



ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

GRADUATE STUDIES PROGRAM

DEPARTMENT OF PROJECT MANAGEMENT

**Project Management Practices and challenges of Youth
Employment Project - The Case of Save the Children Ethiopia**

Prepared by: Hiwot Seyoum

Advisor: Adane Atara (Phd.)

5 April, 2021

Addis Ababa, Ethiopia

**Project Management Practices and challenges of Youth
Employment Project - The Case of Save the Children Ethiopia**

Prepared by: Hiwot Seyoum

**A project work submitted to the school of graduate studies of Addis
Ababa University in partial fulfillment of the requirement for the Degree
of Master of Arts in Project management.**

Approved by:

Adane Atara (Phd.) _____
Advisor Signature

Dr. Abraraw C, _____
Internal Examiner Signature

Dr. Meskerem M. _____
External Examiner Signature

Declaration

I, the undersigned, declare that this project work is my original work and not been presented for a degree in any other university, and that all sources of materials used for the project work have been duly Acknowledged.

Name: Hiwot Seyoum Haile

Signature: _____

Place: Addis Ababa University, School of Commerce

Date of Submission: 5 April 2021

ADDIS ABABA UNIVERSITY SCHOOL OF GRADUATE STUDIES

This is to certify that, this project work prepared by Hiwot Seyoum Haile entitled
“Project Implementation Practices and challenges of Youth Employment Project - The Case of Save the
Children Ethiopia” Prepared and submitted in fulfillment of the requirements for the Degree of Master of
Arts in Project Management. This MA thesis complies with the regulations of the University and
meets the accepted standards with respect to originality and quality.

Advisor: Adane Atara (Phd.) Signature _____ Date_____

Acknowledgements

My first and foremost special thanks go for the Almighty God. I got no words to express his support in my entire life. It is an expected to be here without his support and protection.

Secondly, I would like to express my sincere gratitude to my advisor, Adane Atara (Phd.), for his continuous guidance and valuable remarks. I would like to acknowledge the entire respondent who gave me their time to fill the questionnaires.

My special thanks go to my sister Elizabeth Getahun. This would be impossible without your guidance and support.

Lastly, I would like to accelerate my acknowledgements for my families' Picasso and Kelly for each support you have provided.

Thank You all

Hiwot

Abbreviation and Acronyms

NGO- Non Governmental Organization

SCI – Save the Children International

ILO- International Labor Organization

IMF-International Monetary Fund

NYP - National Youth Policy

CRGE - Resilient Green Economy

GTP- Growth and Transformation Plan

AGP- Agricultural Growth Program

PERT- Project Evaluation Review Techniques

PMBOK- Project Management Body of Knowledge

PMI- Project Management Institution

WBS- Work Breakdown Structure

EYW -Empower Youth for Work

GIZ - Gesellschaft für Internationale Zusammenarbeit

GOE – Government of Ethiopia

List of Tables

Table 1: Project success factors22

Table 2: Project challenging factors24

Table 3: Personal information of respondents.....30

Table 4: Analysis of project initiation and planning phase.....32

Table 5: Analysis of project initiation and planning phase.....33

Table 6: Analysis of project initiation and planning phase.....34

Table 7: Analysis of project execution phase.....36

Table 8: Analysis of project challenging factors.....37

Contents	
Declaration	3
Acknowledgements	5
Abbreviation and Acronyms	6
List of Tables	7
<i>Abstract</i>	10
Chapter One-Introduction	11
1.1 Introduction	11
1.3 Statement of the problem	13
1.4 Basic Research Questions	14
1.5 General Objective of the study	14
1.6 Specific objective of the study	14
1.7 Significance of the study	14
1.8 The scope of the study	15
1.9Limitation of the study	15
1.10 Organization of the Study	16
Chapter Two- Review of Literature	17
2.1 Theoretical Literatures	17
2.2 Project Management	17
2.3 Project Implementation Concept	18
2.4 Project life cycles	19
2.4.1 Project Initiation	19
2.4.2 Project Planning	19
2.4 .3 Project Execution	20
2.4.4 Project Monitoring and Controlling	21
2.4.5 Project Closure	21
2.5 Project success critical factors	21
2.6 Challenges of Project Management	23
2.7. Empirical Literature	24
2.8. Summary of Literature Review	26
Chapter Three- Research Design	27
3.1 Introduction	27
3.2 Research Approach and Design	27

