zandhuis & Stellingwerf, 2013).

Project management offers significant benefits than using other management techniques in managing projects. Some of the benefits are identifying functional responsibilities to ensure that all activities are taken into consideration and minimize the need for continuous reporting. Also, identification of time constraints for scheduling, Identification of a methodology for trade-off analysis, Measurement of accomplishment against plans, early identification of problems, improved estimating capability, etc. However, the benefits cannot be achieved without overcoming obstacles like project complexity, scope changes, project risks, changes in technology, organizational restructuring, and planning (Kerzner, 2011).

2.2.2 Project management practices and standards

Many companies and organizations use a project management system to establish consistent methods in their work. An integrated project management system also facilitates the establishment of a certain level of professionalism in an organization. All areas and aspects of project management are included in the developed systems (Antvik & Sjöholm, 2007). These systems are developed as handbooks, including management activities that should be conducted in a project, which can be used as a guide for the project management team to ensure that all required plans and activities in the project are handled (PMI, 2013).

Many research evidences suggest that when managing projects, the structured application of project management, fundamental knowledge, and ethical practices enhances successful delivery. To have a successful project, it takes more than a skilled, experienced, knowledgeable and competent project manager. It calls for basic project management knowledge from all project stakeholders and various well-defined processes, implemented in practice, to smooth the progress

of real cooperation and ensure realizing the drive to make it happen (Zandhuis & Stellingwerf, 2013). The role of standards for the project management profession has been a vital issue for several years (Duncan, 1995).

The Project Management Institute (PMI), based in the USA, has created the oldest and the most often used body of knowledge of project management (PMBOK). It is continuously updated, and in its sixth edition, it has identified ten knowledge areas with 49 processes and five process groups. While the Association of Project Management (APM) from the UK launched its body of knowledge in 1988 which was quite different from PMI's. It includes project management topics (such as planning and control techniques), but also broader issues in which the project is being managed, such as social and environmental, as well as subject-specific areas. The APM BOK (body of knowledge), in its fifth edition, identified seven knowledge areas further divided into 40 elements or processes. The other standard is the International Project Management Association (IPMA) registered as an international organization in Switzerland in 1998. The IPMA developed an IPMA Competence Baseline (ICB) in 1999, and the ICB contains forty-two elements, providing twenty-eight essential and fourteen additional aspects of knowledge and experiences of project management. Another standard is the ISO 21500 guidance on project management prepared by the ISO (International organization of standardization). The ISO 21500 guideline is a reference from other project management standards, methods, and best practices, such as PMBOK, PRINCE2, Agile and ICB, and it brings the best project management practices together. The ISO standard contains 10 Subject groups (knowledge areas) and 39 project management processes. Other than the practices mentioned above, there are also prince2, agile, Japan's P2M, etc. Although there are different project management practices to choose from, this study will be benchmarking the PMI (project management body of knowledge) and the ISO 21500 (guidance on project management). The PMBOK Guide includes knowledge and practices that apply to most projects most of the time (which could apply to all subject areas). The ISO brings the best project management practices together and companies in Ethiopia have previous experience with ISO.

2.2.3 Project management process groups

A project has a set of objectives, a start and end, and a budget. The purpose of project management is to achieve the project objectives on time and within budget. In reality, project management is an ongoing task of balancing the scope against time, cost, quality, and any other constraints placed on the project. A guide to the PMBOK provides best-practice approach to tackling project management challenges across the industry at all professional levels.

The five PMBOK process groups outline the necessary competencies that must be achieved in order to secure the most effective use of project resources. The project management processes, according to PMBOK, can be organized into five groups (PMI 2013). The five process groups that are identified by the PMI are explained below.

2.2.3.1. Project Initiating Process Group

In the initiating process group, a particular need is identified and transformed into a structured issue to be solved. In this process group, the project's mission and purpose are defined, and the best strategies are identified and selected (Vargas, 2008). The Initiating Process Group consists of those processes executed to define an original project or a new phase of an existing project by attaining permission to start the project or phase. The purpose of the initiating process group is to align the stakeholders' expectations and the project intention, notify stakeholders of the scope and objectives, and converse how their participation in the project and its connected phases can help to ensure their expectations are achieved. Within the initiating process group, different activities are accomplished; for example, the project manager is assigned, the initial scope of the project is defined, initial financial resources are committed, stakeholders are identified, and the project charter is prepared and approved. After the project charter is approved, the project manager is authorized to apply organizational resources to project activities (PMI, 2017).

According to the PMI, there are two essential processes identified under the initiating process group. The first process is developing a project charter. A project charter is a document that officially authorizes the existence of a project and allows the project manager to apply organizational resources to project activities. In this process, business documents, agreements, environmental factors and corporate process assets might be used as an input to develop the project charter. This process's significant benefits are that it provides a direct connection between the project and the strategic objectives of the organization, creates a formal record of the project, and proves the organizational commitment to the project (PMI, 2017).

The second process under the initiating process group is to identify stakeholders. This process identifies the Stakeholders who will interact and influence the overall outcome of the project. Identifying project stakeholders involves regularly analysing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success. To identify the stakeholders' different documents are used, such as project charter, business documents, project management plan, project documents, agreements, environmental factors and organizational process assets.

The primary benefit of this process is that it enables the project team to identify the appropriate focus for engagement of each stakeholder or group of stakeholders (PMI, 2017).

Information from processes in the initiating process group is re-examined to determine if the information is still valid after all the activities under the initiating process group are done. In order to keep the project focused on the business need that it is undertaken to address; the initiating processes are revisited at the start of each phase. During this stage, the project charter, documents, and success criteria are verified. Also, the influence, drivers, expectations, and objectives of the project stakeholders are reviewed. During the initiation phase, it is good to involve every group influenced by the project because involving the sponsors, customers, and other stakeholder's helps to create a shared understanding of success criteria.

This also increases the likelihood of deliverable acceptance when the project is complete and consistent stakeholder satisfaction (PMI, 2017).

2.2.3.2. Project Planning Process Group

During the planning process group everything that will be performed by the project is detailed, with schedules, interdependencies among activities, allocation of the resources involved, cost reviews, etc., so, at the end of this phase, the project will be adequately detailed to be executed without complexity and obstacles. In this phase, communication, quality, risk, procurement, and human resources plans are also developed (Vargas, 2008).

The Planning Process Group includes all activities related to responding to two questions: "What will you do?" and "How will you do it?" as stated by (Robert, 2014).

Planning process group are processes necessary to create the scope of the project, improve the objectives, and define the course of action essential to achieve the goals that the project was undertaken to achieve. The processes in the Planning Process Group make up the parts of the project management plan and the documents applied to carry out the project. As discussed by the PMBOK, there are 24 processes in the planning process group (PMI, 2017).

Below the different method will be discussed. The first and most important process is developing the project management plan. It is the process of defining, preparing, and organizing the entire plan components and consolidating them into an integrated project management plan. The purpose of this process is the production of a complete document that defines the foundation of all project work and how it will be performed. This process is carried out at predefined points in the project or once.

The planning process group contains eight processes for preparing project plans for different components of the project. These plan documents are scope management plan, schedule management plan, cost management plan, quality management plan, communication management plan, risk management plan, procurement management plan and stakeholder management plan. The processes for developing these plan documents help for providing guidance and direction on how the different components of the project will be managed throughout the project (PMI, 2017).

In this process group, we define all of the work of the project by using three processes namely: define the scope, collect requirement and create work breakdown structure (WBS) (Robert, 2014). Collect Requirements is the process of unearthing, documenting, and managing stakeholder requirements and desires to meet objectives. It is used to provide the basis for defining the product scope and project scope. Define scope is another process; it is the process of developing a detailed description of the project and product. The purpose of this process is that it explains the product, service, or result margins and acceptance criteria. Creating a WBS (Work Breakdown Structure) is the process of subdividing project outputs and project work into small, more convenient components and this process presents a framework of what must be delivered (PMI, 2017).

During this stage, the activities of the project are defined and sequenced and how long it will take to complete the work is estimated, and next to the initial project schedule is developed (Robert, 2014). Define Activities is the method of identifying and documenting particular actions to be performed to create the project deliverables. The purpose of this process is that it provides a foundation for estimating, scheduling, executing, monitoring, and controlling the project work by decomposing work packages into schedule activities. Sequence Activities process identifies and documents the relationships among the project activities. The primary benefit of this process is that it defines the logical sequence of work to obtain the highest efficiency given all project constraints. Next, we approximate (estimate) activity durations, it is the process of estimating the number of work periods required to complete individual activities with estimated resources, and this helps to know the amount of time needed to complete each activity. After performing the above process, an initial project schedule is developed. Developing schedule is the process of analysing activity durations, sequences, schedule constraints, and resource requirements to produce a schedule model for project execution and monitoring and controlling. The significant benefit of this process is that it generates a schedule model with planned dates for completing project activities (PMI, 2017).

In the planning process group, the total cost of the work and the resources required to complete the work is estimated. To accomplish this estimating cost, determining budget and assessing activity resources processes must be carried out (Robert, 2014).

