

ST MARY UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MASTER'S PROGRAM IN PROJECT MANAGEMENT



ANALYSIS OF PROJECT MANAGEMENT PRACTICES
OF WORLD BANK FINANCED PROJECTS IN THE
CASE OF MOJO DRY PORT

BY
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JULY 2023
ADDIS ABEBA, ETHIOPIA

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BY

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ID Number: - SGS/0340/2014A

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School Of Graduate Studies
Master's Program in Project
Project Management Practice World Bank Project
In The Case Of Mojo Dry Port

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DECLARATION

I, Abnet Tarekegn, the undersigned declare that the thesis entitled “*Analysis of Project Management Practices Of World Bank Financed Projects in The Case Of Mojo Dry Port*” is my original work submitted for the award of Master of Art Degree in Project Management from St. Mary University at Addis Ababa and it hasn’t been presented for the award of any other degree. Under this study, fellowship of other similar titles of any other university or institution of all sources of material used for the study has been appropriately acknowledged and noticed.

Abnet Tarekegn

Signature

Date

ENDORSEMENT

This is to certify that Ms. Abnet Tarekegn has properly completed her research work entitled “*Analysis of Project Management Practices of World Bank Financed Projects in the Case of Mojo Dry Port*” with my guidance through the time. In my recommendation, her task is appropriate to be submitted as a partial fulfillment requirement for the Master of art Degree in Project Management.

Research Advisor

Temesgen Belayneh (PhD)

Signature and Date

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ABBREVIATIONS/ACRONYM

ICT	Information Communications & Technology
M&E	Monitoring & Evaluation
SPSS	Statistical Package for Social Sciences
ToC	Theory of Change
TOC	Theory of Constraints
KPMG	Klynveld Peat Marwick Goerdeler
MNP	Multinational Project
PMI	Project Management Institute
PMP	Project Management Practices
UNDP	United Nations for Development Programme

ABSTRACT

Donor-funded projects in Ethiopia have evolved from simple activities to complex integrated initiatives that require careful implementation to avoid operational failures. Despite the large number of projects implemented by the public sector in Ethiopia, many have not been effectively and efficiently executed. Some projects are struggling to maintain their relevance, while others have outright failed. This highlights the need for improved project management practices and a focus on ensuring successful implementation and long-term sustainability. There is a need to study and understand why infrastructure projects, such as the Mojo Dry Port in Ethiopia, have faced implementation challenges. Specifically, the focus should be on assessing the project management practices of the World Bank Financed Project to identify areas for improvement and address the issues that have led to project failures. This study established the role of project planning, stakeholder involvement, monitoring and risk management practices and how they associated the projects management practices. In this study, 177 questionnaires were returned at the end of the data collection although a total of 207 questionnaires were distributed to a sample of employees from targeted organizations, which gave the response rate of 86 per cent. The study concluded that while planning, monitoring, and stakeholder involvement were identified as best practices in project management, the level of risk management was found to be unsatisfactory. As a result, the study recommends that the project team should establish an integrated risk management system and utilize a project tool to aid in the implementation of risk management practices. This would help improve the overall project management practices and ensure better project execution. The project plan should align with the county's mission and vision statement, specifying the goals and objectives of the project accordingly.

Keywords: Monitoring, Project Management Practices, Project Planning, Risk Management, Stakeholders Involvement

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Project management plays a crucial role in organizational competitive strategy. In today's dynamic and competitive business environment, projects need to adapt to changing conditions. It is considered a vital competency for infrastructure development, as it connects project outcomes to their goals. Effective project management ensures the allocation of resources within cost and time constraints, while maintaining satisfactory performance and positive client relationships. Project management follows a defined set of stages, which involve identifying the work, assigning responsibilities, setting milestones, obtaining approvals, and monitoring and evaluating progress.

Project management involves carrying out various tasks that encompass the stages of initiation and planning, execution, monitoring and control, and closing. The successful implementation of projects requires meeting the constraints of risk, time, scope, budget, firm resources, and quality. Companies are increasingly investing resources in projects, such as developing new products, improving processes, and introducing new services. However, research indicates that many of these projects face challenges in meeting cost and time constraints, as well as failing to meet customer expectations and goals.

Project management vital constructs include the incorporation of planning, risk assessment, evaluation, monitoring, and engagement of stakeholders in the stages of project management. Projects Monitoring and Evaluation of have progressively turned out to be key functions as projects grow to be complex and bigger. The cycle to monitor and evaluate comprise of a plan; executing the plan; checking and recording the results; report the results, the parameters planned and variations; and make corrections with respect to the variations (Project Management Institute, 2017). Faith (2020) demonstrated that 58 % of 1400 worldwide officials gave priority to strong discipline in project management for future development. Stakeholders are people or firms, such as proprietors, sponsors, organizations that perform, or the general population, who

are effectively engaged with the project or whose interests might be emphatically or adversely influenced by the project implementation success.

According to a KPMG report, African cities with over one million populations require over \$100 billion for basic infrastructure. However, the continent faces issues like cost overruns, construction delays, and bureaucratic obstacles. Project mismanagement and poor performance are common, hindering development. Landlocked countries struggle with importing goods, but conducting customs procedures at the first port of call on foreign territory, as done in Djibouti for Ethiopia, can alleviate these challenges. Improving infrastructure and streamlining customs procedures are vital for promoting trade and development in Africa.

The World Bank invested \$150 million in the Trade Logistics Project for Ethiopia to enhance the Modjo dry port facilities and strengthen the Ethio-Djibouti trade corridor. However, the expansion project has not been fully implemented as promised, with key components and facilities missing. This has impacted the project's ability to facilitate regional trade effectively. Efforts should be made to address these issues and ensure the necessary infrastructure is provided.

Research on practice of Project Management by Melat (2022) in Ethiopia, on the project management practice in Ethiopia have revealed the causes of overruns for delay and cost in Nigerian construction projects. Lack of coordination in management of airport infrastructure project management practices has challenging problems. This is due to the fact that the project system is enormous and convoluted with numerous players that are various organizations and it is hard to coordinate all of them along with all the items that need to be delivered. Studies by Maghanga (2019) acknowledged the communication role in success of African projects. We are all aware of the issues on management of African project, because number of factors such as Corruption, bad government and inadequate capacity for (project) administration have been described as silent murders of African ventures and development (Moyo, 2017).

The project realization in accomplishing its objectives is reinforced by the varied factors collaboration that if examined and administered poorly could lead to projects smashing as well as project obstruction from achieving the purposes set all over the prompting creation the non-performing project. The project execution also needs the activities carried out in order to obey with the project management program. This comprised organizing people and resources in line

with the project management strategy, as well as incorporating and executing the work in progress (Omwaka & Wanyoike 2016). Management practices contribute to the coordination and management of resources so that resources perform any function necessary to complete the project in the designated environment, time and costs. For example, stakeholder involvement occupy various areas in the cycle of the project and at various stages of the society and have many unique ways within a series of project inputs, initial expectations of the project, sharing of the project information, consulting, making decisions, corporations empowering each other (Maghanga, 2019).

The practice of planning before implementation is known to have successful project performance outcomes and is among of the practices significant in management of project. It was indicated that those projects that had comprehensive planning were likely to achieve project-desired goals. It also advocated that sustainability is most effective when there is participatory planning and participation of various stakeholders in the planning process and in self-assessment for their needs; own priorities and objectives is a source of energy for project continuity (Melat, 2022).

Clear project objectives and stakeholder involvement are crucial for project success and continuity. Risk management involves identifying, analyzing, and responding to risks, including legal, technical, environmental, cultural, social, and political factors. Monitoring and evaluation help identify challenges, their causes, and suggest resolutions to improve project performance. Managers of project have a duty to define and effectively manage risks (Ocharo, 2018). Monitoring and evaluation may help in recognizing and defining challenges as well as causes and suggesting possible resolutions. M&E can have a strong influence on the success of the project, as insufficient information is available on it (Omwaka & Wanyoike 2016). Monitoring and evaluation play a vital role in project management, including infrastructure development projects like the Modjo Dry Port project in Ethiopia. A key aspect is the development of a monitoring and evaluation (M&E) strategy that guides the entire process. This study aims to review and analyze the project management practices employed in the Modjo Dry Port project.

1.2. Statement of the Problem

One of the major challenges in completing infrastructure projects on time and within budget is the inability to effectively handle unexpected changes. This occurs when project management

teams are unable to anticipate and address problems in advance. To mitigate this risk, it is crucial to employ predictability and deterministic modelling of risk and development scenarios. However, this approach alone is insufficient. The key to successful public infrastructure project management lies in having access to accurate information and maintaining visibility throughout the project lifecycle. By having a comprehensive understanding of the project's progress and potential challenges, project managers can make informed decisions and take proactive measures to ensure successful outcomes.

Investment decisions must be of a strategic nature, aligned with national, provincial or municipal strategic objectives (Melat, 2021). The failure of such projects brings with it serious negative socio-economic impact to the project beneficiaries. The major concern regarding infrastructure program in the developing world is that they do not address the larger socio-economic challenges hence, not being sustainable. Even though, the application of project management practices in Africa shows positive project outcomes, the PMPs usage has been largely low. The low uptake of PMPs has been attributed to; lack of skills and capacity to handle large projects, project delays and budget overruns poor stakeholder involvement and lack of proper M&E frameworks (KPMG, 2021).

The expansion project of the Modjo Dry Port in Ethiopia has encountered obstacles, including a setback in obtaining a \$25 million loan from the World Bank. Despite a previous \$150 million loan approved in 2017, the project was only assigned to the China Civil Engineering Construction Corporation (CCECC) in July. The project, referred to as the "Modjo Green Logistics Hub," has experienced delays, resulting in increased costs and the need for additional financing. The completion date has been revised to November 2024 due to sluggish progress. The project office faced further challenges when a German consulting company's delayed work prevented them from hiring a contractor.

According to the project office, 41 pc of the work has been completed. Preliminary interviews with some project members this study assured that it's there is lack of project management practices awareness and it has confirmed that this project is hardly completed on time, within cost, quality and material specifications. Consequently, increased implementation of the project management delivery system is a way to avoid such ills that have pervaded economic

development programs for logistics infrastructure development in the country. They also advised as dry port efficiency in Ethiopia is a matter of survival to the logistics industry.

The Government of Ethiopia (GOE) has expressed a commitment to promoting financial development. However, the annual report of the Ethiopian government in 2022 highlighted several reasons for unsuccessful project completion. These include inadequate project management practices such as ineffective communication of expectations, insufficient financial control and risk mitigation, lack of operational excellence, and a dearth of innovation.

This research aims to assess the project management practices of World Bank-funded public infrastructure projects in Ethiopia, specifically in the field of logistics enhancement. It addresses the gap in existing studies by focusing on the impact of project management practices and their outcomes on public organizations in Ethiopia. The goal is to provide insights into the productivity and success of project management in Ethiopian logistics infrastructure development.

1.3. Objective of the Study

1.4.1 General objective

The general objective of the study was assessing:-

The project management practices of the World Bank Financed Projects particularly in the case of Mojo Dry Port

1.4.2 Specific Objectives

In achieving the above overall objective, this study attempts the following specific objectives.

- I. To describe the project stakeholder's involvement practice in the World Bank Financed Project particularly in the case of Mojo Dry Port
- II. To identify the project planning practices in the World Bank Financed Project particularly in the case of Mojo Dry Port
- III. To examine the project risk management practices in the World Bank Financed Project particularly in the case of Mojo Dry Port

- IV. To identify the project monitoring and evaluation practices in the World Bank Financed Project particularly in the case of Mojo Dry Port

1.4. Research Questions

1. How does project management get practiced under the World Bank Financed Project, particularly in the case of Mojo Dry Port?

This study also attempted to answer the following key research questions.