3.3 Source of Data	27
3.4 Sampling technique	27
3.5. Data collection technique	28
3.7 Methods of Data Analysis	28
3.8 Ethical consideration	28
3.8 Validity and reliability	29
Chapter Four	30
Research Findings	
4.1 Introduction	30
4.2 Respondents personal information	30
4.3 Results and Analysis on the project Management practices	31
4.3.1 Analysis of project initiation and planning phase	31
4.3.2 Analysis of project execution phase	35
4.4 Project Challenging factors	37
Chapter 5	39
Summary of findings, conclusions and recommendations	39
5.1 Summary of major findings	39
5.2 Conclusion	39
5.3 Recommendations	40
Reference	41
Appendices	44

Abstract

The purpose of this study is to assess Project Implementation Practices and challenges of Youth Employment Project - The Case of Save the Children Ethiopia. This study was conducted in SCI Ethiopia. The census method is employed in aiming of collecting data from project employees. The target population of this study was 35 employees. Among the target population 31 questionnaires returned. Structured questionnaires were employed to collect demographic and other relevant data from project managers and team members.

After data collection process the data has been analyzed using methods (frequency and percentage) and descriptive analysis (mean and standard deviation). Survey data were subjected to descriptive statistics and analyzed using STATA software.

The study revealed that the project processes of initiation, planning, and execution, were adopted the practical use of the general agreed project implementation process that recognized by the project management institute while implementing the project except some activities. And most of the items included in the questionnaire under each phase were followed by the organization during the project implementation process.

Finally, the study found that lack of user inputs, lack of executive management support, lack of resources, unrealistic expectations of the project output, and challenges from government rules and regulations were found to be major challenging factors.

Generally, the organization had prepared well organized and detailed plan to comply all project requirements with the exception of the proper procurement and risk and change management plans. To the success of the project it is advisable to give considerable emphasis for the initiation and planning phase. Considering government rules and regulation is significant asset. Moreover, Participation, commitment and ownership of project users is expected for a better project success starting from initiation and planning phase. Similarly, accessibility of adequate resource should be identified.

Chapter One-Introduction

1.1 Introduction

A project can be taken as a series of activities and tasks that have a defined objective to be completed within certain specifications, have defined start and end dates, have funding limits, consume human and non-human resources that can be money, people, equipment, and are multifunctional, this means it go across several functional areas (Kerzner , 2009).

A project is carried out by a project team, has a deadline, i.e., is limited in time, and is associated with one or several goals whose attainment can be monitored (Schwindt, 2015). Typically, projects have three primary objectives: to finish the project scheduled time, to consume limited resources (managed costs), and to produce an agreed quality.

In today's highly competitive business environment, Project Management's ability to schedule activities and monitor progress within time, cost, and performance guidelines is becoming increasingly important to obtain competitive priorities. This implies that there are trade-offs that must typically be made when scheduling a project (Mateo, 2015).

Project management deals with the coordination of all initiating, planning, decision, execution, monitoring, control, and closing processes in the course of a project. In other words, it is the application of knowledge, skills, tools, and techniques to project tasks to meet all projects (Brandon,2006).

Nowadays, there is an increase in use of project management procedures for preparing the plan and systematize the project in order to achieve the specified deliverable, within the given period and specified budget. They also try to handle and predict risks in a structured manner. Organizations using project management have shown better utilization of resources, shorter development times, reduced costs, interdepartmental cooperation that builds synergies across the organization, and a better focus on results and quality (Morris, 2007).

Implementing a project management practice has led different project organizations to be more effective and efficient while making their deliverables, by preparing more accurate budgeting and scheduling and also in producing improved product (Ali, 2010). Every project passes through almost similar life cycle i.e. initiation, planning, execution, monitoring & control and closing phases.