Estimate Costs is the process of establishing an estimation of the monetary resources required to complete project work and aids to determine the necessary monetary resources for the project. Whereas determining a budget is the process of combining the estimated costs of individual activities or work packages to ascertain an authorized cost baseline and the purpose of this process is that it figures out the cost baseline contrary to which project performance can be monitored and controlled. The other activity is estimating activity resources; it is the process of determining team resources needed and the quantities and type of equipment, supplies, and materials essential to perform project work. This process key benefit is that it identifies the amount, characteristics, and kind of resources required to complete the project (PMI, 2017).

Also, in this process group, the potential individual and overall project risks are identified, and the identified risks are analysed by using quantitative and qualitative risk analysis. After analysing the risks, a risk response plan is generated by producing possible options, selecting strategies, and approving on actions to tackle overall project risk exposure also to take care of individual project risks (PMI, 2017).

The planning process must seek input and encourage involvement from relevant stakeholders so that the demands and requests by stakeholders are addressed as early as possible in the planning processes. The importance of iterations in the Planning Process Group is based on that many risks often are more accessible to identify after most of the planning has been made. Depending on the characteristics of the new identified risks or opportunities, the project team might have to review the plan concerning cost, resources or schedule (Gupta, Aha, Nau, & Munoz-Avila, 2008).

2.2.3.3. Project Executing Process Group

In the executing process group, everything planned is carried out, and any error encountered in the previous phases will manifest during this phase. A large part of the project's estimate and effort is consumed in this phase (Vargas, 2008). The executing stage is also called the launching Process Group; it includes all processes related to recruiting and organizing the team and establishing the team operating rules. These processes are preliminary for executing the project & also comprise all of the processes associated with getting the project work launched (Robert, 2014).

The executing process group includes those processes implemented to accomplish the work specified in the project plan to meet the project requirements. A large portion of the project budget, resources, and time are exhausted in performing the Executing Process Group processes. The significant benefit of this Process Group is that the work needed to meet the project requirements and objectives is performed according to plan (PMI, 2017).

This Process Group involves managing stakeholder engagement, coordinating resources, and integrating and performing the activities of the project in conformance with the project management plan. To accomplish these activities, the PMI has identified ten processes; these are:

- Direct and Manage Project Work: is the process of leading and managing the work
- Described in the project plan and applying approved changes to attain the project's goal.
- Manage Project Knowledge: is the process of using existing knowledge and creating a new culture to realize the project's objectives and contribute to organizational learning.
- Manage Quality: is the process of interpreting the quality management plan into implementable quality activities that integrate the organization's quality policies into the project.
- Acquire Resources: is the process of acquiring facilities, materials, team members, supplies, equipment, and other resources required to complete the project work.
- Develop Team: is the process of enhancing team member interaction, ability, competencies, and overall team environment to improve project performance.
- Manage Team: is the process of following team member performance, resolving issues, providing feedback, and managing team changes to optimize project performance.
- Manage Communications: is the process of ensuring appropriate and timely distribution, creation, collection, storage, monitoring, management, retrieval, and the ultimate dissemination of project information.
- Conduct Procurements: is the process of soliciting supplier responses, selecting a supplier, and awarding a contract.
- Manage Stakeholder Engagement: is the process of working and communicating with stakeholders to fulfil their expectations and needs, address issues, and cultivate appropriate stakeholder involvement.
- Implement Risk Responses: is the process of applying the planned risk response plans. It helps to address overall project risk exposure by ensuring that agreed-upon risk responses are executed as planned.

The processes in the executing process group may cause change requests. If approved, the change requests may trigger one or more planning processes that may result in a modified management plan, project documents, and possibly new baselines (PMI, 2017).

2.2.3.4. Project monitoring and controlling process group

This process group deals with tracking and controlling everything that is being carried out by the project to propose corrective and preventive actions in the least time possible after the detection of an abnormality. The purpose of control is to compare the present project status with that foreseen by planning and to take corrective actions in case of deviation (Vargas, 2008).

This process group contains those processes needed to track, evaluate, and regulate the project's progress and performance. Besides, this process group helps to discover any parts of the plan in which change is desired and instigate the corresponding changes. When dealing with this process group, two concepts must be understood monitoring and controlling (evaluation) (PMI, 2017).

The Monitoring and Controlling Process Group comprises processes linked to answering the vital question, "How will you know you did it?". The methods are establishing the reporting and monitoring system for measuring project performance, monitoring identified and new risks, processing scope change requests, reporting project status, and unearthing & solving problems encountered (Robert, 2014).

Based on the PMBOK, twelve processes have been identified under the monitoring and controlling process group. These processes help measure and analyse the performance of the project at regular intervals to spot and correct variations from the project management plan. The first one is the monitor and control project work process, and this is a more extensive process that deals with reviewing, tracking, and reporting the overall progress of the project to attain the performance objectives presented in the project management plan. The benefit of this process is that it allows stakeholders to understand the current state of the project, to recognize the actions taken to address any performance issues and to have visibility into the future project condition with schedule and cost forecasts. The next process is performing integrated change control. The integrated change control process aids in allowing documented changes to be considered within the project in an integrated manner while simultaneously treating overall project risk. This usually occurs from changes made without consideration of the whole project plans or goals.

The change control process reviews all change requests then manages changes and communicates the decisions.

The other process is validating scope; it is the process of formalizing acceptance of the completed project deliverables (PMI, 2017).

The remaining processes under the monitoring and controlling process group can be classified into two, the control processes and the monitor processes. The control processes are control scope, control quality, control schedule, control cost, control procurement, and control resources. These processes deal in comparing actual performance with planned performance. These processes assess trends to influence process improvements, analyse variations, evaluate possible alternatives, and recommend appropriate corrective action as required. On the monitoring processes, there are monitor communication, monitor risks, and monitoring stakeholder engagements. The monitoring processes include activities such as generating performance measures, collecting project performance data, and reporting and disseminating performance information (PMI, 2017).

When the project's performance is observed and measured regularly, differences against the project management plan are quickly identified. Identified problems or gaps in the project are investigated and can update the project management plan. As stated by (Guo-li, 2010) by continuously monitoring the project team expands insight into the whole project's progress, and components that need additional attention are revealed. So, monitoring and controlling should be done continuously within each Knowledge Area, each Process Group, each life cycle phase, and the project as a whole to be successful (Guo-li, 2010).

2.2.3.5. Project Closing Process Group

The Closing Process Group consists of the processes performed to formally complete or closes a project, phase, or contract. This Process Group confirms that the defined processes are accomplished within all of the Process Groups to close the project or period, as suitable, and formally ascertains that the project or a phase is complete (PMI, 2017).

In this process, group execution of work is evaluated through internal or external (third parties) auditing, the books and project documents are closed, and all the failures during the project are discussed and analysed to prevent similar errors from occurring in new projects (Vargas, 2008).

The closing process group answers the question, "How well did you do?" plus comprises processes related to the project's completion. This process group consists of activities such as obtaining client consent of matching project requirements, preparing and installing deliverables, administering the post-implementation audit, and writing the final project report.

This Process Group may also address the early closure of the project if they are aborted or cancelled (Robert, 2014).

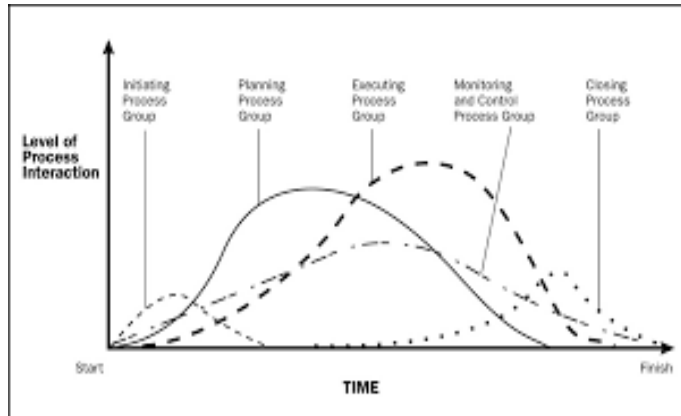


Figure 2.1 Processes Interaction Source: Duncan, 1996:148

2.3. Project management practices

Project management processes and techniques are used to coordinate resources to achieve predictable results. The best practice is based on experience and is used to describe the process of developing and following a standard way of doing things. In project management, best practice is a general term that includes: guidelines and international standards. Both standards and guidelines are looking to improve project management (Liviú et al., 2010).

Though there are different indicated project management practices defined by different scholars, this study will be benchmarking the ten project management areas defined by PMBOK. According to (Wideman, 1998:7), “Project Management Body of Knowledge (PMBOK) published by the Project Management Institute (PMI) represents the knowledge and practice that is generally accepted and unique or nearly unique to the field of project management”.

The PMBOK identifies nine project management knowledge areas that describe knowledge and practice in terms of its specific processes (Duncan, 1996:6).

This study however will use all the ten project management knowledge areas defined on PMBOK guide listed and described below.

1. Project Scope Management

It is the criteria (measure) for project success (time, cost and deliverables) must be determined and agreed upon with all stakeholders at the beginning of the project.