- I. What does the project stakeholder's involvement practice in the World Bank Financed Project particularly in the case of Mojo Dry Port?
- II. What does the project planning practices in the World Bank Financed Project particularly in the case of Mojo Dry Port?
- III. What does the project risk management practices in the World Bank Financed Project particularly in the case of Mojo Dry Port?
- IV. What does the project monitoring and evaluation practices in the World Bank Financed Project particularly in the case of Mojo Dry Port

1.5. Significant of the Study

The purpose of this research is to determine the extent and strength of project management practices in the World Bank Financing project in Modjo Dry Port Project. As a result, it raises awareness of the project's management process and practices in infrastructure development program. It also aims to identify the understanding difficulty in project management practice. This study might offer useful insights to the government department and transport economic actors like customs and logistics dedicated to infrastructure development on the priorities' funding to the management aspects that are much major and challenging to make sure the projects' success. The findings might also sensitize the infrastructure and logistics project leadership on the practices of management to employ so as to enhance performance of their projects.

To the management of Ethiopian Shipping & Logistics Service Enterprise (ESLSE) who manages the dry ports, the study produces empirical information on the project management and dry port infrastructure project enhancements which may be applied to reinforce project evaluation and project performance policy in the authority. It is trustworthy that the study

proposes professional actions that could improve the utilization of project management practices to advance improved performance of infrastructure projects in Ethiopia.

The findings are also expected to increase and make a fundamental change in project management performs as far as the use of project practices in various transport facilities infrastructure constructions. To the Federal government, the study may help policy makers to create better strategies through the use of project management practices to advance mega infrastructure project performance in the country. By so undertaking, the study helps to connect project management theory to practice in infrastructure development and other extra-large projects.

The body of knowledge, the study helps cover literature gaps on the extent to which project management practices inspirations logistics and transport infrastructure projects in the construction sector of a developing country like Ethiopia. To the researcher, the study enhances his knowledge in considerate project management practices and performance and also be a partial fulfillment of the award of a Master in Project Management. The findings might be useful in advancing knowledge on the subject area and therefore form a foundation for further studies from the findings of this particular study.

1.6. Scope of the Study

The scope of the study included the content, geographical and time scope. This study tried to assess the practice of project management in the World Bank Financed Project particularly in the case of Mojo Dry Port. The study was confined to analyzing project management practices in the case of Mojo Dry Port. It also include involvement of stakeholder, project planning, management of risk and monitoring and evaluation. The study try to find information from staff of the World Bank Financed Project particularly in the case of Mojo Dry Port comprising of project managers, project coordinators, quality control officers, government officials and beneficiary representatives.

In order to achieve the goal of this study, descriptive research design approach was used. Descriptive survey helps to have general understanding of the problem by studying the status of the problem. To answer these research questions descriptive survey research type was used and the data was collected through questionnaire and unstructured interview. The data obtained

through these tools were organized and analyzed using quantitative, percentage and mean, and qualitative, narrative, techniques. The study was focused on the period from 2017 - 2022. This was the period between the awards of contracts to the expected completion time of the World Bank Financed Project particularly in the case of Mojo Dry Port. The study was conducted at Modjo and Addis Ababa particularly in Ethiopian Shipping & Logistics Service Enterprise (ESLSE).

1.7. Organization of the Study

This study has five major sectors divided by chapter. The first chapter introduces the topic, study area and gives out the outline of the study, it also described the aim of the study, the objectives and gives insight on the questions the researcher is researching. Subsequently, literature review which gives general background information on monitoring and evaluation and looks at what other scholars have done in this sector and since the study in specifically on World Bank financed project in the case of mojo dry port. Chapter three is followed and it looks at methods of data presentation and analysis and Chapter four deals with the analysis of the data collected and linked to the theoretical framework. Finally, chapter five make conclusions from the analysis and gives recommendations and finally suggestions of further areas of study in this field.

CHAPTER - TWO

RELATED LITERATURE REVIEW

Introduction

This section of the study presents a review of the literature related to the study concepts and the research objectives. The literature review in this study has been done by a careful consideration of the works that have been done by other scholars regarding the variables in the study, that is, project management practices of Projects, a case of Modjo Port. In this chapter, the important gaps in the literature that the study intends to fill are given.

2.1 Theoretical Literature Review

2.1.1 Concepts and Definition

This chapter explains the concept of the definition of project management practices, its project elements, project management systems and its importance to project management. As the purpose for a commercial business is to make profit, it also presents one of the most cited frameworks for organizational project management practices (Moyo, 2017).

2.1.1 Concept and Definitions of Project and Project Management

Several authors and references have defined project in different ways highlighting its different aspects. Project Management is defined in many ways, but in spite of the variation in its description, there seems to be a consensus on the basic understanding of what Project Management is mentioned to Project Management as a comprehensive management of all phases of a project ranging from its conception to completion and finally commissioning. It was basically defined Project Management as the act of planning, scheduling and controlling non-repetitive complex activities to reach predetermined goals and objectives of the project (Lawani, 2018). In the same vein, Faith (2020) states the aim of Project Management to be planning, organising and controlling of all activities to achieve successful completion of the project despite the difficulties and risks. It was acknowledged Project Management as a highly specialized sub division of management, employed in all areas of production, business and government. He defined it as the realization of a project's objective through planning and controlling resources

allocated to the project and at the same time creating constructive relationships whilst managing people involved in the project. PMI (2017), defined Project Management as the application of knowledge, skills, tools and techniques to project undertakings to meet project requirements, with this being accomplished through the use of processes: initiating, planning, executing, controlling and closing.

Stephen (2018) describes projects as a unique process, involving of a set of coordinated and controlled activities with start and finish dates, undertaken to attain an objective conforming to specific requirements, comprising constraints of time, cost and resources. Similarly, a project is well-defined as a sequence of unique, complex, and linked activities having one objective that must be accomplished by a specific time, within budget, and according to specification. This can be distinguished from a routine set of activities or daily operations which are intended to be continuous process without a planned end. It leads to understand that projects are also considered by over-all characteristics such as the purpose, life cycle, uniqueness, interdependencies and conflict. In general, project Management is a way of managing change while understanding the needs of stakeholders and it describes the activities and tasks that are performed within a specified time, surrounded by uncertainties that are used to initiate or develop new or existing products and services (Lawani, 2018).

Similarly, previous forms of the Project Management Institute Body of Knowledge emphasized tools and techniques such as Work Breakdown Structures (WBS), schedules and cost budgets as being critical to planning and project execution, but the PMI's PMBOK Guide, throughout the 4th, 5th and 6th editions, introduced interpersonal skills such as stakeholders' management/engagement as a new area of focus (PMI, 2017). Additionally, one could argue that the difference in perception is also as a result of the respective authors' background, (for example, it focuses on building and construction) or, it could be due to the evolution of management processes based on contemporary organisational complexities. It was mentioned to this evolution as the 'management of projects' where emphasis is not only on planning, control and monitoring, which he referred to as a narrow view of the Project Management discipline, but on a broader holistic perspective that focuses on the entire organisation and people. By the same token, it was stated that this approach to viewing Project Management facilitates performance goals and their successful management, which is in response to the dynamic business and social

environments. However, it is recognized that both approaches complement each other such that the former (narrow perspective) lies within the latter (broad perspective) (Lawani, 2018). (See Table 2.2)

Table 1 Project Management Perspectives

Project Management	Narrow Perspective	Broad Perspective
Approach	Focuses on activity that facilitates project analysis once requirements have been established.	Focuses on the organisation in its entirety
Process	Execution-only or Delivery oriented	Holistic process of managing projects from early stages of conception.
Administration	Application of tools and techniques to meet project requirements.	Application of management systems while focusing on context.
Unit of Analysis	Project as an execution management	Project as an organisational entity

Source: Lawani, (2018)

Project management is planning, organization, monitoring and control of all aspects of project, with motivation of all encompassed to realize project goals on safe manner, within established schedule, budget and performance criteria. It is the use of detailed knowledge, skills, tools and techniques to deliver something of value to people. The development of software for an improved business process, the construction of a building, the relief effort after a natural disaster, the expansion of sales into a new geographic market—these are all examples of projects (Bhanu, Sai & Kiran, 2017). Kerzner (2017) also stated that project management can mean different

things to different people. It is the use of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria within agreed parameters. Project management has final deliverables that are constrained to a finite timescale and budget. A key issue that distinguishes project management from just 'management' is that it has this final deliverable and a finite timespan, unlike management which is an on-going process. Because of this a project professional needs a wide range of skills; often technical skills, and certainly people management skills and good business awareness.

Reasonably repeatedly, people misinterpret the concept because they have on-going projects within their organization and feel that they are using project management to control these activities. In such a circumstance, its appropriate definition can be understood as project management is the art of creating the illusion that any outcome is the result of a series of predetermined, deliberate acts when, in fact, it was dumb luck. This leads to understand from the definition of project management; it is the planning, organizing, directing, and controlling of organization resources for a relatively short-term objective that has been established to complete specific goals and objectives. Besides, project management exploits the systems approach to management by having functional personnel (Iram & Sherani, 2016). So that Bhanu et al., (2017) defined a project as a distinctive investment of resources to achieve specific objectives, such as the production of goods or services, in order to make a profit or to provide a service for a community. A project is an irretrievable change with a life cycle and defined start and completion dates. While the project manager is dominant to the process of project management, s/he is only as good as the project team s/he leads. A project has a defined scope, is constrained by limited resource, involves many people with different skill and, usually progressively elaborated throughout its life cycle (Stanleigh, 2007). Projects really have a very specific definition. If a set of tasks or work to be done does not meet the strict definition, then it cannot be called a project. A project is a sequence of unique, complex, and connected activities having one goal or purpose and that must be completed by a specific time, within budget, and according to specification (Stephen, 2018). Therefore, it might be an underestimation to propound that the success or otherwise of a project depends solely on the project manager. In addition, it has a work scope that can be considered into definable tasks, has a budget. It is possible to require the use of multiple resources. Several of these resources may be scarce and may have to be shared

with others. It may require the establishment of a special organization, or the crossing of traditional organizational boundaries (Frefer, Mahmoud, Haleema & Almamlook, 2018).

Kerzner (2017) stated that a project can be reflected to be any series of undertakings and tasks that require a specific objective to be completed within certain specifications, need defined start and end dates, have funding limits (if related), consume human and nonhuman resources (i.e., money, people, equipment) and are multifunctional (i.e., cut across several functional lines) to understand project management. After summarizing those definitions assumed above, this study defines a project as a temporary undertaking (that has definite beginning and end time) take on following specific cycle of initiation, definition, planning, execution and close to generate a unique product, service, or result through novel organization and coordination of human, material and financial resources, (PMI, 2017).

Project management deals mostly with coordinating resources and managing people and change. In general, managing a project contains identifying requirements, establishing clear and achievable objectives, balancing the competing demands for quality, scope, time and cost; adapting specifications, plans, and approach to the different concerns and expectations of the various stakeholders (Bhanu, et al., 2017).. The core knowledge areas of project management are identified as scope, time, cost, risk, quality, human resources, communications, and procurement and integration management. Each knowledge area is composed of processes that are expected to be addressed to attain the objective of the knowledge areas. In addition, significant project management processes are recognized for the knowledge areas. Management of projects is accomplished through the use of these processes but not all process is meant to be performed consistently in the management of all projects (PMI, 2017).

The application and integration of modern management and project management knowledge, skills, tools and techniques to the overall planning, directing, coordinating, monitoring and control of all dimensions of a project from its inception to completion, and the motivation of all those involved to produce the product, service or result of the project on time, within authorized cost, and to the required quality and requirement, and to the satisfaction of participants (Frefer et al., 2018). Project management is a method and a set of techniques based on the accepted principles of management used for planning, estimating, and controlling work activities to reach a desired end result on time—within budget and in line with specification.