Currently, project management as discipline become the basic deal in managing several projects. It is a valid and legitimate approach to management and has increasingly come to be an important tool for the realization of objectives across industries and economic sectors. It involves planning, organizing, and

managing resources in order to successfully achieve specific project goals and objectives through the completion of specific tasks.

It is challenging to be assumed off project success without the adoption of project management practices, tools and procedures. The primary challenge of project management organizations is to achieve all of the project goals and objectives while meeting the demands of project constraints (Lewis, 2000). That are scope, time, cost and quality.

These challenges ran through project management practices in several industries and become a hindrance for achieving most objectives and results required from the execution of projects. Even though the implementation of project management processes and procedures is a modern practice (that tries in achieving planned objectives within specific time and cost limits, through optimum use of resources and using an integrated planning and control system), however, it is still in its early stages of development in developing countries.

This particular paper aims to study one of the youth employment project implemented by save the children Ethiopia. The paper mainly assesses the project management practice and its challenges during its implementation.

Hence, youth employment become a critical concern to non-governmental sectors in the process of designing new programs. It appears to be a priority and a new approach of NGOs for the upcoming existences. Most of the youth employment projects designed to fill the skill gap on the youth. As most of the labor market studies shows and identified that the major factor for unemployment is the gap between the skill required by the employer and employee in terms of soft and hard skill.

This particular paper aims to study one of the youth employment project implemented by save the children Ethiopia. The paper mainly assesses the project implementation practice and its challenges.

1.2 Back Ground of the Organization

Save the Children International (SCI) is a Non-Governmental organization working in 112 countries in the world; it started working in Ethiopia during the 1974 famine that affected the Northern part of

Ethiopia's former administration named North Wollo –Labella. Currently in Ethiopia the 11 members, namely SC US, UK, Finland, Sweden, Canada, Netherland, Japan, Norway, Denmark, and Australia, who were working separately before October 2013 have merged, and are working together for the wellbeing of world children to create a better world in particular for the children. The current five core working areas are:

- Child poverty includes all works currently under Hunger.
- Food security and livelihoods;
- Child protection; Child rights governance;
- Education;
- Health and nutrition (includes health, nutrition, WASH and HIV).

Currently SCI is working all over Ethiopia through its 47 offices in different towns, with a decentralized management of four hubs (regions), employing more than 2500 with an annual budget of USD175million including GIK. (Www: \ save the children.org.)

1.3 Statement of the problem

Project management has become a scientific field with its own professional associations, the Project Management Institute (PMI) and the International Project Management Association (IPMA).

A Guide to the Project Management Body of Knowledge published by PMI has prepared a set of standard terminology and guidelines for project management. The PMBOK Guide is a progression practice that describes the achievement of a project management success by applying and integrating the process of project management; initiating, planning, executing, monitoring and controlling, and closing. Also, the procedure takes as a granted all the project management practices fall under the nine knowledge as: project integration management, project scope management, project time management, project cost management, project quality management, project human resource management, project communications management, project risk management, and project procurement management.

In countries like Ethiopia projects are used to be managed traditionally without adopting the above project management standards. As a result, most of public and private projects failed to meet deadlines, estimated budgets, scope and quality.

Currently, Ethiopia is highly challenged with a high rate of youth unemployment. In view of this, the Ethiopian government has targeting youth employment as a high priority and engaged in various efforts including allocation of revolving fund for youth, establishment of Job Creation Commission and etc.

Besides, there are lots of youth employment projects are implementing by government, private sectors and NGOs. This particular paper will try to assess the project management practice and challenges of the youth employment project implemented by save the children International through addressing the following research questions:

1.4 Basic Research Questions

- How does project management practiced in the indicated youth employment project?
- What are the main challenges that hinder the effective implementation of the youth employment project?

1.5 General Objective of the study

The general objective of this study is to assess the project management practices and challenges of the youth employment project implemented by Save the Children.

1.6 Specific objective of the study

- To assess the project management practice of the youth employment project in Save the children.
- To identify the major challenges which are hindering effective and efficient implementation of the youth employment project

1.7 Significance of the study

I believe that the findings of this study will benefit different stakeholders. The first significance of this research will be to Save the Children as this project is a preliminary one this study helps to see how clearly the youth employment project practice looks like and to identify the major challenges which were impeding effective implementation of project. So that, based on the research findings, the organization will keep working on good practice, and resolve threats that hinders successful implementation of youth project for the upcoming projects.