It ensures the inclusion of all the work required to complete the project successfully. According to PMBOK the major project scope management processes includes initiation to begin the next phase of the project. Then, scope management plan so as to know how the scope will be defined, validated and controlled including how to prevent scope creep, how to handle change requests, escalation path for disagreement on scope elements between stakeholders, the process for creating scope statement, WBS, how the deliverables will be accepted.

According to Schwalbe (2009), this process is the first step in project scope management in which the project's size, complexity, importance, and other factors will affect how much effort is spent on scope planning and the main output is a project scope management plan and the tools and techniques are template forms, standards as well as expert judgment. The third process would be collecting requirements and comprises a condition that must be met by a deliverable to satisfy a contract standard including documented needs, wants, expectation of the stakeholders using stakeholder requirements, project requirements, quality requirements with interview, focus groups, observation, questionnaire, document analysis, etc. The next process to have is scope definition which helps to define project and product scope, outlines what will be and what will not be included in the deliverables, including details of risks, constraints and assumptions. Project scope statement includes objectives, scope, requirements, boundaries, deliverables, cost estimation, specifications, etc. The other main process is having a WBS to break down the major project deliverables into smaller, more manageable components. WBS can provide alternatives if the budget and schedule could not meet managements' expectations. After having the WBS we need to verify scope to formalizing acceptance of deliverables from stakeholders/customers near the end of project/ phase deliverables. Finally, there need to be a scope change control for controlling and assessing changes to project scope. It measures the work product against the scope baseline to ensure the project stays on track proactively so as to prevent unnecessary changes to the project.

2. Project Time Management

It is an integrated project schedule (plan) that identifies activity sequences, activity duration, and resource requirements. The processes required to ensure the timely completion of the project by identifying and documenting the specific activities (work to be done) to produce the project deliverables (outcomes).

Project Time management includes the following activities. (Duncan, 1996)

- Activity Definition - identifying the specific activities that must be performed to produce the various project deliverables. It further decomposes work packages into activities for more detailed and accurate estimations.
- Activity Sequencing - identifying and documenting interactivity dependencies.
- Activity Duration Estimating - estimating the number of work periods which will be needed to complete individual activities.
- Schedule Development - analysing activity sequences, activity duration and resource requirements to create the project schedule. The schedule baseline is the approved and signed version of project schedule that is incorporated into the project management plan.
- Schedule Control - controlling changes to the project schedule by measuring results, making adjustments.

3. Project Cost Management

The process required to ensure the project is completed within the approved budget. Here, costs for the project have to be calculated by developing an estimate of the costs for the resources needed to complete project activities and resources have to be planned, by determining what resources (people, equipment and materials) and what quantities of each are needed to perform project activities. The major processes under project cost management stated in PMBOK are, resource planning, cost estimating, determine budget and cost control. In resource planning, we need to know what resources (people, equipment and materials) and what quantities of each should be used to perform project activities. After determining resources, the second process would be estimating the cost by developing an approximation (estimate) of the costs of the resources needed to complete project activities, which includes indirect cost and contingency reserves. Then allocating the overall cost estimate to individual work items, and determine when to spend the money would be the next process. Finally, there has to be change control to the project budget by checking against the project funding requirements.

4. Project Quality Management

The process ensures that the project will satisfy the needs for which it was undertaken. In this process, quality standards for the project deliverables (outputs) must be identified. There are three sub-processes that need to be included in the process. The first is quality planning which helps in identifying which quality standards are relevant to the project and determining how to satisfy them.

Then, quality assurance comes so as to evaluate the overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards. Finally, quality control which helps in monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance.

5. Project Human Resource Management

According to human resource management expert, John M. Ivancevic (2010), Human resource management is defined as the process of linking the human resource function with the strategic objectives of the organization in order to improve performance. Human resource Management is required to make the most effective use of people involved with the project.

The major sub processes under project human resource management identified are organizational planning which helps in identifying, documenting and assigning project roles, responsibilities and reporting relationships. Networking is useful in understanding skills of individuals and political and interpersonal factors within the organization. Then it is staff acquisition supports in getting the human resources needed assigned to and working on the project. The third is team development so as to develop individual and group skills to enhance project team performance. The final sub process is managed project team which helps to track team members performance by offering feedback, support, manage conflicts, resolve issues so as to increase creativity and better decision making.

6. Project Communications Management

The process is required to ensure the timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project knowledge. A communications plan must be developed which identifies the information and communication needs of the role-players.

According to PMI in PMBOK guide, there are four major processes under this knowledge area. The first is communications planning which helps in determining the information and communications needs of the stakeholders who needs what information, when they need it and how would give to them.

Then it is information distribution which supports making all needed information available to project stakeholders in a timely manner. The third is performance reporting which helps in collecting and disseminating performance information which includes status reporting, progress measurement, and forecasting.

Finally, administrative closure comes so as to generate, gather and disseminate information to formalize phase or project completion and to ensure optimal information flow for effective stakeholder expectation management.

7. Project Risk Management

Kerzner (2009), states that risk management is the act or practice of dealing with risk. It includes planning of risk, identifying risks, analysing risks, developing risk response strategies and monitoring and controlling risks to determine how they have changed. Risk management is one aspect of sound project management and seeks to increase the probability of project success. It is concerned with identifying, analysing, and responding to project risk. Early warning signs of problems (risks) in the project must be responded to in good time.

The subprocesses in project risk management are risk identification which helps to determine which risks are likely to affect the project and documenting the characteristics of each. Then it is risk quantification which supports in evaluating risks and risk interactions to assess the range of possible project outcomes. The third is risk response development for defining enhancement steps for opportunities and responses to threats.

The last process would be risk response control which aids in responding to changes in risk over the course of the project and check if assumptions are still valid, procedures are being followed and any deviance. It also includes identifying new risks and evaluate effectiveness of risk response plan.

8. Project Procurement Management

According to the PMBOK, this process is required to acquire the goods and services from outside the performing organization and includes the below major processes. Procurement Statement of Work (SOW) is a legal document subject to legal reviews and legal advice should be sought throughout the whole procurement process. The first process is procurement planning that helps in determining what to procure, when to procure and whether to obtain products/services outside of the organization. The next process is solicitation planning; it helps to document product requirements, identifying potential sources and pre-meeting with them. Then it is solicitation which helps in obtaining quotations, bids, offers, or proposals as appropriate.

The third process is source selection and conduct procurement that supports to choose from among potential sellers and award the contract.

Then it is control/administer procurements which aids in managing the relationship, monitor contract performance, make changes and corrections. Finally, it is contract close-out for completing and settling the contract, including resolution of any open items.

9. Project Integration Management

According to project management body of knowledge guide, the processes required to identify, combine, unify and coordinate various activities and manage interdependencies to ensure various elements of the project are properly coordinated. The major processes under project integration management are; develop project charter, project plan development, project plan execution and overall change control. The first process helps formally authorize the project and allow the project management to apply organizational resources. Project plan development aids in taking the results of other/subsidiary planning processes and putting them into a consistent, coherent document. Project plan execution helps to carry out the project plan by performing the activities included therein and implementing the approved process improvement plans and changes. Finally, overall change control supports in coordinating changes across the entire project.

10. Project Stakeholder Management

Duncan (1996:15) defines project stakeholders as “individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion”. The process includes;

- Identify stakeholders- Document stakeholders’ importance/influence and their interest Levels.
- Plan stakeholder management- contains desired engagement levels, scope and impact to stakeholders, interrelationships, communication requirements and forms, how to update the plan.
- Manage stakeholders Engagement- Effective communication between project stakeholders so as to meet their expectations and address issues. It includes building trust and resolve conflicts, negotiation and communication skills.
- Control stakeholders’ engagement- monitoring overall stakeholder relationships and adjusting strategies and determining frequency of project progress review with customer.

2.4 Empirical Literature

There are some researches worked related with this study. However, the researcher tried to see few of them which are more related to the topic. The titles with their objectives and major findings are discussed below to have an insight into these studies.

The research work done by Bisrat (2020), with a title of Assessment of project management practices a case of Ethiopian Construction Design and Supervision works corporation. The main objective of this study is to assess the current project management practice in Ethiopian construction design and supervision Works Corporation The paper adopted qualitative research strategy and used self-administered questionnaire to collect data from the customer, Descriptive statistics like frequency, mean and standard deviation analysis techniques were applied to analyses back- ground information of respondents, respondents“

The researcher concluded that the study discovered that the level of project management practice in ECDSWC in terms of performing the activities under each process group to be moderate. Also, the result of this research and information obtained from the literature reviewed showed that there is a gap within the project management practices of ECDSWC. So, to fill the gaps within the practice, the researcher recommends that activities related to risk, procurement, communication, cost, time, documentation and dissemination of lessons learned to be given more considerable attention during the implementation of projects within the organization.