2.1.2 Theories related to Project Management

2.1.2.1 Theory of Planning

Theory of planning is well-defined as the application of scientific methods in policy making. The approach makes a difference between Theory in planning (substantive theory) which helps planners to understand their area of concern and Theory of planning (procedural theory) which helps planners understand themselves and their operating methods. It is also distinguished the theory in planning and theory of planning are both needed for effective planning. The theory of planning follows three main stages: Conceptualization where there is a managerial part and an effector part in the project, the primary function of the managerial part is planning and the primary function of the effector part is to translate the resultant plan into action. The second is principles which entail the current state of the world, the desired goal state and the allowable transformations of state that can be achieved by actions, a series of actions from where a plan can be deduced. The plan is translated into reality by the effector part of the organization. Finally, the assumptions which are: translating a plan into action is a simple process, by following directions and the internal planning of a task is a matter of the person to whom the task has been assigned. Planning should therefore focus on structuring the environment to contribute to purposeful acting. The look-ahead planning aims at alignment of plan and situation. It represents the tasks in the plan, while Can represents those tasks that realistically will be possible to start in the situation (Catherine & Caleb, 2019). Therefore, look-ahead planning subscribes to the view of human action as situated - a foundational assumption of managing-as organizing, while also acknowledging the significance of plans for action, as advocated by managing, as planning.

2.1.2.2 Stakeholder Theory

It thoroughly covers the various stakeholders involved in project implementation such as donors, researchers, management and even the ultimate users of the project. Stakeholder's Theory argues that every legitimate person or group participating in the activities of a firm or organization, do so obtain benefits, and that the priority of the interest of all legitimate stakeholders is not self-evident (Frefer et al., 2018). Stakeholder Theory pays equal credence to both internal and

external stakeholders; employees, managers and owners as well as financiers, customers, suppliers, governments, community and special interest groups. User involvement enhances economic cohesion as they recognize the value of working in partnership with each other and organizations. Accordingly, this theory is significant as it also explains how these elements influence successful implementation and performance of the projects by Non-Governmental Organizations. It is on this basis that this study is founded similarly on this theory. It is significant to involve beneficiaries in projects activities from the start.

2.1.2.3 Theory of Change

The theory of change provides a basis of defining how and why a program or intervention will work. It is a theory-based approach to planning, implementing or evaluating change at an individual, organizational or community level. Theory of Change originated as an evaluation tool, and as such it explains the pathways of change that lead to the long-term goal and the connections between activities, outputs and outcomes that occur at each step along the way. The clarity of purposes, results, and strategies that Theory of Change delivers sharpens interventions and evaluation designs and strengthens the ability of practitioners to take credit for outcomes that were predicted in their theory. One aspect that stands out in the theory of change is its innovation in bringing out the distinction between the desired outcome and the real outcomes before deciding on types of intervention to get the expected output (Catherine & Caleb, 2019).

This theory is useful for this study as policy makers often make policies without being clear about the impact and the assumptions which underpin the activities required achieving the policy. Without careful consideration and planning, activities can be performed without bringing about the intended change. The theory of change is a tool used to develop milestones and targets while showing a logical process of how activities lead to impact. It, further, demonstrates the series of assumptions and links identifying the presumed relationships and has great relevance to planning and coordination. As a monitoring tool Theory of Change helps organizations ask important questions about their work. It can strengthen partnerships, support organizational development, and facilitate communication. The theory of change can reinforce the broader goals of a policy, program or project in terms of promoting collaboration and engagement among key stakeholders. It identifies the implementation of activities intended to achieve these outcomes- and helps to guide choices about when and how to measure those elements. Theory of change is

helpful to not only measure outcomes but also to understand the role of the project and other factors in contributing to outcomes.

2.1.3 Project Management Practices

Project management practices refer to the science of planning, designing, and managing activities and help the project team to overcome the challenges throughout the project lifecycle processes. Project management practices have become a management tool which is applied to achieve optimal performance in project implementation. Some of the project management practices include; project planning, procurement, project monitoring, risk management, Peoples participations, budget monitoring, project completion and commissioning, Technology used, User Training, and post-project monitoring (Catherine & Caleb, 2019).

Project management practice can be used in project based organizations as well as in business organizations. According to Kerzner (2017), effective project management practices confirm that the project would meet not only key technical objectives (budget, time and quality) but also the needs of stakeholders. It also ensures that the project fulfills the requirements for which it was initiated. On contrary, unsuccessful project management practice would lead to project failure. The use of the best project management practices leads to added business value, greater benefit realization, and better benefits management activities. Project management practices are required to ensure project success and project management delivers several tangible and intangible benefits to organizations for example, tangible benefits, such as better financial ratio of return on investment and intangible benefits, such as corporate culture, organization efficiency, and client satisfaction. Ocharo & Kimutai (2018) stated that the project management practices are those essential issues characteristic in the project, which must be sustained in order for team work to take place in an efficient and effective manner. They need day to day attention and operate through the life of the project. It is stimulating to find out whether project managers in any sector are aware of the project management practices and how the factors under their control impact on the outcomes. The project management practices which are apparently influence by the theoretical approaches and models developed by various academics, practitioners and professional institutions are challenged. Substantial issue observed from project management is

that the nature of project has transform because of the large scale, uncertainty, and huge cost, several stakeholders' involvement in project and increase interests in project benefits. This advances the inquiry does project management practice really enhance tangible benefits to organization. Precisely, if there is a need to ask the crucial question regarding salient issue in project management, the question is related to projects failures without achieving the project objectives (Abdulrahman & Oluwasoye, 2016).

2.1.4 World Bank Funded Projects

World Bank funded projects have a project life spanning over many years, involving large capital outlay, generating unbalanced cash outlay and generally involving complex contractual agreements. The situation is more compounded by the ever increasing environmental instability which is caused by such issues as, changing economic and financial situations, unstable political environment and changing regulatory framework. The World Bank funds well designed and approved projects which are expected to result in benefits to the intended users or produce the desired goals for unforeseeable future. Incorporating sustainability into project design would result in a win-win situation for both project beneficiaries, financiers and other stakeholders. The World Bank promotes long-term economic development and poverty reduction in developing countries. This is done by providing technical and financial support to assist countries reform particular sectors or implement specific projects. World Bank funded projects implementation period ranges from one year to eight years. Given that sustainability is continuation of project benefits for a reasonable period of time after project completion, the present study chose a 12 year period to cover the sustainability period. International development projects typically last from three to ten years, but the funding can be up to ten years (Paul, 2015).

2.1.5 World Bank Project Cycle

The project cycle is the framework used by the World Bank ('the Bank') to design, prepare, implement, and supervise projects. In practice, the Bank and the Borrower work closely throughout the project cycle, although they have different roles and responsibilities. The World Bank project cycle includes six-stages: identification, preparation, appraisal, negotiation/approval, implementation and completion/validation and evaluation. The task of

identifying and proposing projects for World Bank financing lies mainly with the Borrower (Charles & Robin, 2014).

Fig 2.1 World Bank Project Cycle



Source: World Bank, (2023)

The Borrower and the World Bank Group (WBG) produce a Country Partnership Framework (CPF) to identify the country’s main priorities for ending extreme poverty and promoting shared prosperity. Used in conjunction with a Systematic Country Diagnostic (SCD), the CPF is a key tool that guides the WBG’s partnership and support for a Borrower’s development program. For further information, click on the WBG Directive and Guidance. The borrower is responsible for the project preparation phase, which includes conducting technical, economic, social and environmental assessments and preparing feasibility studies, engineering and technical designs, among others. Most Borrowers typically contract with consultants and private sector firms for goods, works and services, as needed, during this phase and later during the project’s implementation phase. During preparation, the Borrower and the Bank team also give attention to other important concerns including citizen engagement, gender, climate change, fraud and corruption, and grievance redress mechanisms. Beneficiaries and stakeholders are also consulted during this phase to ensure the project considers their needs. In addition to providing financing,

the World Bank serves as a vehicle for global knowledge transfer and technical assistance and generally takes an advisory role and offers analysis and advice during this phase. The Bank team supports the Borrower in developing the project design, identifying implementation arrangements, and conducting various reviews and studies. The Bank assesses the relevant capacity of the implementing agencies at this point to reach agreement with the Borrower on arrangements for overall project management, such as the systems required for financial management, procurement, environmental and social risk management, reporting, and monitoring and evaluation. Appraisal gives the Borrower an opportunity to review the project design in detail and resolve any outstanding questions. The Borrower and the Bank review the work done during the identification and preparation phases and confirm the expected project outcomes, intended beneficiaries, application of ESF requirements (for IPF) and evaluation tools for monitoring progress. Once all project details are negotiated and accepted by the Borrower and the Bank, the Bank team finalizes the Project Appraisal Document (for IPF), the Program Appraisal Document (for PforR) or the Program Document (for DPF), along with other financial and legal documents, for submission to the Bank's Board of Executive Directors for consideration and approval. Project implementation is the responsibility of the Borrower, while the Bank's role is to provide effective implementation support to improve results, help manage risks, and increase institutional development. The implementing agency reports regularly on project progress and results. When a project is completed and closed at the end of the loan disbursement period, the World Bank, with input from the Borrower and other stakeholders, compiles an Implementation Completion and Results Report, which evaluates the project's outcomes; challenges, and lessons learned to determine what additional measures are needed to sustain the benefits derived from the project. The Independent Evaluation Group (IEG) evaluates the development effectiveness of the World Bank Group. IEG is independent of the Management of the World Bank Group and reports directly to the Executive Board. IEG conducts different types of evaluation, validation, and synthesis exercises (World Bank, 2023).

2.1.6 Project Stakeholder's Involvement Practice

People's participation which calls for community or the public involvement especially groups with interest with the implemented project. The level of people participation and the partnership bolster decides if a project winds up, built up, how rapidly and effectively it merges, and how it

reacts and adjusts to address evolving issues (Abdulrahman & Oluwasoye, 2016). The role of senior leadership in shaping project organization is fundamental. Project managers must focus on key challenges areas while implementing knowledge areas. Implementation of project management practices in the project depends on the existing organizational culture, which directly influences the project organization. Role of senior leadership, effectiveness of PMO, human resource management factors, PM training, poor adoption of PM standards, and triple constraints are some of the important challenges that can occur while implementing best practices (Montequin, Cousillas, Alvarez & Villanueva, 2016). In the case of initiating a project most often points to the problems related to the lack of identification of stakeholders, communication needs and their sources, and inadequate communication with key stakeholders. During the planning phase of the project difficulties arise due to the lack of planned communication in the project, selective communication of plan to stakeholders and lack of commitment of key stakeholders (Paul, 2015). Project stakeholder management comprises the processes required to recognize the people, groups, or organizations that could impact or be impacted by the project, to analyse stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution (Mesganaw, 2019). Because of the large number of different activities that are carried out at an airport, there are different stakeholders in a construction project. It is dangerous for project success to identify the stakeholders early in the project or phase and to analyze their levels of interest, their individual expectations, as well as their importance and influence (PMI 2017).

2.1.7 Project Planning

It which entails defining the activities, scheduling, sequencing tasks, quantities and quality analysis, mobilizing all the resources that ought to be utilized as a part of a period staged way. Project Plan contains detailed breakdown of exercises, undertakings, process and procedure of project implementation (Catherine and Caleb, 2019). Procurement involves the strategy used to decide how goods, services and works will be identified, delivered and realized in an organization. Procurement supports the organization missions by securing the good and services required. Institution and government have been keen to ensure there is effective procurement system and all procurement policies have been implemented. Provisions on electronic

procurement or rules governing privately financed projects have received attention by project management and have been applied to ensure successful project implementation (Montequin et al., 2016). Firehiwot (2019) summarized project management challenges included government policies, insufficient funds, withdrawal by donors, shortage of foreign exchange, inappropriate contract conditions, political priorities, poverty, socio-cultural conditions, corruption, and low institutional and human capacity are considered to be the major factors behind the poor performance of projects. Project management practice depends a lot on forecasting in planning for the projects and the organization. This could stem serious threat to the success of the project and that of the organization. It therefore significant that costing of the projects is as precise as possible before the project begins.

2.1.8 Project Monitoring and Evaluation Practices

Project monitoring is an arrangement for observing and assessment which is drilled in project administration to strengthen powerful activities, suggestion, and trigger restorative activities. Project Monitoring and assessment show project consistence with models and all other required parameters in project implementation. Technology and Innovation stays exceptionally basic in project administration because of increment in project many-sided quality and shortage of lab or and human capital with the important specialized aptitudes (Crawford et al., 2006). As per Mesganaw, (2019) there have been critical needs for the improvement utilization of innovation where programming is utilized amid execution of project due to reforms of nature, new developments, overwhelming documentation and the unwinding of exchange directions, which have brought about an exceptionally focused commercial centre. Project administration is a key advantage for governments and associations and they should ensure training on new technology is done and encourage the work team to work through coordinating PM instruments and strategies into training.