Currently, other similar NGOs are implementing a number of youth employment projects as well. Thus the findings of this study will demonstrate youth employment project practice and lessons.

Similarly, GOE is implementing lots of youth employment projects with its private and NGO stakeholders. So, the practice and challenges of this project could be taken as lesson. Also, it gives chance to look at the youth policy and strategy in terms of employment and how it is implemented on the ground and its gap.

Lastly, this study will help the researchers gain knowledge, experience and advantage on reviewing different youth and project documents.

1.8 The scope of the study

As youth employment become a pressing issue for the country. currently plenty of livelihood projects are underway by several NGOs. However, this study is limited to focus a youth employment project implemented by Save the children.

Besides, Save the children Ethiopia is one of giant non-government organization implementing numerous development projects with different thematic areas. This study mainly focuses on assessing the project implementation practice and challenges of a specific youth employment project.

1.9 Limitation of the study

The main constrain of the study was time. After distributing the questionnaire, it was very challenging to collect it from respondents with in the planned time. Initially, one week was the time allocated for data collection. However, it took too long to collect the response.

Primarily, the research has plan to conduct interview with some of the senior staffs so that data can be held with qualitative data especially on the challenges of the project implantation. However, due to the inadequacy of time encountered, the results from the descriptive research has presented.

As a result, the researcher couldn't achieve to incorporate qualitative data. It was not promising to do within the specified time and to meet deadlines. Those time limits made the data collection process very challenging.

1.10 Organization of the Study

This study is composed of five chapters. The first Chapter is an introduction to the study which is a blueprint for the study. This chapter contains the introduction, statement of the problem, basic research questions and objectives of the study, significance of the study, and organization of the study.

The second chapter presents the review of related literature. This part of the study deals with the literature both the theory and empirical evidences relevant to the study. The methods and procedures that has been employed while gathering the information for the study is presented in Chapter 3. It also contains the research approach and design, data collection procedure, population and sample size, data sources and collection techniques, the data analysis procedures, and the ethical consideration that has been utilized in the study.

The results of analyses and the findings of the study and discussion is presented in Chapter 4. Conclusion and recommendation for further investigation is presented in the last chapter.

Chapter Two- Review of Literature

2.1 Theoretical Literatures

This chapter presents the related literatures on the study, which enable us to have a deep understanding to the research topic and briefly expose the readers to some of the major areas of the subject matter under consideration. The chapter is presented under the following sections: Project Management, Project implementation concepts, Project life cycle, Project Success critical factors and Challenges of project implementation.

2.2 Project Management

In order to understand the theory and practice of project management, it is necessary to first establish the definition of a project and then to define project management.

The Project Management Institute (PMI, 2004) defines a project as: "A temporary endeavor undertaken to create a unique product or service". Temporary means that every project has a specific beginning and a specific end (PMI, 2004). Unique means that a product or service is different in some characteristic way from all other products or services (PMI, 2004). One of the aspects of a project that the PMI emphasizes is progressive elaboration; a term that refers to a characteristic of projects that integrates the concepts of unique and temporary. "Because the product of each project is unique, the characteristics that distinguish the product or service must be progressively elaborated. Progressively means proceeding in steps; continuing steadily by increments, while elaborated means worked out with detail; developed thoroughly" (PMI, 2004).

A project is an organization of people dedicated to a specific purpose or objective. Projects generally involve large, expensive, unique, or high risk undertakings which have to be completed by a certain date, for a certain amount of money, within some expected level of performance (PMI, 2004). At a minimum, all projects need to have well defined objectives and sufficient resources to carry out all the required tasks (Steiner, 1969). A project can be considered to be any series of activities and tasks that have a specific objective to be completed within certain specifications, have defined start and end dates, have funding limits, consume human and nonhuman resources (i.e., money, people, equipment), and are multifunctional i.e., cut across several functional lines (PMI., 2004). There are three key dimensions to a project: Cost (Budget), Time (Schedule) and Quality. These have to be balanced to manage a project successfully. A successfully completed project would finish on time, within the estimated budget and having achieved all of the quality

requirements that have been defined earlier. These three dimensions of budget, time and quality are often regarded as the aspects of a project that must be kept in an appropriate balance if the project is to achieve a successful outcome (Hamilton, 2004).