Also, another research worked by Nitsu (2019), conducted on the title of An Assessment of project management practices and Service Delivery in Customers' Satisfaction: The Case of Woreda 02 Administration Office, Nifas Silk Lafeto Sub-city of Addis Ababa. The main objective of the study was to assess the service delivery affect in customer satisfaction and project management practices in the case of Wereda 02 Administrative office, Nifas Silk Lafto sub city of Addis Ababa with a special emphasis given to the vital events registration office of the administrative office.

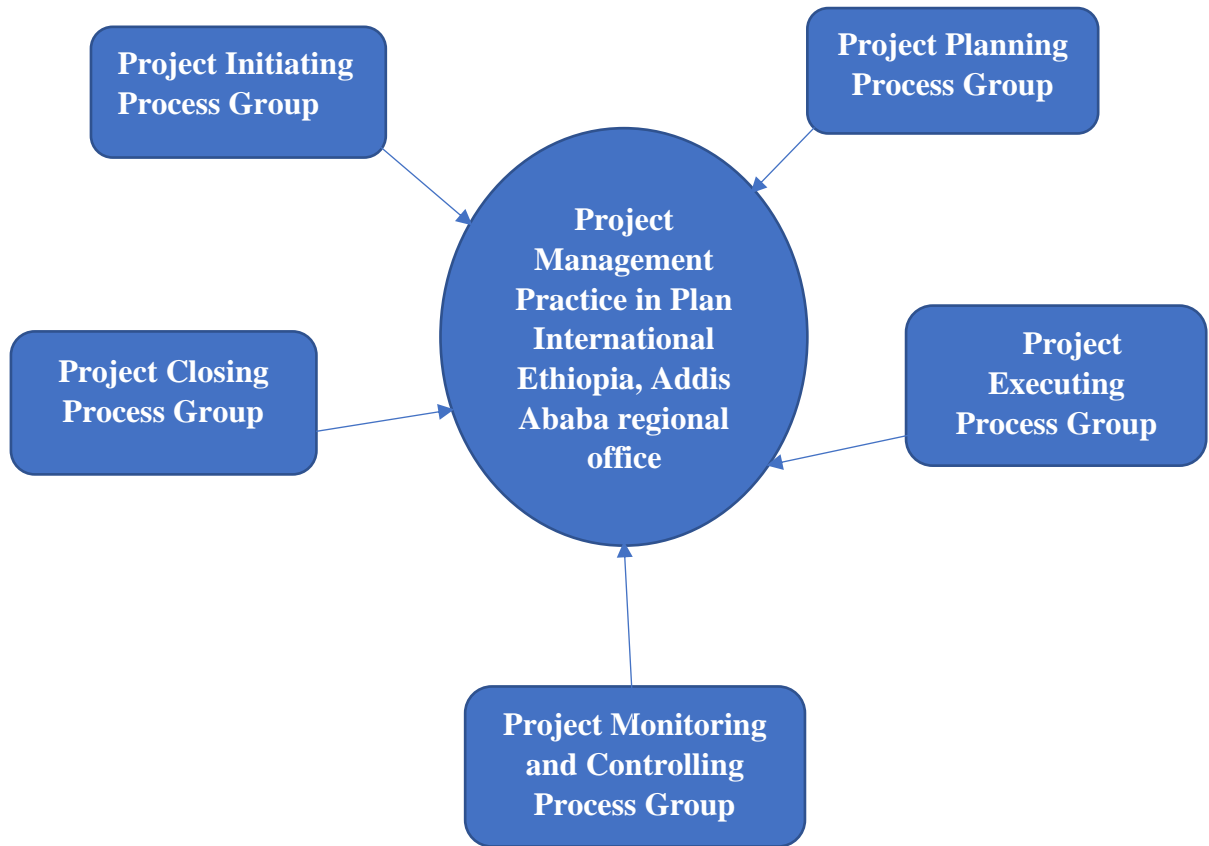
Other research conducted by Tigist (2020), conducted on the topic of an assessment on Project Management Practices: a case study on Japanese Social Development Trust Fund Grant Project In the study both qualitative and quantitative descriptions were applied on the data gathered to analysis the information obtained. By undertaking a detailed analysis of the situation. The study reaches on the conclusion of the project management knowledge areas; Project scope, time, quality, cost, risk and integration management were not effectively practiced in the project.

Finally, it has been understood that, the practice of project management knowledge areas in line with project process groups would have helped the project to be more effective.

2.4. Conceptual framework

A conceptual framework is a written or visual presentation that explains either graphically or in narrative form, the main things to be studied, the key factors, concepts or variables and the presumed relationship among them. The conceptual framework is the blue print of the re-search work that guides the researcher to conceptually understand the research and outline and operationalize the dependent and the interpretation of the result been easy and meaning-full. The proposed framework for this research is illustrated in figure below. It shows assessing project management practices with the five-project management process group.

Figure 2.2 Conceptual framework



Prepared by the researcher, 2022

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Approach and Design

The study was carried out a descriptive design in which both quantitative and qualitative data analysis was used to produce richer and more complete information. The combination of two research approaches gives better interpretation as the information missed by one might be captured by the other and thus an enhanced and integrated result may emerge from the analysis.

According to Leech and Onwuegbuzie (2006), an increasing number of researchers are utilizing mixed methods research to undertake their studies in order to draw meaningful results from both types of data. With due respect, the qualitative method is appropriate to study was selected issues in-depth and assess attitudes and opinions of the respondents and was collect through interview. It seeks a better understanding of complex situations and is often descriptive in nature. The Quantitative method helps to generate extensive information and provides results that can be condensed to statistics and was collected through opened and closed questionnaire.

3.2. Source of Data and Data Collection Instruments

3.2.1 Sources of Data

In order to undertake this research and to address the main objectives of the study, the relevant data was collected from primary and secondary sources.

3.2.1.1 Primary Sources of Data

The primary source of data for this study was collected from employees of Plan international Ethiopia. By means of interview, and questionnaire in order to get precise information with regarding to the project management practices and project management process groups.

3.2.1.2 Secondary Sources of Data

The secondary source of data for this research was collected through the inspection of all available documents (published and unpublished) and various sources which is relevance to the research topic such as; government reports, directives, Journal articles, previous research papers, books, internet, and other related documents.

3.3. Research Design

The research design used is a descriptive type in nature which describes the particular project management practices within Plan International Ethiopia.

The descriptive research portrays the characteristics of the project management practice within the organization accurately. Since, descriptive studies are concerned with describing the characteristics of a particular individual, situation or group. The primary purpose is a description of the state of affairs as it exists at present, and they include surveys and fact-findings of different kinds. Descriptive studies are concerned with specific predictions, with the narration of facts and characteristics concerning the situation (Kothari, 2004).

3.3.1. Target Population

The population of the research comprises employees of Plan international Ethiopia who directly involved in projects. The target population is comprised of project managers, project coordinators, project members, and project support staff within the organization. The target population identified within the organization is found to be sixty-one employees. 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. Therefore, for this study, the target population includes employees involved in project work.

For the purpose of this study, the researcher used census survey for the project employees as they are few in number, including all the project coordinator, project manager, project members and support staffs. According to (Parker, 2011), in a census survey every participant has an opportunity to participate which reduces the concern on accuracy. Therefore, the study conducted all the 61 respondents from the employees involved in project office.

3.4. Data collection instrument

3.4.1. Structured Questionnaires

A questionnaire is simply a tool for collecting and recording information about a particular issue of interest (Adams et al., 2007). Therefore, the study questionnaires mainly had a list of questions, clear instructions, and space for answers or administrative details. All prepared questionnaires were related to the objectives of the research, and they clarified the findings of the study.

3.4.2. Semi-Structured Interview

For the purpose of obtaining first-hand qualitative information, an interview was applied appropriately. Interviews provide in-depth information pertaining to participants' experiences and viewpoints of a particular topic (Turner, 2010).

Moreover, the interviewer overcome resistances of the respondents, samples was controlled more effectively non-response generally remains very low and interviews are a frequent and important part of empirical research in political science due to the fact that quantification of ideas in the political studies believed was not created the understanding of the process (Tadele, 2017).

3.5. Validity and Reliability

The validity of the research was secured by using different appropriate and proven methods in scientific research. First, the researcher used different data collection methods, and also the interview and survey questions were derived, and some adopted from the literature review with the consultation of the advisor. The data & research instrument used by the researcher was checked for unclear, obscure and ineffective questions by the advisor. Also, the effectiveness of the instrument towards addressing the objective of the research was evaluated and approved by the advisor. The reliability of the research was secured by performing a statistical test by using SPSS version 26. The analysis resulted in an overall Cronbach alpha value of 0.954, which is generally considered acceptable, implying that the questions have high internal consistency.

The scale reliability of the questionnaire instrument is presented in table 3.1 below. As shown in the table below the Cronbach alpha coefficient for the items under evaluation is greater than 0.7, therefore its reliability is statistically acceptable this implies that the data collected by the questionnaire can be used for further analysis.