2.1.9 Project Risk Management Practices

Risk management is a management practice which out to be exhausted in any project management. Route course and mitigation measures should be established and addressed by the organization and project management team. The accomplishment of a project would typically be

estimated by the degree to which the foreordained targets set by the Client are achieved; the achievements come with risk which should be addressed. The challenges facing the implementation of projects in this sector include: the long lead times, high costs in the development of energy infrastructure and inadequate specialized skills and tools required for planning and forecasting energy needs. There is need for a radical rethink of the process of project planning and implementation to increase the chances of successful project implementation. The major challenges of project management are to accomplish all of the aims and objectives of the project while at the same time mitigating the constraints of the projects (Firehiwot, 2019). It is commented that the scope, time, cost and quality of being the major project constraints. The human resource need of project management is the biggest challenge of project management practice and it is the human resource that plan and execute the project, and ensuring that project teams are competent enough to successfully manage the project to exceed stakeholders' expectation is crucial. Every project has different human resources needs with different skills. Most time it is difficult to get the right employees on the project and this staffing problem may therefore have several implications on the success of the project (Mesganaw, 2019).

2.2 Empirical Literature Review

2.2.1 Studies related to Project Management Practices

Catherine and Caleb (2019) investigated the extent to which project management practices influence implementation of donor funded projects in Nakuru County. The main objective was to establish the influence of project management practices specifically project planning, stakeholder involvement; schedule management and monitoring & evaluation. The study found out that project management practices notably: Project Planning, Stakeholder Involvement, Schedule Management and Monitoring and Evaluation had significant influence on the implementation of the project. The study established that the factors in the study accounted for a combined 75.4% of the total variation in implementation of the project. The study concluded that project management practices had an impact in the implementation of the project.

Paul (2015) investigated the determinants of sustainability of World Bank funded projects in Kenya, with the specific objectives being: to determine the institutional, technical, political and

economic factors that influence sustainability of World Bank funded projects in Kenya. The study adopted both cross-sectional and explanatory research designs. The targeted projects were all projects funded between the years 2000 and 2012, the period was considered appropriate because, typically, international development projects last from three to ten years. The study targeted 65 respondents of which 51 successfully filled and returned the questionnaires. The respondents comprised of project managers and project monitoring and evaluation officials from implementing organization and officials from the National Treasury in charge of monitoring the donor funded projects in Kenya. Data was collected by use of structured and semi structured questionnaire then analyzed using both descriptive and inferential statistics to determine the effect of economic, institutional, technical and political factors on the sustainability of World Bank funded projects in Kenya. The results of the study established that the coefficients of institutional and technical factors were significant and thus these factors determine project sustainability while the coefficients of economic and political factors were found not to be significant at 5 percent level.

Lawani (2018) observed that various components have been identified as being a hindrance to the development of Project Management Practice in African developing countries. However, the reductionist approach applied in these investigations means that components were defined in terms of a singular aspect in relation to the organisation. Such a singular focus on the challenges of developing Project Management Practice has not been sufficient to guarantee a properly developed Project Management system in these contexts. Consequently, Systems Thinking theory is used as the basis for this study in order to explore and explain the causal relationship of components impacting on Project Management Practice in construction government organisations.

A Critical Realism methodology is the philosophical approach adopted for this research, which is underpinned by the use of qualitative methods to explore existing mechanisms. Semi-structured interviews were the primary source of data, while secondary methods (literature review) served a crucial role in verifying the findings from the interview data. The study uncovered the significance of structure and agency on Project Management Practice development in Nigerian government construction organisations. It reveals how the External Environment, Governance,

Middle Management and Project Execution systems interact to influence Project Management Practice. Another significant finding is the autopoietic nature of the Middle Management system, which demonstrates the capability of organising, reproducing and maintaining itself. Identification of this feature indicates that the middle managers in Nigerian government construction organisations have a relatively important role to play in influencing the development of Project Management Practice.

The developed framework highlights the relevance of the different systems towards the development of Project Management Practice in Nigerian government construction organisations. It reveals that, the Project Execution System is impacted upon by several elements within the External Environment, Middle Management System and the Governance System; the Middle Management System is influenced only by elements within the Governance System; the Governance System is influenced only by elements within the External Environment, and the External Environment is influenced by elements within the Governance and Project Execution Systems.

Stephen (2018) studied in project failure and challenges of project management in Ghana. This study identified challenges as lack of proper planning is one of a challenge factor that inhibits the successful completion of projects. The study aimed to investigate the influence of project management practices on the implementation of projects in Nairobi City County, Kenya. The study's specific objectives were to examine how stakeholder participation, leadership support, communication and resource allocation influenced project implementation. The study was anchored by stakeholder theory, resource based view theory and cybernetics theory. The study adopted a descriptive research design. The study established a positive and significant relationship between stakeholder participation, leadership support, communication and resource allocation and project implementation. The study concludes that community participation during implementation of projects is a vital as it leads to better outcomes for all stakeholders, stakeholder ownership and lower project costs. Leadership support is considered one of the critical success factors in project implementation; effective executive involvement can significantly improve project success.

Peter and Rosemary (2018) studied and find out where the project managers in Machakos fail and especially how they practice project management as government projects have changed from a simple activity to complex integrated activities which must be smartly implemented to ensure they don't fail on operation. Despite many project implemented by Machakos County, most of them have not been effectively and efficiently implemented, others are struggling to remain relevant and the remaining have been abandoned or failed.. The specific objectives were to establish the role of project planning, stakeholder participation, technology, monitoring and evaluation and how they influence the implementation of government projects in Machakos County Government. A population of 128 projects implemented by the County Government of Machakos was targeted. The researcher instrument was questionnaire used for primary data and information collection from the population. The study found out that coefficient of correlation R was 0.857 and indication of strong positive correlation between the variables. The study conclude that project planning, stakeholder participation, monitoring and evaluation and technology significantly influenced implementation of government funded projects in Machakos County.

2.2.2 Specific Empirical Studies

Project Planning and Project Implementation

As indicated by Lawani (2018) study on project planning in public project implementation, breakdown of works and administrations required; process, a calendar of the arranged procedure, implementation and culmination dates for every one of the procedures should be well planned since project planning is essential and significant in project implementation. The study recommended that all public organizations and governments should strengthen mechanisms and planning tools and ensure there is no gap when implementing projects. According to Catherine and Caleb (2019), on a study to determine timely completion of projects in Kenya, the project arranging advantages must be accomplished with solid responsibility and information. The researcher found the standardization of all process to enable timely completion of projects can be achieved by use of project planning tool. The planning tools enhance capacity handling and should be employed in project implementation. The study recommended that during project planning the vital elements of planning should be addressed.

Stakeholder Participation and Project Implementation

The project administrator is required to recognize project stakeholders and decide on their necessities and desires for the project executed (Ocharo, 2018). The Authors shows that effective correspondence between stakeholders would guarantee the project is actualized effectively and every single key player is on the same page and the stakeholder desires are met. The study recommend that each project manager to should establish the key stakeholders in the project and involve them in all stages in implementation. The community need should be evaluated in line with the available resources thus the project manager will be able to decide on the type of project to solve the challenging facing the people. Community involvement promotes project ownership and assumption of responsibility (Faith, 2020).

Monitoring and Evaluation and Project Implementation

A study by Firehiwot, (2019) on role monitoring and evaluation to promote good governance found that deliverables such as project plan, policies communication matrix and feedback are very significant in good governance and successful project implementation. The stakeholders rely on information submitted from M & E process to reveal project accountability and decision making. The study suggest more routing to the particular connection amongst observing and assessment in connection to effective project administration practices and implementation. Melat (2022) found how knowledge on M & E improves project performance since the project team is able to know when the project is meeting the desired output hence make correct decision on implementation. Keeping the project on truck where the project purpose and scope is maintained then Key Execution Pointers (KPIs) ought to be observed amid the existence cycle of the project.

Risk Management and Project Implementation

Misgana (2019) identified and evaluated the challenges encountered through project management practices in Ethiopian Airports Infrastructure development projects. This study utilized a descriptive research method to achieve its intended purpose. The findings of the study indicated that among the 45 challenging factors identified in the literature, participants agreed on 18 factors as significant challenges in their recent projects. Out of these, ten factors were identified as major significant challenges. These include a lack of project management skills and training, unexpected events with no effective response possible, project schedule delays, changing requirements late in the project and continuing change requests, low commitment of stakeholders towards planned projects, failure to manage expectations, poor risk management,

not obtaining stakeholder approval, low commitment of stakeholders towards planned projects, and a lack of clearly defined rules and procedures for project management.

Furthermore, the study revealed that factors within four knowledge areas, namely Project Risk Management, Project Schedule Management, Project Stakeholder Management, and Project Scope Management, were significantly challenged. This suggests that these areas require particular attention and improvement in order to address the challenges faced by organizations in project management. Additionally, the study also highlighted the significance of EnterpriseFirehiwot (2019) assessed the project management practices of Addis Ababa Water and Sewerage Authority Project Office. A descriptive case study design was adopted. The analysis was done qualitatively by relating the results with literatures and quantitatively using percentage, frequency and mean and for the mean value the researcher adopted previous literature style in order to categorize the mean value. The findings of the study revealed that among knowledge area assessment almost all of them are at low level of mean value except project quality management. In light of other knowledge areas the organization performs project quality management in a better way. The other objective was assessment of project management challenges. Lack of suitable project management methodology and lack of project management practices are the major challenges that the organization faced off during the assessment.

Befkadu (2017) inspected the application of the project management practice in public sector in Ethiopia. The study assesses project management practices according to project management knowledge areas and project management process groups. The findings reveal that Project integration, scope, time, HR, procurement, and claim are well managed in the Industry. In addition to this, Project initiation process groups and project closing process group are practiced well and consistently. On the contrary, the other knowledge areas and process groups are either poorly practiced or inconsistently applied or both throughout the Industry. It is also found that the practice of project management has significant contribution to success of Ethiopian projects.

2.3 Research Gap

This study focused on assessing the project management practices in logistics or transport infrastructure development projects. In this study, project management practice is theorized as

the practical application of project management knowledge areas. Though there are different indicated project management practices defined by different scholars, this study was benchmarking project management practices discussed in the PMBOK Guide, from the Project Management Institute (PMI, 2017).

Donor funded projects are of great interests to the donor agencies, government and the beneficiaries. Among other projects, education based projects are among the highly funded projects by both the government and donors. From the review of literature, major management gaps exist in effective implementation of such projects. From the empirical studies found, it is marked that the main focus has so far been on the role of project management practices in infrastructure development projects. Further, most of the studies like Paul (2015) done by the World Bank center more on project completion and not project management practice. Project performance rating was mainly done immediately the projects were completed and therefore could not capture factors that lead to sustainability. Therefore, the need to study the various factors and the role they play in the sustainability of World Bank funded projects in Ethiopia.

Within the focus of project management, the major idea is project execution that is inherently risky and the lack of appropriate approach to addressing these risks has led to a lot of undesirable results. However, previous studies overlooked challenges on project management practices in infrastructure development projects. For example, Melat (2022) reviewed about challenges on Project Management Practices; Omwaka & Wanyoike (2016) analysed the factors affecting the implementation of non-governmental organization projects; Ocharo & Kimutai (2018) involved in project management practices and implementation and Firehiwot (2019) studies only project management practices. Further, one study in Ethiopia by Misgana (2019) identified and evaluated the challenges encountered through project management practices.

Assessing an organization's utilization of the knowledge areas mentioned above can provide valuable insights into their project management practices. By understanding how organizations apply project management methodologies and the challenges they encounter during implementation, it becomes possible to identify areas for improvement and learn from best practices.

Regular practice of project management allows organizations to enhance their ability to handle and mitigate project challenges effectively. By capturing lessons learned and implementing best

practices, organizations can continuously improve their processes and capabilities in project management. This iterative approach helps organizations to become more efficient, reduce risks, and achieve better project outcomes.