A project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics (Ali, 2010). Further, the project is usually targeted for use by some client, either internal or external to the organization and its project team. It seems reasonable, therefore, that any assessment of project implementation success should include the above three dimensions and the client satisfaction criteria.

"Project management is the planning, organizing, directing and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives" (PMI,2004). Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements (Ali, 2010). According to Westland, a project management define as: the skills, tools and management processes required to undertake a project successfully. It incorporates: A set of skills: specialist knowledge, skills and experience are required likelihood of success.

Generally, we can put a project management as a process. It is a process of bringing a project in success. It is a process of initiation, planning, executing, monitoring and closing. While engaging these processes the project manager should use some suite of tools: various types of tools to improve their chances of success. Examples include document templates, registers, planning software, modeling software, audit checklists and review forms. A series of processes: various processes and techniques are required to monitor and control time, cost, quality and scope of projects (PMI,2008). Examples include time management, cost management, quality management, change management, risk management and issue management.

2.3 Project Implementation Concept

The project implementation is carrying out activities proposed in the plan according to the scope definition with the aim of achieving project objectives and deliver results and outputs (Crawford & Pollack,2007). In this stage, progress is continuously monitored and controlled in which appropriate adjustments are made for any deviations or variances from the original plan. The implementation process involves planning, executing, and control of the project tasks. The concept of project implementation follows the same process in different sector and different outputs (Crawford & Pollack,2007).

Monitor and Control: While the project team are physically producing each deliverable, the project manager implements a series of management processes to monitor and control the activities being undertaken by the project team. The management processes include: time, cost, quality, change, risk, issue, procurement, acceptance, and communications management (Crawford & Pollack,2007). A careful monitoring and control processes should be employed to achieve the objectives

2.4 Project life cycles

The project management institute classified the project life cycle phases into five stages/ phases that a project passes during its life cycle:

2.4.1 Project Initiation

This project initiation life cycle stage is the starting of all other project processes, and also it is an idea initiation/conceptualization of the project(Westland,2006). This is the phase where the project goal is identified. Here objectives and goals may not be clearly stated, so the project team needs to give special attention. This starting point is critical because it is essential for those who will deliver the product/process and for those who will use that product/process and for those who have a stake in the project to reach agreement on its initiation(Westland,2006).

During the identification phase of a project some activities conducted to form the project: identifying a business problem or opportunity and various solution options are defined for the business case; a feasibility study conducted to investigate whether each option addresses the business problem and a final recommended solution is then put forward (Ali, 2010). Once the recommended solution is approved, a project is initiated to deliver the approved solution; some assessments engaged on the sustainability of the project, and on the project basic impact on the environment; expected risks identified and documented with their risk minimizing and eradicating solution; developing the project team and establishes a project office environment; and finally the project charter is completed outlining the objectives, scope, time, budget, and structure of the new project and a project manager is appointed(Westland,2006). Now, approval is then sought to move into the detailed planning phase.

2.4.2 Project Planning

In this stage the project gets in to a detailed planning. The project activities needed to be performed in the execution phase are properly sequenced, resourced, executed and controlled in this phase. During the planning stage some activities must be undertaken: Preparing a project plan that has the detail plan of the WBS through assessing the level of effort required to undertake

each activity and task is made(Westland,2006). The schedule plan is also made in detail with the WBS in this phase (PMI,2013).