Table 3. 1: Scale Reliability Result

Variables	Cronbach's alpha coefficient	No of Items	Scale
Project Initiation	0.761	2	1-5
Project Planning	0.906	12	1-5
Project Execution	0.878	8	1-5
Project Monitor & control	0.891	10	1-5
Project Closure	0.886	2	1-5
Overall Reliability	0.954	34	

Source: Field Survey, 2020

3.6. Data Analysis and Interpretation

For the purpose of achieving the objectives of the study, the data which was gathered through the different techniques was analyzed and interpreted qualitatively and quantitatively. The data collected by the research first was processed by using processing operations of editing (the process of examining the collected raw data to detect errors, omissions & correct these when possible), coding, classification and tabulation.

The quantitative data collected was descriptively analyzed by using SPSS software version 26. The quantitative data is presented by using frequencies, means, percentile and bar charts. Qualitative data collected was analyzed by using narrative analysis. The qualitative data is presented by transcription with logical and deductive narratives integrated with the descriptive findings to help understand those results.

3.7. Ethical Consideration

In the course of this study, all requirements of the selected organization and the research procedures was properly adhered. All the scientific evidence and supporting documents was consulted and acknowledged. All the participants in this study are appropriate and was informed about the purpose of the research and their consent was secured before the commencement of the data gathering process. The researcher was also informing the subject that their response was only for the purpose of the study. In addition, the researcher was assured the respondents that their identity and that of their organizations. Confidential issues were kept confidential.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter of the research illustrates the result of the field work conducted by the researcher. It is prepared based on the research questions. The data was gathered exclusively from questionnaire, interview, and document analysis. The results are obtained from questionnaires survey distributed among Plan international Ethiopia staff members. The obtained data were analyzed by using statistical package for social sciences (SPSS version 26) software. Descriptive statistics such as mean, frequency, standard deviation and percentage were employed to describe the results. Also, tables, pie charts and bar charts were used to present the data.

4.2 Response rate

The total distributed questionnaires for customers were 61 from which 53 questionnaires were properly filled and returned which represented 86.88% response rate of return. which is assumed to be enough to do further analysis. Also, an interview was conducted with the Plan International Ethiopia project, program & system management process executive officer and bureau of development program executive officer.

Table 4.1: Questionnaires Response rate

Questionnaire	Frequency	Percentage
Distributed	61	100
Responded	53	86.88

Source: Field Survey, 2022

4.3. Demographic Data

In order to provide the demographic information and composition of the population under study, the respondents were asked about their gender, age, education level, years of experience in the organization, position in the organization and if they had previous project management training or education.

Table 4.2: Background of the Respondents

Gender Profile					
Valid	Male	Frequency	Percent (%)	Valid (%)	Cumulative (%)
		44	83.0	83.0	83.0
	Female	9	17.0	17.0	100.0
	Total	53	100.0	100.0	
Age Profile					
Valid		Frequency	Percent (%)	Valid (%)	Cumulative (%)
	Less than 30	4	7.5	7.5	7.5
	31-40	30	56.6	56.6	56.6
	41-50	14	26.4	26.4	26.4
	Above 50	5	9.4	9.4	100.0
	Total	53	100.0	100.0	

Source: Field survey,2022

As shown in the table above with respect to gender of the respondents 44(83%) were males and the remaining 9(17%) were females. This implies more of the respondents were male respondents. The study survey reveals that, Males are more engaged than females in the study area.

The result illustrates that four respondents (7.5%) is below the age of 30, 30 respondents (56.6%) are between the age of 31 and 40, 14 respondents (26.4%) are between the age of 41 and 50 and 5 (9.4%) respondents are above the age of 50. As we can see from the result, the field survey included a more mature audience and that majority of the respondents were the age ranging between 31-40 which covers about 58.49 % of the total population.

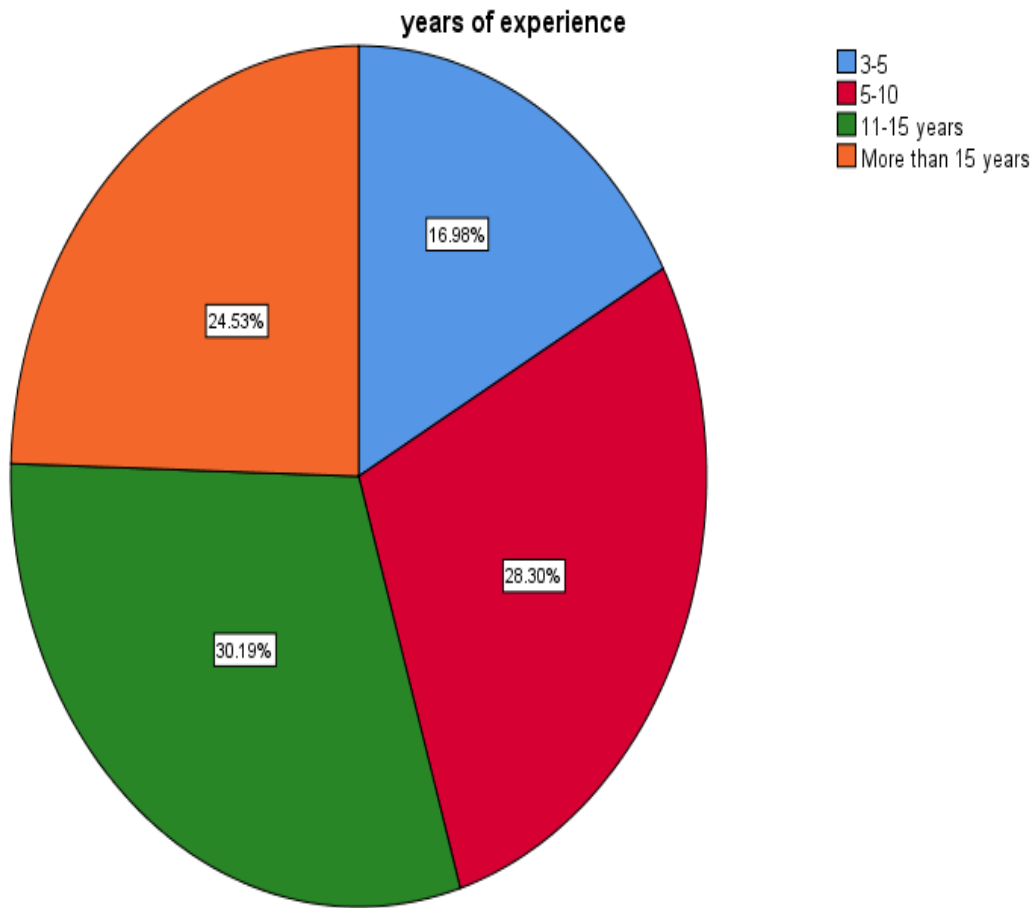
Table 4. 3: Respondents Educational Background & project management training

Educational background	Frequency	Valid Percentage (%)	Cumulative percentage (%)
PhD	0	0	0
MA/MSc	31	58.5	58.5
BA/BSc	22	41.5	100.00
Diploma	0	100.00	100.00
High school complete	0	100.00	100.00
Total	53	100.00	
Project management training	Frequency	Valid Percentage (%)	Cumulative Percentage (%)
Yes	48	90.6	90.6
No	5	9.4	100.00
Total	53	100	

Source: Field Survey,2022

Table 4.3 presents the educational and project management training background of the respondents who participated in the study. As shown in the table, 58.5% of the respondents have a master’s (MA/MSc) degree education, and the other 41.5% have a bachelor degree (BA/BSc) education. Moreover, 90.6% of the respondents have project management training ranging from 3 weeks to 2 and half years. The educational background and project management training experience suggests that the respondents would understand and interpret the research instrument and offer reliable information.

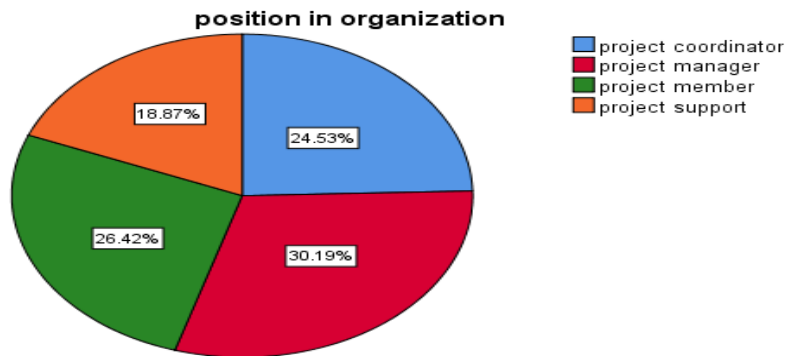
Figure 4. 1: Professional Experience



Source: Field Survey,2022

From the above figure, we can see that majority of the respondents have more than ten years' experience where 30.19% of the respondent has 11 to 15 years' experience, and 24.53% of the respondents have more than 15 years' experience. The other 28.30% of the respondents have 5 to 10 years of experience, and 16.98% have 3 to 5 years of experience. The findings show that the majority of the respondents are well experienced in working in the organization and implying that they have good understanding of the project management practice within the organization.