Overall, assessing an organization's use of project management knowledge areas is essential for fostering continuous improvement and ensuring successful project execution.

2.4 Conceptual Framework

The conceptual framework of the study examined project management practices included stakeholders' involvement, planning, cost, risk, time, quality and monitoring. The PMBOK Guide defines guidelines for project management that aim to promote and expand knowledge in the field.

Fig 1.2 Conceptual Framework



Source: Adapted from Peter and Rosemary (2018), Ocharo and Kimutai (2018) and Stephen (2018)

Peter and Rosemary (2018) stated that project management practices refer to the science of planning, designing, and managing activities and help the project team to overcome the

challenges throughout the project lifecycle processes. According to them, project management practices have become a management tool which is applied to achieve optimal performance in project implementation. Some of the project management practices include; project planning, procurement, project monitoring, risk management, peoples participations, budget monitoring, project completion and commissioning, technology used, user training, and post-project monitoring. However, Catherine and Caleb (2019) has exposed the concerns of World Bank's projects and established the main project management practices that are being utilized for its implementation. According to them, the World Bank published various reviews for several projects indicating moderately sufficient results in the four key components. However, a lot of challenges and criticisms have arisen following the implementation of the project.

Therefore, the authors show that effective correspondence between stakeholders would guarantee the project is actualized effectively and every single key player is on the same page and the stakeholder desires are met. The study recommend that each project manager to should establish the key stakeholders in the project and involve them in all stages in implementation. The community need should be evaluated in line. On other hand, project planning which entails defining the activities, scheduling, sequencing tasks, quantities and quality analysis, mobilizing all the resources that ought to be utilized as a part of a period staged way (Peter & Rosemary, 2018). It is a frequently expressed concern that the information provided by monitoring and evaluation neither influence decision-making during project implementation nor planning of ongoing project development and new initiatives (Peter & Rosemary, 2018). The achievement of a project would characteristically be assessed by the degree to which the foreordained targets set by the Customer are attained; the attainments come with risk which should be solved. This therefore raises key concerns in the implementation of the dry port project specifically the analyzing of World Bank funded project practices and this study sought to establish what project management practices are being employed for its implementation.

Omwaka and Wanyoike (2016) stated that the evaluation of Project Management Practice (PMP) based on these dominant perspectives aligns with the evolution of the understanding and definition of Project Management. Accordingly, practices in Project Management have advanced from a hard and narrow approach that emphasises tools and techniques to one that is process-oriented, focusing on standardisation and, lastly, to one to that considers and incorporates skills and attributes of the project manager or professional. An integration of the different views

enables one to gain a comprehensive understanding of the practice of Project Management by providing a broader perspective of how organisations manage projects. This broad and holistic view of an organisation positions Project Management within an organization's system (Ocharo & Kimutai (2018). As a final point, it was concluded deficiencies in these theories that are underlying the project management method of PM BOK and add new theories to them. Stephen (2018) stated that its outstanding that these added theories are about concepts as uncertainty, interaction, meetings, language, informal and ambiguity as they all are human related. The most recent publication places more emphasis on the human aspects of project management, including leadership, stakeholder management, teamwork, and conflict resolution. However, these aspects have not yet been integrated into a comprehensive theoretical framework. The prevailing theory of projects is built on the assumption that tasks are discrete and bounded, with well-defined requirements and methods. The overall work can be described by breaking it down from a top-down perspective, focusing on the total transformation effort.

CHAPTER THREE

RESEARCH DESIGN AND METHODS

Introduction

This part of the study presents the research method and approach along with its sampling and data analyses methods. It also presents its primary and secondary sources, data collection methods such as questionnaire and interviews including ethical consideration and test instruments.

3.1 Description of the Study Area

This study was conducted on Modjo and Addis Ababa in Modjo Dry Port and in Ethiopian Shipping and Logistics Service Enterprise (ESLSE) head office in Addis Ababa. The city administration is a hub for international and regional organization like AU, EU, ECA, UNDP, UN and others. The research site was intentionally chosen as it is supposed that this city to be more hot spot area among the other regional cities because of current investment initiatives that are result in permanent and seasonal labor flow (Addis Ababa City Administration, 2023).

3.2 Research Design

A research design provides a framework for the collection and analysis of data (Peter & Rosemary, 2018). The study was used a descriptive survey design to analysis the project management practices in the implementation of the project. The descriptive research design was utilized to provide a detailed description of how project planning, stakeholder involvement, risk management, and monitoring and evaluation impact the implementation of the dry port project. This design aimed to observe and document these factors without any manipulation of variables. By employing this approach, the study focused on objectively describing the relationship between these elements and the successful execution of the project. This study therefore adopted this research design since it enabled the study to carry descriptive study and got deep insights into the project management practices that contribute towards implementation of the project.

3.3 Research Approach

The researcher applied quantitative approach for gathering information focusing on describing phenomena across large number of participants there by providing the possibility of summarizing characteristics across groups or relationships. This study emphasizes on measuring the level, intensity and magnitude of project management practices of the studied project. The study was more structured and results can be easily collected. Then again, this study depended on careful definition of the meaning of project management practices of dry port infrastructure project and its associated issues in project management. It employed statistical techniques to recognize over all patterns in the relations of processes and qualitative approach to gather information focuses on describing phenomena in deep comprehensive manner which are not rigorously examined or measured in terms of quantity, amount, intensity or frequency. Qualitative research is extra subjective in nature than quantitative research and involves examining and reflecting on the less tangible aspects of a research subject. Whereas, the emphasis of quantitative research is on collecting and analyzing numerical data; it concentrates on measuring the scale, range, frequency etc. of phenomena. Furthermore, mixed method integrates quantitative and qualitative data collection and analysis in a single study or a program of enquiry (Creswell, 2014).

3.4 Population and Sampling

3.4.1 Target Population

Target population refers to all the members of a hypothetical or real group of subjects, objects or individuals to whom a researcher desires to generalize the conclusions of the study (Kothari, 2014). The target population of the study was the 431 people on the population that have been issued with funds for the Modjo Dry port project in Ethiopia. The project staff of Modjo Dry Port project was the target who responded to the questionnaires. A population is the total collection of elements about which the researcher makes some inferences. The collection of all possible observations of a specified characteristic of interest is called a population while a collection of observations representing only a portion of the population is called a sample (Kothari, 2014).

3.4.2 Sample Unit

The sample unit of the study was individual's staffs who are working in the studied project.

3.4.3 Sample Frame

The sample frame is the list of elements from which a proportional sample size is selected. For the study lists of individual's Modjo Dry port project staff found and registered in March 2023 salary payroll and annual meeting was taken.

3.4.4 Population Sample Size

The researcher did not use the complete enumeration of all ideas in the population or Census inquiry though detailed result of the different parts of the population need, Therefore, out of the whole 431 individual's Modjo Dry port project staff was taken from different segments of Modjo Dry port project sampling representatives.

The researcher used the following sample size determination formula developed by Yamane Taro (1967). The formula used to calculate the sample sizes in 95% confidence level and the other $P = 0.5$ are assumed

$$n = \frac{N}{1 + N(e)^2} = \frac{431}{1 + 431(0.05)^2} = 207$$

Where:

- n: sample size required
- N: number of people on the population= 431
- e: precision desired(estimated error) =5%
- n: 207 respondents are the sample sized

Table 2 Modjo Dry port project Staffs

Source: Modjo Dry port project and Respected Originations Staffs, 2023

Staffs	Population in each Office	Proportion	Sample taken
Modjo Dry port project	237	0.480278	114
Ethiopian Shipping & Logistics Service Enterprise (ESLSE)	32	0.480278	15
World Bank Staff	34	0.480278	16
Government – Ministry of Finance and Customs Authority	128	0.480278	61
Total	431		207

3.4.5 Sampling Procedure

This study used stratified random sampling in which the selection of study respondents were done by a Probability Proportional to Size (PPS) sampling method. The number of staff to be selected randomly from each category is shown in table above. This sampling technique uses surveys or mini-surveys in which the probability of selecting a sampling unit is proportional to the size of its population. It gives a probability (i.e., random, representative) sample (Peter & Rosemary, 2018). In other verses, the number of respondents selected from each project participants and management category was based on the number of staff there. This method is very convenient when sampling units vary considerably in size because it assumes that those in larger category have the same probability of getting into the sample as those in the smaller one, and vice versa. The information concerning the number of staff in each management category is got from Modjo Dry Port Project Human Resource Establishment 2023.

3.5 Data Sources and Type

The study employed mainly primary sources of data collection. The study used mainly primary data. Primary data was collected by structured interviews and distributing questionnaires. While the secondary data information was obtained from reference books, project paper, internet.

3.6 Data Collection Instruments and Techniques (Methods)

Given the nature of the study objectives, the study intends to use a survey approach where both qualitative and quantitative data was collected mainly from project staffs, workers, Directors, Managers, M&E Officers, Project Engineers, and Station Engineers as well as supportive staffs, questionnaire survey and key informant interviews review approaches were used to enable triangulation (Creswell, 2014). First, questionnaire is one of the primary sources of data collection. The tool is designed to collect raw information or data using both open and closed ended questionnaire. It is noted that questionnaire method was valuable in collecting data from a large number of respondents. It was extracted from Lawani (2018) for Project Management Practice in Government Construction and Catherine and Caleb (2019) for World Bank funded project experiences. The questionnaire was prepared based on Likert Scale and it was self-administered based on personal and face to face communications. In this study, a five headed response rating using the Likert scale; (5. Strongly agree, 4. Agree, 3. Not sure 2. Disagree and 1. Strongly disagree) was used to ease the filling of the questionnaire. Open ended questions provided the respondents with an opportunity to give deeper understanding of the phenomena compared to the closed ended. The questionnaire was attached in the appendix.

3.6.1 Key Informant Interview

Key informant interviews according to Creswell (2014), are qualitative in-depth interviews with people who know what is going with the World Bank financed project. The purpose of key informant interviews is to collect information from twelve people-including organisational leaders, professionals, or experts -who have first-hand knowledge about World Bank financed project in mojo dry port. These World Bank and project implementation experts, with their particular knowledge and understanding, can provide insight on the nature of problems and give recommendations for solutions. Structured interview guides were designed for the experts,

finance staff, directors & managers. The interviews were conducted with Directors, Officers, Project Administrators and Engineers and supportive staffs using phone and face to face interview. This enabled the researcher to interact, probe and collect more accurate data from the respondents. One interview guide was administered to the selected groups of respondents. An interview guide was preferred to an interview schedule because it minimized response errors and places the researcher in a better position to obtain accurate and detailed information from the respondents. Moreover, it is much more flexible than an interview schedule, thereby allowing for the collection of more and deeper information than a schedule does. The standardized open-ended interview is extremely structured in terms of the wording of the questions. This open-endedness allows the participants to contribute as much detailed information as they desire and it also allows the researcher to ask probing questions as a means of follow-up. The guiding interview questions was based on the specific objectives of the study and the research hypotheses.

3.7 Data Quality Control

To ensure data quality, the study tested for both relevance of items in the data collection instruments and ability to produce consistent data. Presented in this section is a description on how validity and reliability of the instruments was ensured.

3.7.1 Validity

Validity is the extent to which the data collection strategies and instruments measure what they purport to measure. Validity can also be an assessment of whether an instrument measures what it aims to measure. Validity, in quantitative research, refers to whether the means of measurement are accurate and whether they are actually measuring what they are intended to measure (Peter & Rosemary, 2018). It is described as a final step towards improving survey results. The researcher used experts to evaluate the appropriateness of questionnaires, and a pre-test was conducted on respondents who did not be an element of this study. A pilot survey was conducted on ten respondents prior to administrating the questionnaire to the selected sample size. The pilot survey was conducted to check if the questionnaire is clear, easy to understand and straightforward to ensure that the respondents could answer the questions with no difficulty.

3.7.2 Reliability

Later data was entered in SPSS to allow running for Cronbach Alpha.