The level of resources needed to carry out for each mentioned activities and tasks are allocated; Preparing the budget needed for each phase, by allocating the total cost of labor, equipment and materials is calculated and an expenses schedule is defined which enables the project manager to measure the forecast spend versus the actual spend throughout the project; The quality expectations both for the deliverables and the management processes are clearly defined and can reasonably achieved during the project, including time, cost, quality, change, risk, issue, procurement, acceptance and communications management; then the quality plan is documented; documenting all foreseeable project risks within a risk plan and also identifying the required actions for prevention as well as mitigation measures in case any of those risks occur; an acceptance plan is also created for clarifying the completion criteria for each deliverable and providing a schedule of acceptance reviews; identifying how stakeholders will be kept informed of the progress of the project and what information to be distributed, means and frequency of distribution and those of charge of the process; a detailed description of the products or services to be acquired from suppliers, the justification for acquiring each product externally as opposed to from within the business, and the schedule for product delivery; and a phase review will be performed in order to ensure that the project has been well planned to achieve its objectives to prepare a completed project plan(Westland,2006).

2.4 .3 Project Execution

It is the third phase in project life cycle stage, where a project took longer duration than the others. It is where deliverables and products are physically made based on the project management plan to satisfy the project specifications and clients(Westland,2006).

This is the stage where the deliverables are physically created, so the team engaged in some processes during the implementation of a project (PMI 2008). Here the project manager engages in coordinating people and resources to build final deliverable; managing stakeholder expectations while producing the deliverables; integrating and performing the activities of the project in accordance with the project management plan; analyzing required planning updates: this may include changes to expected activity durations, changes in resource productivity and availability, and unanticipated risks; managing any arise issues and risks regarding the project; and managing changes to the project plan arise while implementing the project(Westland,2006).

2.4.4 Project Monitoring and Controlling

The project manager engages on monitoring and controlling the activities, resource and expense in order to meet customer's acceptance while producing the deliverables. A number of management processes are undertaken to ensure that the project proceeds as planned. Those processes performed to complete the work defined in the project management plan to satisfy the project specifications (Westland,2006).

Basically, this activity is monitoring and controlling of the project status. During this stage the following activities will be conducted: controlling changes and recommending corrective or preventive action in anticipation of possible problems; monitoring the ongoing project activities against the project management plan and the project performance measurement baseline; but only approved changes are implemented(Westland,2006).

2.4.5 Project Closure

A project closure stage is the last phase in the project life cycle. Gaining of the customer's acceptance means the project has met its all objectives and it is ready for closure (Westland,2006). This phase involves letting the final deliverables to the customers, giving the project document, closing of the project supplier contracts and letting go remain resources(Westland,2006).

In order to bring the project in to completion the project team needs to be engaged on some activities during the closure phase; the team performs a project closure; review project completion: the final activity within a project is conducting a post evaluation of the project to determine if objectives are met through the management processes outlined in the planning phase (Westland,2006).

To determine how well the project performed and to have understanding on the project result on the organization, and assessment how the project have done, in terms of the scope, budget, schedule, customer's criteria and its objectives; list and documented the key achievements and lessons learnt and then presented to the customers. And, this shows the completion of the project.

2.5 Project success critical factors

Project management researchers have been striving to identify factors that lead to project success since the 1960s and have attained several conclusions that have been largely disclosed in project management literature. However, in spite of all the effort to determine projects' success factors, despite all the acquired individual and collective experience in project management, and despite

the continuous growth in project management professional bodies' membership, project results are still disappointing to the different stakeholders(Turner,2004). Although there has been a consensus regarding the importance of the concept of success factors for project management practice, project management scholars have different views and definitions of this aspect.

A project is successful when it reaches its triple objective that is finished within time, scope and quality (PMI, 2008). It is supported by (Turner, 2004), Project success can be identified by its completion on time, within budget and to specification especially for information technology projects as the standard for judging success.

According to Erling the above definition is a traditional view. He represented as; the overall project success is deal with the wider and long term impact of the project. This means a project success is both the project management success and the project product success. This implies the successful achievement of the triple objectives; the attainment of cost, time and quality objective in accordance with the quality of the project management process((Erling,2006). A project success can be affected by different factors from their environment.