Figure 4. 2: Respondents Profile by position within the organization



Source: Field Survey, 2022

As it can be observed from the above figure 4.2, the survey collected data from employees that are directly involved in project work. The majorities (30.19%) of the respondents are project managers, and the others are project members (26.42%), project coordinators (24.53%) and project support (18.87%)

4.4. Project Management Practices

4.4.1. General project management issues

General project management issue questions were raised to the respondents such as major challenges of the projects within the organization, project success rate within the organization from the employee's perspective, etc.

Table 4. 4: General Project Management Issues

Project Management Issues		Frequency	Valid Percentage (%)
Is there a separate project management department in your organization?	Yes	42	79.25
	No	11	20.75
	Total	53	100
Is there a project management training access in the organization?	Yes	39	73.59
	No	14	26.41
	Total	53	100

Source: Field Survey, 2022

The table above shows results for general project management issues in the organization. Respondents were asked if there was a project management department in the organization, and 79.25% replied yes and the remaining No. From the interviews conducted, it was found that there is a project management department in the organization and were called program department by the employees in the organization, the department oversees the implementation of project management practices within the organization and also seeks out improvements in the current project management practice being exercised within the organization.

The result shows that majority of the respondents are aware that there is a project management office within the organization. The respondents were also asked if there is a project management training access within the organization, and 73.59% replied yes by further describing that they have attended once, yearly or semi-annually. The responses show that Plan International Ethiopia is incisive to apply project management practice within its organization by increasing its employee’s capabilities towards project management.

Table 4. 5: Major Project challenges in the organization (Multiple Response Set Result)

Major Challenges to the Projects in the Organization		Frequencies	Percentage (%)
Internal	Lack of Clarity in the scope of the Project	19	12.58
	Time, Cost and Quality	40	26.49
	Resources	19	12.58

	Policies and Procedures	14	9.27
External	Organizational Culture	22	14.56
	Government	16	10.59
	Environment	21	13.90
	Total	151	100

Source: Field Survey, 2022

Table 4.5 shows respondents' multiple responses set regarding the major challenges of the projects within the organization. Majority of the respondents responded that the challenges mainly faced from internal issues, primarily time, cost, and quality, resource issues and also lack of Clarity in the scope of the Project. From the external ones, organizational culture and the environment have been identified as a major challenge. Also, the interview results indicate the same outcome as described above according to the response given by project, program department officer resource and environmental problems are identified as major challenges within the organization.

Figure 4. 3: Respondents opinions on project success rate in relation to project management within the organization



Source: Field Survey, 2022

The figure above presents the perception of the respondents regarding the success rate of projects within the organization. According to the finding, 54.7 % of the respondents believe projects within their organization are very successful; 35.8 % of the respondents think the success rate is successful. In comparison, 9.4 % of the respondents assume it is fairly successful.

According to the project management office, the project success rate within the organization was evaluated, and the result presented that there is 86-91% success rate. These show consistency with the result from the survey implying that the perception of the respondents is correct.

4.4.2. Project Management Process Groups

Following the profile identification and general project management issues, respondents were asked about their experiences in project management practices. Mainly to what extent the organization practiced the project management processes under each project management process groups.

By using a Likert scale, respondents were asked to rate each parameter as follows: 1 strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree.

The respondent’s responses were analyzed using mean scores together with standard deviations and percentages to assess the project management practices. The mean value specifies to what degree the sample group averagely agrees or disagrees with the statement. Accordingly, as the mean value is lower, the more respondents disagree, and as the mean value is higher, the more respondents agree. The interpretation of the mean percentage scores was adopted from (Ali, 2010), as shown in Table 4.6 below. It was adopted to describe the level of project management method, processes or processes groups being practiced.

Table 4. 6: Interpretation of percentage mean values

Range of mean values	Range of percentage mean values	Range of mean values
Less than 2.50	Less than 50%	Very low
2.50 – 3.20	50 – 64%	Low
3.25 – 3.95	65 – 79%	Moderate
4.00 – 4.45	80 – 89%	High
4.50 – 5.00	90 – 100%	Very high

Source: (Ali, 2010)

4.4.2.1. Project Initiation Process group

The study wanted to find out the extent to which the project initiation process group was implemented in Plan International Ethiopia. The respondents were asked to indicate the extent to which they agree with the statement concerning project initiation. Accordingly, the results are presented in the table below.

Table 4. 7: Project Initiation Practice Result

Project Initiation Activities	Mean	Standard Deviation	Percentage Mean (%)	PM practice level
There was appropriate preparation of "Project Charter" which describes scope, objectives, time, budget, and risks.	4.09	0.295	80.9	High
Every stakeholder that affects the project is identified	3.45	0.932	69	Moderate
Overall average value	3.77	0.612	74.95	Moderate

Source: Field Survey, 2022

Table 4.7 shows that project initiation practices within the organization to be moderate with an overall mean of 3.7 and a standard deviation of 0.612. Processes presented under this processes group are rated at a high and moderate level with identifying stakeholders showing a slight decrease in mean value compared to the preparation of project charter.

The interview result indicates the same as the survey found were the respondents replied that this process group is exercised at high and moderate level where the initiation documents are prepared, the stakeholders are identified, and also the project manager is assigned at this stage of the project.

4.4.2.2. Project Planning Process group

The study sought to determine the degree to which project planning process group was applied in Plan International Ethiopia. The respondents were asked to specify the degree to which they agree with the statement in relation to project planning. Hence the results are presented in the table 4.8 below.

Table 4. 8: Project Planning Practice Result

Project Planning Activities	Mean	Standard Deviation	Percentage Mean (%)	PM practice level
There were preparations of detailed project plan that describes how to implement the project.	4.45	1.048	89	High
The requirements needed for the project are collected and the scope of the project is defined thoroughly	3.66	0.783	73.5	Moderate
All the activities of the project are defined and documented	3.45	1.030	69	Moderate
By using the above defined activities, a work breakdown structure (WBS) is created	3.25	1.072	64.8	Moderate
A clear project organization is defined showing how the project will be organized	3.57	0.888	71.2	Moderate
The resource needed for the project is	3.64	0.922	72	Moderate

estimated (the team resource, the bill of quantity is developed)				
The project activities defined are sequenced, their activity duration is estimated and their schedule is developed & documented (by using critical path method or any other method)	3.34	0.999	66.6	Moderate
The total cost needed to perform the project work is estimated and a project budget is developed that will help determine the cost baseline against which project performance can be monitored and controlled.	4.34	1.091	88.1	High
The risks that will affect the project are identified, then assessed and an appropriate risk response plan highlighting how to respond when the risk occurs is prepared for the project.	3.57	0.844	71.3	Moderate
The quality targets for the project are identified. The quality plan is developed to monitor the quality of the outputs and to identify actions that will be used to achieve the required quality.	3.66	0.960	73.4	Moderate
The procurement plan is prepared appropriately and also a clear term of references are prepared for tendering documents.	3.72	0.948	74	Moderate
There was appropriate preparation of communication plan for all related parties in the project.	4.49	1.085	90	Very high
Overall average value	3.761	0.975	75.2	Moderate

Source: Field Survey, 2022

The result from table 4.8 specifies that the project management planning practice is at a moderate level with 3.761 mean score and 0.975 standard deviation. From the table above preparation of communication plan have rated at a very high level with mean value of 4.49(90%) and 1.085 standard deviations. Also detailed project plan and development of total cost and project budget planning activities are rated high. The preparation of a comprehensive project plan is ranked high, with a mean of 4.45 (89%) and a standard deviation of 1.048. Also, the development of total cost and budget of the project was rated high with a mean score of 4.34 (88.1%) and 1.091 standard deviations. On the other hand, preparing a risk plan is rated at a moderate level with a mean value of 3.57 (71.3%) and 0.844 standard deviations and moderate mean values.

The interview finding further consolidates the above survey results. According to the interview responses, there is a good culture of planning practice within the organization they try to perform many of the processes under this process group but the planning activities like preparing risk, procurement and quality plans are given less attention compared to the others.

4.4.2.3. Project Execution Process group

The study wanted to find out the level to which project Execution process group was executed in the organization. By using Likert scale respondents were asked to rate each parameter under the project execution as follows: 1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree. Thus, the results are presented in the table 4.9 below.

Table 4. 9: Project Execution Practice Result

Project Execution Activities	Mean	Standard Deviation	Percentage Mean (%)	PM practice level
The project work is directed and effectively managed according to the project management plan	3.55	0.911	71	Moderate
There was effective communication between project stakeholder and project progress was reviewed frequently by the customer	3.72	0.907	74.2	Moderate
The resources needed for the project are acquired and managed accordingly	3.79	0.661	75.3	Moderate
The project team is developed and managed	3.89	0.847	77	Moderate
The risks encountered are dealt with and treated according to the risk response plan	3.92	0.997	78.2	Moderate
Effective management and performing quality assurance	4.19	0.395	82.1	Moderate
The procurement is conducted and effective management of the bidding process	3.34	1.126	66.1	Moderate
Effective management of communication according to the communication plan among all relevant parties	3.70	1.085	74	Moderate
Overall average value	3.721	0.866	74.73	Moderate

Source: Field Survey, 2022

Table 4.9 shows that the project execution resulted in an overall mean of 3.721 (74.73%) and standard deviation of 0.866, which indicates a moderate project management practice level. The management and performance of quality assurance activity have a higher mean score than the other processes; this is because of the ISO 9001 quality management system employed within the organization. Conduct of procurement and effective management of bidding in this process group is also rated low with a mean of 3.34 and 66.1%.