Table 3 Reliability Statistics Test Analysis

Reliability Statistics		
	Cronbach's Alpha	N of Items
Stakeholders Involvement	.910	7
Monitoring	.867	5
Planning	.898	6
Project Risk Management	.783	5
Project Management Practice	.921	10

Source: Survey Result, 2023

3.8 Data Collection Procedure

Upon the approval of the research proposal by the St Mary University, and having received an introductory letter, the researcher went to seek permission from, line head of various development projects for information before conducting the research. In addition, the researcher explained clearly the purpose of this study to the respondents so as to avoid misinterpretation and win their consent to participate in the study, so that the research study could not be mistaken for a non-academic effort. All the information gathered were handled with utmost confidentiality.

3.9 Data Processing and Analysis

The study collected both quantitative and qualitative data. The section therefore presents how the different sets of data was analysed.

3.9.1 Qualitative Data Analysis

The data was processed by clearing it and identifying gaps while still in the field (each day) in order to ensure that all questions are answered. In case of mistakes or unanswered questions, these were identified and corrected with clarity from the specific respondents. Data from interviews was transcribed from oral into written format ready for analysis. Coding of all data was done by classifying it into meaningful, exhaustive and representative categories for purposes of data presentation and analysis.

3.9.2 Quantitative Data Analysis

The data was entered and later analysed by SPSS. Quantitative data was expressed in numeric terms for analysis using a SPSS (Vs. 23). In addition to frequency distribution, tables, mean, standard deviation and other measures of central tendency were used in data analysis. The statistical programme was used in the calculation of descriptive statistics, frequency percentages, drawing of frequency tables.

3.10 Ethical Consideration

The researcher sought permission from the University authorities after having obtained a letter from the Proposal Defense Committee. And then, the study first obtained permission from Modjo Dry Port Project to collect data. They were further informed respondents that the information required is entirely for academic purposes and response to the questionnaires should be done with anonymity; respondents were also given a consent form. The consent form described the type of study being conducted, its purpose, the rights of all participants, with a particular emphasis on participant confidentiality, and the right to withdraw from the study if necessary.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents results and discussion of the study. It shows how data are presented, analyzed and interpreted and it includes a response rate and demographic profile of respondents, the result presentation and analysis of responses on in the selected project.

4.1 Response Rate

As indicated in the chapter three, the target population of the study was 207 staff of the case organization acting in Addis Ababa.

Table 4 Response Rate

Type (Strata)	Sample	Returned Questionnaire	Response Rate
Modjo Dry port project	114	97	85%
Ethiopian Shipping & Logistics Service Enterprise (ESLSE)	15	12	80%
World Bank Staff	16	14	88%
Government – Ministry of Finance and Customs Authority	61	54	89%
Total	207	177	86%

Source: Survey result, 2023

In this study, 177 questionnaires were returned at the end of the data collection although a total of 207 questionnaires were distributed to a sample of employees from targeted organizations, which gave the response rate of 86 per cent. It was rated as excellent as stated by Firehiwot (2019), a response rate of 50% is adequate for a study, 60% is good and 70% and above is excellent. Consequently, a response rate of 86% was fit and reliable for the study as shown above table.

4.2 Demographic Profile of Respondents

The demographic characteristics of the respondents include gender, age, and educational background, service years serving in the surveyed five organizations.

Table 5 Demographic Profile of Respondents

	Category	N	%
Age (in years)	Young adults (ages 18-35 years)	83	46.9
	Middle-aged adults (ages 36-55 years)	60	33.9
	Older adults (aged older than 55 years)	34	19.2
Gender	Female	76	42.9
	Male	101	57.1
Education	Diploma and below	47	26.6
	First Degree	116	65.5
	Master and above	14	7.9
Work Experience	Below 5 years	30	17.0
	6 to 10 years	49	27.8
	11 to 15 years	69	39.2
	Above 16 years	28	15.9
Level of Managerial Level	Low	83	46.9
	Medium	59	33.3
	Top	35	19.8

Source: Survey result, 2023

Before analyzing data, the background information on the staffs at different level has been shown throughout the above table. The study found that, among the 177 sampled respondents the study conducted this research on, 42.9 % of them were female and 57.1 % of the total respondents were male. The results pointed out that the two genders were adequately represented in the study since there is none which was more than the two-thirds. However, the statistics show that the male gender could be dominating the employability in logistics project implementation activities. As a result, the percentages specify an increase in the number of men engaging in project employment activities. This could be attributed to further availed employable and financial support to women through various funds hence empowering more women to engage in more project tasks and activities. The more males recorded for participated in mega projects and in this study due to the fact that women who are considered women usually work in office secretary, micro enterprises and poorest households and male work in income generating activities (Firehiwot, 2019).

The above table displays that, among 177 sampled respondents, 46.9 % of the total respondents were of age below 35 and above 18 years or there were young adults, 33.9 % of them were of age 36 to 55 years or middle-aged adults, and only 19.2 % of the respondents were older adults or aged older than 55 years. This could be reflected the study collected information from well experienced and aged people who attained knowledge in projects.

The above table displays that, among 177 sampled respondents, 26.6 % of the total respondents had diploma and below, 65.5 % of them were university first degree graduate and the remaining attended university postgraduate (masers and above). Similarly, the above table also shows that, among the selected respondents, 17 % of the sampled respondents worked in their respect organization for fewer 5 years; 27.4 % worked for 6 to 10 years and 39.2 % of them worked for more than 11 years. This depicts that majority had worked for more than six years. The study results shows that majority of the respondents had worked in the projects for a period of six years and above. In addition, long and extensive project experiences may acquire stability, may gain a lot of experience in running project activities or may feel a sense of more responsibility hence could be positively related to dry port projects.

The study found the respondents' working position, 46.9 % of the sampled respondents were worked in lower position, and 33.3 % of them worked in medium and the remaining 19.8 % of them worked in top position. In this case, top position includes specialist, senior staff and managerial position; medium level experts, junior position including associate officers and low position meant project Forman, technical maintenance and technical assistance. The study was delighted that most of the respondents were university graduated (well educated), worked in airport infrastructure projects and they were passed most of their working time in the selected project. It was believed that the sampled staffs would provide appropriate responses for the dry port projects effectively.

4.3 Response Analysis

4.3.1 Responses on Stakeholders Involvement

Stakeholders motivate performance of projects activities more aversively, thus this study requested respondents about understanding about airport infrastructure projects functions, their involvement in infrastructure projects activities and others.

This study found a grand mean a score for stakeholders participation (3.59) with .9945 SD was rated as having very good practices (See Table 6). This indicates that there is a good level of stockholder involvement in this project that contributes a higher performance for World Bank financed infrastructure projects performance.

Table 6 Respondents Responses on Stakeholders Involvement

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%	N	%
All Stakeholders have understood project activities.	23	13	12	7	14	8	88	50	40	23
The project activities are seen as a valuable resource by the stakeholders.	23	13	14	8	20	11	73	41	47	27
Project activities have met stakeholder's expectation and need.	19	11	21	12	23	13	70	40	44	25

The stakeholders are clearly identified and actively engaged in the project	24	14	17	10	16	9	76	43	44	25
The implementing agency has measures put in place to motivate stakeholder engagement	24	14	13	7	18	10	74	42	48	27
The implementing agency engages stakeholders in putting in place a process to monitor and evaluate progress	18	10	33	19	11	6	78	44	37	21
Stakeholder involvement in project implementation reduces conflict of interest	17	10	21	12	10	6	79	45	50	28
Grand Mean = 3.59 SD= .9945										

Source: Survey result, 2023

From the above table, the practices of World Bank financed projects have been distinguished that showed and projects challenge were identified as the majority of them (73 %) stated that all stakeholders have understood project activities. In addition, sampled respondents stated that stakeholder involvement in project implementation reduces conflict of interest. This showed that all stakeholders had understood about the projects and associated functions. According to interview responses this may be related to having a good standards and performance indicators and hold back proper improvement of projects processes.

This study found that most of the respondents' (68 %) have at least agreed indicating that the implementing agency has methods put in place to motivate stakeholder engagement and the project activities are understood as a valuable resource by the stakeholders. The study results are in agreement with the observations made by Maghanga (2019) who found proper understanding with projects actors and external stakeholders may lead to supply in some regions and under-projects in others, while competing for the same resources drives up prices.

This study also found that most of the respondents' (65 %) have at least agreed indicating that project activities have met stakeholder's expectation and need. In addition, it found that the

implementing agency engages stakeholders in putting in place a process to monitor and evaluate progress.

4.3.2 Responses on Monitoring

Monitoring is largely carried out through routine inspection normally conducted by project consultant; occasional visit by organization’s technical team is usually done as a response to peculiar problems at certain project sites (Maghanga, 2019). Thus, this study requested respondents about mega project monitoring efforts in five items.

Table 7 Respondents Responses on Monitoring

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%	N	%
Formal systems of monitoring and evaluation are provided in the project implementation	17	10	12	7	10	6	82	46	56	32
There is proper awareness on adopted monitoring and evaluation practices conducted by World Bank	30	17	13	7	10	6	79	45	45	25
The procedures on adopting monitoring and evaluation practices are definitive, clear and easily understood in the project.	33	19	17	10	8	5	80	45	39	22
The school provides feedback on monitoring and evaluation practices conducted	25	14	29	16	7	4	71	40	45	25
The information obtained from monitoring and evaluation reports is used in implementation	10	6	29	16	13	7	74	42	51	29
Grand Mean = 3.59 SD= .9887										

Source: Survey result, 2023

This study found a grand mean score for project monitoring responses as 3.59 that was rated as project monitoring is being practicing in good condition in infrastructure projects performance. It shows that projects now realise the importance of good data collection, database management and data mining methods to monitor their activities and to improve efficiency and hence to increase profits. Programmers realise project to continuous improvement within their companies. In World Bank project, monitoring is mainly carried out through routine inspection by consultant. Occasionally, Client's monitoring team is involved and it is done by way of specially formatted progress reporting procedure which the project consultant is to regularly comply; progress report is always finalized in conjunction with 'local clients' (i. e. the end users). One expert indicated that (E2)

This helps to suitably to collect information for project attainment and it created a good information flow was considerate in infrastructure projects performance. This implies that it is hard to coordinate and manage multiple players along with all the items that need to be delivered. Firehiwot (2019) indicated that the crucial objective of infrastructure projects management is to respond to multiple interventions, often on a global scale, as quickly as possible and within a short time frame. This is because infrastructure projects activities are more complex and interweaved network in which different actors, processes, decisions and information are mixed to assist the needs of the all respective project actors.

The study findings presented in the above table show that majority of the respondents strongly agreed (more than 70% of sampled respondents) formal systems of monitoring and evaluation are provided in the project implementation. In addition, they agreed that there is proper awareness on adopted monitoring and evaluation practices conducted by World Bank. Further, they assured that the information obtained from monitoring and evaluation reports is used in implementation. This shows that infrastructure projects management of the surveyed project has been arranging monitoring activities and the tactics across the project implementation tasks. This may causes the projects may be capable to improve its long term performance of individual companies and the mega structure projects as a whole. This shows that infrastructure projects monitoring activities of the surveyed organization are well harmonized.

4.3.3 Responses on Planning

Omwaka and Wanyoike (2016) argued that subsequent planning and programming methodologies are essentially designed to meet these time targets, rather than any objective assessment of durations. Project planning gives the right people to be involved on the right activity and processes and the processes follow the project lifecycle.

Table 8 Respondents Responses on Planning

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%	N	%
Project plan is well applicable in the dry port activities	13	7	23	13	9	5	78	44	54	31
Staff is well trained on effective project plan practices in the dry port project	19	11	20	11	8	5	73	41	57	32
A feasibility study was carried out for the functional and technical specifications of the E project	15	9	30	17	10	6	74	42	48	27
The view of the project stakeholders were considered in the project planning	9	5	34	19	9	5	74	42	51	29
The project is well coordinated by the project team-Government and World Bank	15	9	28	16	7	4	81	46	46	26
The planning tools and techniques are well understood by the teachers - work plan and log frame	16	9	40	23	7	4	68	38	46	26
Grand Mean = 3.66 SD= .97612										

Source: Survey result, 2023

Results in the above table shows that the grand mean was scored as 3.66 with less SD and it was rated as very good. The majority of the respondents equally agreed that there is decidedly rank

distinct responsibility and accountability, schedule (time) control in addition to good planning practices in this project. The study findings presented in the above table show that majority of the respondents strongly agreed (75% of sampled respondents) project plan is well applicable in the dry port activities. A study by Ocharo (2018) found planning for project to be critical in enhancing better project performance in funded projects. For this study or in World Bank financed projects, planning was bunched under the strength of the M&E team as it is one of the functions of M&E units. The majority of the respondents agreed (73% of sampled respondents) that staff is well trained on effective project plan practices in the dry port project. One expert indicated that (E)

Employment of skilled personnel and sufficient financial resources for planning are considered within the overall project delivery cost and set aside at the initial planning stage to ensure quality M&E.

In this study, the majority of the respondents strongly agreed (around 70% of sampled respondents) that the view of the project stakeholders were considered in the project planning and the project is well coordinated by the project team-Government and World Bank. This shows this project has seen planning as a means of prompting the performance of the project. As well, it revealed that M&E planning strategy focusing on M&E budgeting among others as recognized to improve performance of interventions. It considered M&E approaches and budgetary allocation as elements that might touch the success of projects. Its findings were pertinent as planning is construed as one of the constituents of the strength of the M&E team variable in this study. This shows that the surveyed project has a specialized level of staff and experienced in infrastructure projects. Further, the results indicated that the staffs have high levels of qualifications and personnel substitution at project planning activities. This means that infrastructure projects do have considerable or enough specialized levels of staff, who are experienced enough in project support, have satisfactory levels of qualifications in infrastructure projects activities but no personnel substitution at project coordination level and employees have little knowledgeable in using different organizational resources (Firehiwot, 2019). It ensures a project's progress is tracked and reported properly. Project planning is important because someone needs to be able to understand if everyone's doing what they should and it learns from the successes and failures of the past.

4.3.4 Responses on Risk Management

The fourth objective of the study was to establish the extent to which risk management on the operations of projects in Ethiopia. Risk can be defined as uncertainty concerning losses. The risk surrounding a potential loss creates significant economic burden for business. Risk is a condition in which there is possibility of an adverse deviation from desired outcome that is expected or hopes for (Misgana, 2019).

Table 9 Respondents Responses on Risk Management

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%	N	%
A project risk management plan was developed	17	10	44	25	9	5	62	35	45	25
A project risk was identified and its character was documented	22	12	28	16	6	3	73	41	48	27
A risk response plan was developed	75	42	39	22	8	5	35	20	20	11
A risk was monitored and controlled	47	27	63	36	9	5	37	21	21	12
This project has used various risk management tools.	76	43	41	23	15	9	26	15	19	11
Grand Mean = 2.83 SD= 1.0312										

Source: Survey result, 2023

This study found that 2.83 as the grand mean score for risk management practices; it was rated as good. It is also clear from the above table that, the study participants agreed that proper expectations of quality and timelines are set ensuring all the risks are not well managed and mitigated to avoid them becoming an obstacle in the implementation. The respondent were for the opinion that because of the insufficient project risk management the project managers could not identified and treats project risks, they did not determine, identify and understand both

internal and external dependencies. Majority of the respondents agreed that the project team did not establish all the resources required in the project, they also didn't simplify project reporting and review arrangements. International Bank for Reconstruction and Development / The World Bank (2019) also reported as

Collaboration at the World Bank extends far beyond formal collaboration through multisectoral operations and is extremely difficult to capture. While making changes to the operating model, the World Bank acknowledged the risk that working across sectors could become more challenging, and so it emphasized the continued importance of multisectoral solutions to help clients achieve their poverty and prosperity goals. However, multisectoral solutions are not limited to multisectoral projects or cross-sectoral teams working on individual ASAs or financing operations. They also include, for example, strategic-level coordination across GPs, across the Bank Group, and with partners.

After the risk manager has identified the various type of loss faced to the firm, these exposure must be measured in order to determine their relative importance and to obtain information that will help the risk manager to decide upon the most desirable combination of risk management tools. In this project, there is lack of partnership among public infrastructure projects. According to interviewees, project local partner is not perceived as equal partner, but seen as public partnership in business practices. One interviewee from this project highlighted as

There is no clear risk management practice that provides a clear and structured approach to identifying risk. Of course, this project has identified and understood all project related risks, but it did not allow the project to measure and prioritize them and take the appropriate actions to reduce losses.

As indicated in the above the majority of the respondents respond that the management creates awareness about risk. From this the researcher decides that all employees have knowledge about risk in the project. Even if it tried to safeguard the interest of the stakeholder, this project has not attempted to enhance risk reward trade off and to support the project. This may be related to lack of inter-organizational collaboration and public organizations in the projects have lack of building trust. Even if all surveyed project has guidelines about the partnerships and before the

partnership can start, the partnership agreements have not fully implemented properly. This may create a supplier failure that largely affects quantity delivered, poor information integration deters delivery of the products, poor operations disrupt delivery of products at the right time, and poor infrastructure affects delivery of the right product among public organizations. The findings are in line with the observations made by Ferehiwot (2019) that projects tend to be disturbed and disorganized due to lack of joint planning and inter-organizational collaboration.

4.3.5 Responses on Project Management Practices Indicators

The most important of practices relating to project management are controlling the quality of the contract document, quality of response to perceived variations and extent of changes to the contract. It was recommended for foreign firms to adopt some of the project management practices highlighted to help them to achieve better project performance.

The below table shows that respondents' gave their opinion about project management practices in this World Bank financed infrastructure project. The grand mean was scored as 2.45 with less SD and it was rated as good. The performance of the projects was measured in terms of duration of the project completion, meeting the stakeholder's expectations and achievement of the objectives in time, budget and scope. The deliverables were to meet the quality of the standards as expected by the stakeholders. The respondents were requested to specify the duration of time it took to complete projects their organization. It means that a quality assurance for the quality requirements were performed to ensure appropriate quality standards and the project is implemented according to the set quality standards. This study found that the majority of the respondents have at least disagreed representing this project activities were not defined and sequenced. In addition, this study found that project activity duration was not estimated properly and a project schedule was not controlled. It means the project is delayed and the activities are not well sequenced. It means there is lack of well-prepared procurement planning is a significant challenge among the factors in procurement management challenges. The result shows that it was below what Misgana (2019) found as the average mean score of Project Procurement Management challenges is (3.1339) with a Std. Deviation of (.53352) which indicates that Project Procurement Management challenge factors are considered as moderate with higher consensus.

Table 10 Respondents Responses on Project Management Practices Indicators

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	N	%	N	%	N	%	N	%	N	%
Project activities were defined	66	37	48	27	12	7	35	20	16	9
Project activities were sequenced	96	54	25	14	7	4	33	19	16	9
A project activity duration was estimated	66	37	21	12	41	23	25	14	24	14
A Project schedule was controlled	83	47	35	20	6	3	34	19	19	11
A project cost to complete activities was estimated	88	50	34	19	6	3	24	14	25	14
A budget to fulfil the estimated cost was determined	54	31	59	33	5	3	40	23	19	11
The project is implemented according to the budget provisions	93	53	18	10	9	5	33	19	24	14
A project quality requirement was planned	79	45	34	19	7	4	36	20	21	12
A quality assurance for the quality requirements were performed to ensure appropriate quality standards	66	37	49	28	5	3	35	20	22	12
The project is implemented according to the set quality standards	34	19	22	12	8	5	64	36	49	28
Grand Mean = 2.45 SD= 1.0989										

Source: Survey result, 2023

In this study, it was found that there were lack of project charter, project scope not properly defined, project activities were not sequenced, project activities were not defined, a project schedule was not controlled; an integrated change control was not properly performed; a project cost to complete activities was not estimated; requirements for the project was not collected form

stakeholders; a budget to fulfil the estimated cost was not properly determined; a project activity duration was not estimated; a work break down (WBS) structure was not created; a project charter was not developed; a risk response plan was not developed; a project risk was not identified and its character was documented; a risk was not monitored and controlled; the materials were not purchased properly as per the plan and potential sources of the materials were not identified as per the procurement plan. Mwangi and Moronge (2019) showed that the majority of the respondents specified that World Bank funded projects took more than six months to be accomplished and customers were moderately satisfied with implementation of World Bank. This understood that most of the stakeholders were moderately satisfied with implementation of World Bank projects. Ten interview sessions were conducted with important persons of middle and top level managers who have direct relationship with projects undertaken by the project. The majority of interview responses presented that delay of project construction and commissioning was a common challenge. They also identified the following factors as a major challenges of effective project management practices; contractors' poor performance and lack of project management practice: cost variations projects are not completed in the contract price; work variation, discrepancy between design drawing and actual site condition; lack of standard rules and regulations; and poor quality of planning and design

4.4 Discussion

4.4.1 Stakeholders Involvement

This study found that all Stakeholders have understood infrastructure development project activities and they involved in project implementation to reduce conflict of interest. Peter (2018) indicated that people's participation which calls for community or the public involvement particularly groups with interest with the implemented project. The level of people participation and the partnership bolster decides if a project winds up, built up, how rapidly and effectively it merges, and how it reacts and adjusts to address evolving issues. However, Lawani (2018) found that lack of stakeholders' participation affects project management practices. This shows that it is understood that the influence of different stakeholders on the project management practices was high.

4.4.2 Monitoring

Further, this study found that there is a formal system of monitoring and evaluation in the project implementation. In line with this study, Peter (2018) stated that monitoring promotes good governance found that deliverables such as project plan, policies communication matrix and feedback are very significant in good governance and successful project implementation. The stakeholders rely on information submitted from M & E process to reveal project accountability and decision making. The study suggest more routing to the particular connection amongst observing and assessment in connection to effective project administration practices and implementation (KPMG, 2021). Equally the study results coincide with Misgina (2019) who found that effective project monitoring affects infrastructure project management practices favourably. This may be due to capability to incorporate the most required and appropriate information on a real-time basis with the projects leaves the organization confused about what resources need to be delivered to what segment of beneficiaries at what quantity and in what location. Consequently, it is decided that monitoring is indispensable in project management practices.

4.4.3 Planning

Additionally, this study found that in project plan is well appropriate in the dry port activities and staff is well trained on effective project plan practices in the dry port project. On other hand, the study results coincide with Frefre, et al. (2016) found that competency has a positive and significant effect on project management practices in public organizations. This shows that there is capability to respond to short-term changes in project performance quickly and handle external disruptions smoothly. Organizational competency is a key to effectively accomplish project management practices.

4.4.4 Risk Management

Accordingly, this suggests that when there is good risk management, project management practices will successfully operative. The findings were in line with the findings of Moyo (2017) that lack of funds, embezzlement of available funds and poor leadership tend to delay completion of photovoltaic projects on time, thus, minimize stakeholders' satisfaction index. The findings also agree with the assertion made by Misgina (2019) who found similar results related to this

study. This may be related to project arrangement is the property of the effective network design that enables the partners' network to flexibly adjust its shape to align the objectives of all partners including transparency among project members; collaboration and risk sharing (KPMG, 2021).

4.4.5 Project Management Practices

The project management practices is rated as low level as the majority of the respondents indicated that this project activity is not well defined and sequenced. The respondents were asked to rate the achievement of World Bank projects implementation objectives. With respect to achievement of implementation of project objectives, the majority of the respondents rated between 25 % and 35%. This implied that the efficiency of project regarding achievement of implementation of project objectives was not excellent. The findings were in line with the findings of Misgina (2019), it found that implementation of World Bank projects in Africa is not that effective due to shortage of effective risk management. Ocharo (2018) advocated as a life-threatening aspect of dealing with the challenges of managing public infrastructure projects is seeing what these challenges are at the commencement of every project and even before. By means of common measurement techniques to assess and compare the likely outcomes and risks associated with a number of candidate projects across a portfolio drives a smarter decision making process. This study also identified a best project management practices as the identified materials were registered on a document and products, services or resources needed for outside the project were identified. In addition, a project procurement plan was developed and a project risk management plan was developed. Moreover, this study identified as best practices included a quality assurance for the quality requirements were performed to ensure appropriate quality standards; a quality control was properly performed.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter presents the summary of the findings of the study. It has elaborated the summary and major findings from the analysis and has produced the presentation in detail. The researcher suggests the possible recommendations and conclusions that has summarized and concluded the research study.