In this process group all rated moderate, with managing project according to the project plan and conducting procurement plan project activities resulted in lower mean scores than the others.

From the interview conducted, it was founded that during the execution stage, the project manager is given enough freedom and has a directive role. The project manager is overseen by the team leader and the functional sub-process department.

This process group, as described by the respondents, is characterized by conflict between the project manager and the functional manager and is also affected by different external factors.

4.4.2.4. Project Monitoring and Controlling Process group

The study required to find out the extent to which project Monitoring and controlling process group was implemented in Plan International Ethiopia. The respondents were asked to specify the extent to which they agree with the statement in relation to project monitoring and controlling.

Therefore, the results are presented in the table below.

Table 4. 10: Project Monitoring & Controlling Practice Result

Project Monitoring & Controlling Activities	Mean	Standard Deviation	Percentage Mean (%)	PM practice level
Monitoring and controlling the entire project work	3.45	1.011	69	Moderate
There were effective management and integrated control of changes that arise during the implementation of the project.	3.49	0.973	69.8	Moderate
Controlling changes and also the scope so that the project is completed within the defined scope	3.89	0.847	78	Moderate
Effective Control of the project resources	3.68	0.996	73.6	Moderate
Effective controlling the project schedule so that it does not exceed the time constraint	3.69	1.082	74.6	Moderate
Appropriate control of project costs so that it does not exceed the cost constraint	3.62	1.103	72.4	Moderate
Monitoring for documented risk and new risks	3.89	0.927	78	Moderate
performing quality control so that it does not become below the stated quality targets	3.84	0.984	76.8	Moderate
Administer the procurements according to the contracts	3.96	1.037	79.4	Moderate

Monitor and control the communication	3.92	0.937	78.7	Moderate
Overall average value	3.74	0.989	75	Moderate

Source: Field Survey, 2022

The above table shows that project monitoring and controlling practice is rated at a moderate level, with a mean score of 3.74 and 75%. Some of the project activities under this process group, for instance, Monitoring and controlling the entire project, effective management and integrated control of changes that arise during the implementation of the project, Effective control of project resources, appropriate control of project cost has fewer mean scores of 3.45 (69%), 3.49 (69.8%), 3.62 (72.4%) respectively. Surprisingly, all the activities under this process group are rated at a moderate level. Besides monitoring and controlling the entire project effective control of project schedule and appropriate control of project cost.

The interview resulted in different findings that support the survey results listed above. During the interview, the respondents responded that projects have some challenges with monitoring and controlling projects, project schedule and cost of the project.

The interview also founded that the projects in the organization are continuously monitored. The project manager report's the project status every week to the respective team leaders and sub-process executive officers. Also, the project management office monitors the status of all the projects in the organization quarterly by sending professionals to the project location. The professionals evaluate the projects based on the checklist provided by the project management office. From the results, it can be seen that the organization is well accomplishing monitoring and controlling practices.

4.4.2.5. Project Closure Process group

The study sought to determine the degree to which project closure process group was practiced within the organization. Therefore, by using Likert scale respondents were asked to rate each parameter under the project process group as follows: 1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree. Accordingly, the results are presented in the table 4.11 below.

Table 4. 11: Project Closure Practice Result (Source: Field Survey, 2022)

Project Closure Activities	Mean	Standard Deviation	Percentage Mean (%)	PM practice level
Evaluation of the project and determining the level of achievement of the objectives of the project and its success and lessons learned.	3.62	0.985	72.4	Moderate
Proper dissemination of the lessons learned from the projects and documentation and archival of all	3.62	1.078	72.4	Moderate

documentation for projects after their completion.				
Overall average value	3.62	1.031	72.4	Moderate

Table 4.11 specifies that the project closure process group, project management practice level is rated moderate. Project closure process group resulted in a mean value of 3.62, a standard deviation of 1.031 and 72.4% mean level. Both the activities under this process group are rated at moderate level. Evaluation of the project activity and dissemination & documentation of lesson learned process have the same mean value 3.62 resulted moderate level project management practice.

The interview findings imply that the organization is doing great in documentation. During project closure documentation of lesson learned differs from project to project, and there is continuous process of documentation process that does not depend on the project manager or coordinator who is in charge of the project.

4.5. Assessing the Project Management Practices within Plan international Ethiopia

According to the findings in the previous section, we can say that project management practices within Plan international Ethiopia range at moderate level. In the future if plan international keeps the progress in best application of project management practices the level will turn from moderate to high level. The table below illustrates the overall project management practice level within the organization.

Table 4. 12: Project Process Group Aggregate Result

Project Process Groups	Mean	Standard deviation	Percentage Mean (%)	PM practice level
Project Initiation	3.77	0.613	74.95	Moderate
Project Planning	3.76	0.972	75.2	Moderate
Project Execution	3.72	0.866	74.73	Moderate
Project Monitor and control	2.987	0.989	75	Moderate
Project Closure	3.62	1.078	72.4	Moderate
Overall average value	3.57	0.9036	74.45	Moderate

Source: Field Survey, 2022

As shown in table 4.12, the overall project management practice within the organization is rated to be moderate with a mean value of 3.57, a standard deviation of 0.9036 and a 74.45 percentage mean.

4.5.1 Discussion of the results

As shown in the above table, the project initiation and execution practice within the organization is better than the other process groups. Project closure process group has low implementation level compared to initiation and execution even though all the five process groups are rated at moderate level but there is some difference in their percentage value.

Regarding to project planning process there is low implementation practice level on preparing risk plan, project organization, defined activities like creating work break down structure. This is because activities like management of projects according to the project plan, management of risk, quality plan and procurements have low mean scores. This finding agreed with (Temesgen, 2013), stated that the project activities defined and planned during the planning stage are not consistently applied to all projects implemented.

Based on the results illustrated in the above table in monitoring and controlling process project schedule, control of project resource has low mean values. Therefore, the finding agrees with that of (Karlsson, 2011) result that the project control is not prioritized within the organization.

The result also specifies that execution and project closure practice have a 74.73% and 72.4% level which is lower than that of the planning and Monitoring and control practices. The reason for this is that many of the execution activities are done well, but the above result shows that conduct of procurement and effective management of bidding, directing the project work effectively managed according to the project management plan have low mean values.

Generally, the result shows that Plan international Ethiopia have a moderate project management practice level. Also, the process groups planning, monitor & control, initiation, execution, and closure are exercised in a descending level respectively. Moreover, findings of the research agreed with those of (Ayalew, 2016), and (Karlsson, 2011) who acknowledged that the level of practice of variables such as risk, procurement, cost, and time to be insufficient.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the summary of the major findings of the data analysis. Based on the finding's conclusions will be drawn about the project management practice within Plan international Ethiopia. The recommendations that can help to improve the project management practice within the organization are presented. Finally, the suggestions by the researcher for future studies are discussed.

5.2. Summary of Major Findings

The research aimed to assess the project management practice in Plan International Ethiopia Addis Ababa regional office. Based on the analysis of the results obtained, the major findings are:

The general objective of this study was to assess the project management practices in Plan international Ethiopia Addis Ababa regional office: To accomplish the main objective of this study, the study specifically focused on: assess the level of project management practice in Plan international Ethiopia Addis Ababa regional office based on the five project management process groups.

- The organization has a project management office that has adopted a combined PMI (PMBOK) and prince2 standards and practices integrated with ISO 9001 quality management system. But the practice is not being exercised at every level within the organization.
- The organization also has a training department that gives project management training at semi-annually.
- Regarding major challenges, results identified that problems related to time, cost, resource and external issues as significant challenges faced by the projects within the organization.

- The project initiation practice within the organization is rated at a moderate level where the activities under this process group are rated at high & moderate.
- The project planning practice within the organization is rated at a moderate level where activities such as preparation of communication plan, detailed project plan and development of total cost and project budget planning activities is being performed at a high level. In contrast, preparing a risk plan is rated at a moderate with low mean value.
- The project execution process group is rated at a moderate level where the conduct of procurement and effective management related activities are being practiced better than activities related to Directing the project work effectively, conduct of procurement and effective management of bidding.
- The monitor and control practice are rated at a moderate level where the monitoring activities are implemented to a better extent than the controlling activities. The above finding showed that the project control practice is not prioritized within the organization.
- The project closure practice is rated at a moderate level where the implementation of the two activities under this process group is good. Moreover, the result showed that the organization have a great documentation and lesson learned dissemination behaviour.

Generally, the overall assessment of the practice within Plan international Ethiopia Addis Ababa regional office resulted in a moderate level of score on the defined scale.

5.3. Conclusion

The principal objective of the study was to assess the project management practice in Plan international Ethiopia based on the five process groups defined. The study used both quantitative and qualitative methods by obtaining data from the field using a questionnaire and semi-structured interview and carrying out a comprehensive review of the relevant literature.

The assessment of the project management practice in Plan international Ethiopia Addis Ababa regional office revealed that the initiation, planning, monitor and control, and execution practices are practiced at moderate level. Accordingly, the level of project planning practice is found to be higher than the other process groups in the organization. Also, the monitor and control practice are found at moderate level, while the project closure process group categorized under moderate level but it has the lowest percentage in the aggregate results.

The study also identified the gaps within the project management practice of Plan international Ethiopia. Thus, the level of application of activities related to risk, procurement, cost, and time, needs a little improvement. Moreover, the level of practice of activities related to project control is inadequate, implying that project control is not prioritized within the organization.

Generally, the study discovered that the level of project management practice in Plan international Ethiopia Addis Ababa regional office in terms of performing the activities under each process group to be moderate. Also, the result of this research and information obtained from the literature reviewed showed that there is a gap within the project management practices of Plan international Ethiopia. So, to fill the gaps within the practice, the researcher recommends that activities related to risk, procurement, cost, and time, and controlling practice to be given more considerable attention during the implementation of projects within the organization.

Finally, it has been understood that, the practice of project process groups in line with management knowledge areas would have helped the project to be more effective.

5.4. Recommendations

In order to improve the project management practice within Plan international Ethiopia, the following possible recommendations are provided by the researcher:

- As a civil society organization, Plan international should create an awareness program on project management for its close partners (beneficiaries, government and other different stakeholders) by providing short term training, workshops and sharing its experience with project management standards and practices. It will help provide a common understanding between the involved parties and increase compliance between the parties while implementing project management practices.
- Plan international should give emphasis on project control like monitoring.
- Project activities related to risk, procurement, cost and time, should be given more considerable attention during the implementation of each process groups within the organization, which led to make unnecessary decisions and delay on the project.
- The project management office must keep up the continuous and consistent documentation process.
- The project management office must ensure that the project management standard and practices are applied at all levels within the organization.

5.5. Suggestion for Future studies

While this research was able to offer additional insight into project management practices in Plan international Ethiopia, other perspectives could be explored by further research works.

The researcher recommends for future research to include different aspects of project management like knowledge areas. Besides, further studies could be done to search and solve gaps within the current project management standard and practice adopted by Plan international Ethiopia. Moreover, more extensive research can be conducted in detail by including various parties within the Ethiopia civil society sector and civil society organizations as a whole to solve the project management problem.

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APPENDIX A:
Interview and Questionnaire



St. Mary's University

College of Business and Economics

School of Graduate studies

Master of Project Management Program

Dear Respected project managers and team members:

This interview is conducted to collect data for research on: Assessment on Project management practices in civil society organizations. In the Case of Plan International Ethiopia. The information is going to be used as primary data for this research. Therefore, your response and participation in the interview will be extremely valuable for the study. Please note that the confidentiality of your response is secured and used only for the purpose of this study.

Thank you in advance for your voluntary participation.

Kind Regards

Amanuel Ermias

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1. Were the project requirements (scope), constraints and specific schedule dates clearly identified and communicated to all stakeholders?
2. Did the project take longer than planned?
3. Do roles and responsibilities, clearly communicated to all team and stakeholders?
If not, how did you manage it? _____
4. How are the project success rates in your organization?
6. While closing a project do you document lesson learned and use them for planning other projects?
7. Did you notice early warning signs of problems that occurred in the project, and did you respond in time?
8. Were the deliverables' schedule, budget, and quality monitored closely throughout the project's life-cycle? And how?
9. In your opinion, what areas of project management do your organization needs to improve?
10. Did the project's final deliverables satisfy the needs or requirements of all stakeholders?
11. What are the major challenges you encounter while implementing projects?
12. In your opinion, what areas of project management do your organization need to improve?



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Master of Project Management Program

Dear Respected project managers and team members:

This questionnaire is conducted to collect data for research on Assessment on Project management practices in civil society organizations. In the Case of Plan International Ethiopia. The information is going to be used as primary data for this research believing that your genuine responses will contribute vastly to the quality of the findings of this study. The researcher would like to ask you to kindly complete this questionnaire, as truthfully as possible as the responses you provide will be kept confidential and will be used only for the study under consideration.

Thank you in advance for taking part in this endeavor.

Kind Regards

Amanuel Ermias

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Direction

- No need of writing your name;
- Put the “X” mark on your choice;
- If you cannot get any satisfying choice among the given alternatives, you can write your answer, in the space provided for the option;
- For the open-ended items, give brief answers in the space provided.

Part I: Demographic characteristics and general background of the respondents

1. Sex:

Male Female

2. Age:

Below 31-40 41-50 Above 50

3. Educational Level:

PHD MA/MSc BA/BSc Diploma High School completed

if other, please specify _____

4. Field of Specialization (The field you have studied) _____

5. Position in the organization:

Project Coordinator

Project manager

Project Member

Project support

If other, please specify _____

6. Years of Experience:

3-5 years

5-10 years

11-15 years

More than 15 years

7. Have you ever had project management training or education?

Yes

No

8. If your answer to the question number (7) is yes, what is the duration of the training or education

(In years)? _____

Part II. General Issues

1. Is there a separate project management department in your organization?

Yes

No

2. Which of the following do you think are major challenges to the Projects in your organization? (You can choose more than one)

Internal

Lack of clarity in the scope of the project

Time, cost, and quality

Resources

Policies and procedures

External

Organizational culture

Government

Environment

3. Is there project management training access in the organization?

Yes

No

4. If your answer to question number (3) is yes, how often?

A. Monthly

B. Quarterly

C. Semi-annually

D. Yearly

E. Once

5. What do you think is your organization's project management practice in terms of project success?

A. Very successful

B. Successful

C. Fairly Successful

D. Not Successful

Part III: Questions related to the five process groups of Project Management (Initiation, Planning, Execution, Monitor & Control, and Closure) according to the PMBOK and ISO 21500 (guidance on project management) Based on your experience of project management in your organization, please respond to what extents do you think the following factors listed under each project management process groups are being practiced in your organization.

Direction: - 5) Strongly agree 4) Agree 3) Neutral 2) Disagree 1) Strongly disagree

No.	Project Initiation	5	4	3	2	1
1	There was appropriate preparation of the "Project Charter" which describes the scope, objectives, time, budget, and risks.					
2	Every stakeholder that affects the project is identified					
2. Project planning						
	indicator	5	4	3	2	1
1.	There were preparations of a detailed project plan that describe how to implement the project.					
2.	The requirements needed for the project are collected and the scope of the project is defined thoroughly					
3.	All the activities of the project are defined and documented					
4.	By using the above-defined activities a work breakdown structure (WBS) is created					
5.	A clear project organization is defined as showing how the project will be organized					
6.	The resource needed for the project is estimated (the team resource, the bill of quantity is developed)					
7.	The project activities defined are sequenced, their activity duration is estimated and their schedule is developed & documented (by					

	using the critical path method or any other method)					
8.	The total cost needed to perform the project work is estimated and a project budget is developed that will help determine the cost baseline against which project performance can be monitored and controlled.					
9.	The risks that will affect the project are identified, then assessed and an appropriate risk response plan highlighting how to respond when the risk occurs is prepared for the project.					
10.	The quality targets for the project are identified. The quality plan is developed to monitor the quality of the outputs and to identify actions that will be used to achieve the required quality.					
11.	The procurement plan is prepared appropriately and also a clear term of references is prepared for tendering documents.					
12.	There was appropriate preparation of a communication plan for all related parties in the project.					
3. Project Execution						
No.	indicator	5	4	3	2	1
1.	The project work is directed and effectively managed according to the project management plan					

2.	There was effective communication between project stakeholders and project progress was reviewed frequently					
3.	The resources needed for the project are acquired and managed accordingly					
4.	The project team is developed and managed					
5.	The risks encountered are dealt with and treated according to the risk response plan					
6.	Effective management and performing quality assurance					
7.	The procurement is conducted and effective management of the bidding process					
8.	Effective management of communication according to the communication plan among all relevant parties					

4. Project Monitoring & Controlling

No.	indicator	5	4	3	2	1
1.	Monitoring and controlling the entire project work					
2.	There was effective management and integrated control of changes that arise during the implementation of the project.					
3.	Controlling changes and also the scope so that the project is completed within the defined scope					

4.	Effective Control of the project resources					
5.	Effective controlling the project schedule so that it does not exceed the time constraint					
6.	Appropriate control of project costs so that it does not exceed the cost constraint					
7.	Monitoring for documented risks and new risks					
8.	performing quality control so that it does not become below the stated quality targets					
9.	Administer the procurements according to the contracts					
10.	Monitor and control the communication					

5. Project Closure

No.	indicator	5	4	3	2	1
1.	Evaluation of the project and determining the level of achievement of the objectives of the project and its success and lessons learned.					
2.	Proper dissemination of the lessons learned from the projects and documentation and archival of all documentation for projects after their completion.					

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If you have an opinion on other factors, please describe them;

❖ -----
❖ -----
❖ -----
❖ -----
❖ -----

***** *Thank you for your Time******