5.1 Summary of major findings

In summary, this study suggests that an integrated risk management solution, supported by analytical work, is necessary to address potential challenges in project management. This approach involves identifying and assessing issues proactively to mitigate risks and improve project outcomes. By integrating risk management into project planning and execution, organizations can make informed decisions, minimize disruptions, and enhance overall project performance.

The overall attempt of this thesis was to evaluate the challenges of project management practices at Addis Ababa. An effective public project integration plays a more critical role for sustainable performance enhancement, while, in large firms, the close interrelationship between the level of best project management practices and competition ability have more significant effect on performance improvement. Keeping complete roadway, control, and accountability of the public programs and their outcomes is challenged by the high earnestness and pace of this type of operations, and time for analyzing and recording is usually close-fitting. Thus, this study comes to conclude that World Bank financed project has been failed due to improper practices of risk management but its stakeholders' involvement, monitoring and planning has been taken as best practices

5.2 Conclusions

The overall attempt of this thesis was to evaluate the challenges of project management practices at Addis Ababa. An effective public project integration plays a more critical role for sustainable performance enhancement, while, in large firms, the close interrelationship between the level of best project management practices and competition ability have more significant effect on performance improvement. Keeping complete roadway, control, and accountability of the public programs and their outcomes is challenged by the high earnestness and pace of this type of operations, and time for analyzing and recording is usually close-fitting. Thus, this study comes to conclude that World Bank financed project has been failed due to improper practices of risk management but its stakeholders' involvement, monitoring and planning has been taken as best practices.

The main objective of this thesis was to assess the challenges faced in project management practices in Addis Ababa. The study emphasized the importance of effective integration of public projects in order to achieve sustainable performance enhancement. Additionally, the research highlighted the significant impact of best project management practices on competition ability and performance improvement in large firms.

One of the major challenges identified in this study was the difficulty in maintaining complete control and accountability of public programs and their outcomes. The fast-paced nature of these operations often limits the time available for analysis and documentation. As a result, the study concluded that the World Bank financed project failed due to inadequate risk management practices. However, it found that stakeholder involvement, monitoring, and planning were considered as best practices in the project.

Overall, this research sheds light on the importance of effective project management practices and highlights the need for proper risk management in order to ensure successful project implementation.

5.3 Recommendations

This study recommends the following measure to ensure continuous improvement in project management practices.

- This study suggests that an integrated risk management solution, supported by analytical work, is necessary to identify and address potential issues effectively.
- The study recommends strengthening the approach to knowledge in project management practices by establishing clear goals, roles, and mechanisms, as well as allocating budgets that are appropriate for the project's requirements. This will help ensure that knowledge is effectively managed and utilized throughout the project lifecycle.
- The study suggests implementing mandates and metrics for knowledge uptake, quality, and influence. This involves improving incentives for knowledge production, planning, management, and sharing, whether it is done by local knowledge or through other mechanisms. By doing so, organizations can ensure that knowledge is effectively utilized and shared, leading to better project outcomes.
- Additionally, the study recommends that projects in Ethiopia establish well-organized project research and development departments and provide them with adequate resources. This will help recognize the role of project management practices in the operations of public organizations and enable them to plan effectively with greater stakeholder involvement. By doing so, organizations can address various project activities and reduce the challenges associated with project management practices.
- The study suggests that establishing well-organized project research and development departments, providing adequate resources, and prioritizing monitoring and evaluation planning are essential for successful project management in Ethiopian public organizations. These measures can help organizations properly plan, involve stakeholders, address project challenges, and enhance overall project performance..
- Similarly, it is recommended that public organizations collaborate with other entities, such as the government, to develop infrastructures across the country, particularly in areas of development. This will ensure that affected locations are easily accessible and that services can be delivered in a timely manner. By working together, public organizations and the government can create a supportive environment for development

initiatives and improve the overall well-being of the population.

- According to this study, it is recommended that project funders improve their approach to knowledge sharing. Knowledge transfer and learning should not be limited to formal advisory services and activities led by country offices alone. Project managers should actively seek ways to enhance how knowledge is generated, shared, and customized to clients. They should explore options for improvement, building on existing good practices and encouraging learning on knowledge sharing. Additionally, project funders should continuously review their knowledge indicators, as clear and meaningful metrics for knowledge uptake and influence are still difficult to define.
- In summary, this study recommends that project funders strengthen their approach to knowledge sharing by utilizing multiple channels and not relying solely on formal advisory services. Project managers should focus on enhancing how knowledge is generated, shared, and customized to clients, while also exploring options for improvement and learning from existing good practices. Additionally, project funders should continuously review their knowledge indicators to better measure knowledge uptake and influence. Other project actors can use this study as a benchmark to improve their project management practices, such as outsourcing non-core activities and ensuring timely stock replenishment and distribution planning. These actions can increase efficiency and overall project performance.

5.4 Implications for Stakeholders

Management remains to realize value in managing for project effectiveness while balancing change with stability. Senior management gives regular and ongoing attention to these matters, and they need multiple initiatives to improve our efficiency and working environment. Performance is monitored continuously and reported regularly, including through various corporate-level monitoring and reporting mechanisms and operations updates to the concerned project officials. Management focuses its monitoring on efficiency, development effectiveness, and support to clients to achieve their poverty and prosperity goals. Moreover, management puts an additional spotlight on tracking key changes to improve our processes and efficiency, including through simplification and serving clients in fragile situations.

In the present study, this survey was designed to assessing the project management practices related challenges in public projects. Essentially, the findings of this survey will be beneficial to public projects that have presently executing mega projects in particular. Stakeholders' participation, monitoring, planning and risk management play a significant role in the overall performance, dry port project management practices and the relationship between them cannot be ignored. These factors should be jointly considered in an optimization the project management performance to produce more accurate results for the whole project life cycle and system. Additionally, effective management of project is a difficult problem due to the dynamic environment with multiple objectives. It is obvious that performance in organizations takes many forms depending on whom and what the measurement is meant for; since many stakeholders need different performance indicators to enable them and make well informed decisions. Organizational performance incorporates three specific areas of firm outcomes of beneficiaries' satisfaction and interest, financial performance, shareholder return and the ability of an organization to fulfill its mission through sound management, solid governance and a determined rededication to achieving results and effectiveness.

5.5 Suggestions for Further Research

Project practices on the performance of World Bank funded projects in Ethiopia. Therefore, the study recommended that further studies to be carried out on the effects of project management practices on projects performance in Ethiopia. Moreover, the study established that the level risk management practice and the project accomplishment were considered as low. Thus, the study recommends that further studies should be conducted to assess risk management factors affecting performance of World Bank funded projects. This same study can also be replicated in other areas like road, health, education projects in various places across the country some time to find out whether the findings will still remain the same or there will be major shifts in the observations that have been made in this study. A comparative study can also be conducted to establish similarities and differences between Ethiopian private and public projects implementation, project practices and performance as well as Ethiopian and another country. This will bring more understanding on project management practices, performances and their associated challenges.

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Annex

Appendix I –Questionnaire

**ST MARY UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MASTER’S PROGRAM IN PROJECT MANAGEMENT
(Project Employees Survey)**

Greetings, Dear

I am Abnet Tarekegn, a post graduate student of Master of Project management, St Mary’s University. I am carrying out a study on “Analysis of Project Management Practice World Bank Financed Project in The Case Of Mojo Dry Port”

It will be of great value if you can share your wealth of knowledge by completing the attached questionnaire. Your answers will be handled with highest anonymity and confidentiality; this will be achieved by no indication of names.

Please kindly return the completed questionnaire to me. Your participation will be highly appreciated.

Yours Sincerely

Abnet Tarekegn,

Tel: 0926 5117 34

Part A: Personal Profile

Instruction – please tick appropriate answer you choose.

Age (in years)	Young adults (ages 18-35 years)	<input type="checkbox"/>
	Middle-aged adults (ages 36-55 years)	<input type="checkbox"/>
	Older adults (aged older than 55 years)	<input type="checkbox"/>
Sex:	Male	<input type="checkbox"/>
	Female	<input type="checkbox"/>
Education level:	Diploma and below	<input type="checkbox"/>
	First Degree	<input type="checkbox"/>
	Master and above	<input type="checkbox"/>
Your work experience in project related activities	Below 5 years	<input type="checkbox"/>
	6 to 10 years	<input type="checkbox"/>
	11 to 15 years	<input type="checkbox"/>
	Above 16 years	<input type="checkbox"/>
Which management level do	Low	<input type="checkbox"/>
	Medium	<input type="checkbox"/>
	Top	<input type="checkbox"/>

Section B: Analysis of Project Management Practices

1. Please indicate the extent to which you agree or disagree with each statement and tick (√) in a box to the correspondent number. Note : - 5= Strongly Agree, 4= Agree, 3= Disagree, 2= Strongly Disagree, 1= Neutral

Variables	Dimensions	1	2	3	4	5
Stakeholders Involvement	All Stakeholders have understood infrastructure development project activities.					
	The project activities are seen as a valuable resource by the stakeholders.					
	The infrastructure development project activities have met stakeholder's expectation and need.					
	The stakeholders are clearly identified and actively engaged in the project					
	The implementing agency has measures put in place to motivate stakeholder engagement					
	The implementing agency engages stakeholders in putting in place a process to monitor and evaluate progress					
	Stakeholder involvement in project implementation reduces conflict of interest					
Monitoring	Formal systems of monitoring and evaluation are provided in the project implementation					
	There is proper awareness on adopted monitoring and evaluation practices conducted by World Bank					
	The procedures on adopting monitoring and evaluation practices are definitive, clear and easily understood in the project.					
	The school provides feedback on monitoring and evaluation practices conducted					
	The information obtained from monitoring and evaluation reports is used in implementation					
	Project plan is well applicable in the dry port activities					

Planning	Staff is well trained on effective project plan practices in the dry port project					
	A feasibility study was carried out for the functional and technical specifications of the E project					
	The view of the project stakeholders were considered in the project planning					
	The project is well coordinated by the project team-Government and World Bank					
	The planning tools and techniques are well understood by the teachers - work plan and log frame					
Project risk management	A project risk management plan was developed					
	A project risk was identified and its character was documented					
	A risk response plan was developed					
	A risk was monitored and controlled					
	This project has used various risk management tools.					

2. Please indicate the extent to you agree on World Bank Financed infrastructure development project practices. Please record your answer by ticking in the spaces provided, by the scale indicator (1=not at all, 2=small extent, 3=moderate, 4=large extent, 5=very large extent)

Variables	Dimensions	1	2	3	4	5
Project Time management	Project activities were defined					
	Project activities were sequenced					
	A project activity duration was estimated					
	A Project schedule was controlled					
Project Cost	A project cost to complete activities was estimated					
	A budget to fulfil the estimated cost was determined					
	The project is implemented according to the budget provisions					
Project Quality management	A project quality requirement was planned					
	A quality assurance for the quality requirements were performed to ensure appropriate quality standards					
	The project is implemented according to the set quality standards					

3. Could you describe project management practices of dry port infrastructure development in Ethiopia with couple of words?

4. Could you explain the project management practices in port infrastructure development in Ethiopia?

THANK YOU FOR YOUR COOPERATION!

Annex II - Interview Checklist

I am Abnet Tarekegn, a postgraduate study of St Mary's University. I am conducting a study on challenges in project management practices in Modjo dry port project in Ethiopia activities with interrelated questions.

Can I counting my questions? Thank you.

1. How would you describe project management practices in Modjo Dry Port development in Ethiopia?

.....
.....
.....

2. What are the most significant issues in project management practices in terms of stockholders participation, planning, monitoring and risk in infrastructure development in Ethiopia?

.....
.....
.....

3. In your opinion, what should public organization doe to enhance their project management practices in infrastructure development in Ethiopia?

.....
.....
.....

4. Could you describe the challenges in project management practices in Ethiopia process from your perspective?

.....
.....
.....

THANK YOU FOR YOUR COOPERATION!