Table 1 Critical Factor Count of citations:

Critical success factor	Count of citations that support CSF
Support from senior management	39
Clear and realistic objectives	31
Detailed plan kept to date	29
Good communication or feedback	27
User or client involvement	24
Skilled or sustainable qualified and sufficient team	20
Effective change management	19
Competent project manager	19
Strong business case for project	16
Sufficient and well allocated resources	16
Good leadership	15
Proven or familiar technology	14
Realistic schedule	14

Risks addressed and managed	13
Project sponsor or champion	12
Effective monitoring and control	12
Adequate budget	11
Organizational adaptation, culture, structure	10
Good performance by suppliers, contractor and consultant	10
Planned close out and review, acceptance of possible failure	9
Training provision	7
Political stability	6
Correct choice/ past experience of project management methodology/ tools	6
Environmental influences	6
Past experience (learning from)	5
Project size (large)/ level of complexity/ number of people involved (too many)/ duration (over 3 years)	4
Different viewpoints	3

Source: Iman et al, 2008

2.6 Challenges of Project Management

Related literatures show that, most projects failed due to: increased competition, shorter product and service life cycles, tighter budgets, unfamiliar and more complex applications, globally distributed and multicultural project teams (Nicolas, 2012). Lack of feedback from previous projects, miscommunication between members of the project team among themselves and different stakeholders, absence of planning and non-adoption of clear methodology lead to the questionability of project success (Ali, 2010).

Even though it is very difficult to generalize and put project management challenges in common terms due to the fact that each and every obstacle to project management vary according to nature of the project and the application employed to particular project setup (Ali, 2010). However, the following table show top ten and most common challenging points that are believed to challenge a project.

Table 2 : Project Challenging factors

Project Challenging Factors	% of responses
Lack of User Input	12.80%
Incomplete Requirements and Specifications	12.30%
Changing Requirements and Specifications	11.80%
Lack of Executive Support	7.50%
Technology Incompetence	7%
Lack of Resources	6.40%
Unrealistic Expectations	5.90%
Unclear Objectives	5.30%
Unrealistic Time Frames	4.30%
New Technology	3.70%
Other	23.00%

Source: Iman et al, 2008

2.7. Empirical Literature

Demose Demisse (2017) in his assessment on practices and challenges of consultancy project management: the case of Ethiopian management institute, described that EMI does have major gaps in preparation and implementations of orientation session with clients, and detail assignment plan preparation and problem diagnosis. Developing strong alternative solution with their respective merits and demerits is a major gap. Implementation phase of consultancy services is not practice in EMI and monitoring, evaluation and closure phase practice are weak as compared to other phases. Lack of required resources, lack of client commitment, and lack of competency of consultants, weak contractual administration, lack of strong monitoring and evaluation system, client needs fluctuations, poor incentive mechanism and lack of commitment of consultants are the major challenges that EMI faces in managing its consultancy services. The study recommended EMI to work on human capital and facility development, business categorization and to practice all management consultancy phases end to end.

Sintayehu fiseha (2017), Assessed Practices and Challenges of Knowledge Transfer in offshore outsourced Telecom Project in the Case of Ethio Telecom found that the current knowledge transfer

practices are not mature in areas such as establishing processes and procedures, incentive schemes, and evaluation of training quality and content. There are also different challenges

found to impact the effectiveness of knowledge transfer such as lack of organizational readiness, organizational politics, national culture, language barrier and informal relationships. Moreover, factors such as dissemination capability, willingness, trustworthiness, and knowledge complexity has been perceived as significant factors affecting knowledge transfer in outsourcing projects of the telecom sector.

Tigest Sileshi (2017) in her study “Assessment on Project Management Practices: a case study on Japanese Social Development Trust Fund Grant Project” explained and suggested that some project management knowledge areas i.e. Project scope, time, quality, cost, risk and integration management were not effectively practiced in the project. Correspondingly, project stakeholders, human resource, communication and procurement management were practiced traditionally even though formal procedures were not followed as a standard for project management which is due to no professional project management person was assigned in the project. Thus, this study suggested for the project to implement project management knowledge areas by following formal procedures based on the processes under each knowledge areas.

Addisalem Bekele (2017), Tried to assess the Implementation of Project Portfolio Management and Its Challenges: The Case of Ethio Telecom Wireless Network Program of Addis Ababa, explained that, when maturity of PPM of an organization increases, capability to handle and prevents the different challenges of PPM increases and reaping of all the benefits of PPM practice can be achieved, Effective capturing and dissemination of lesson learned and best practices of the application of PPM for all stakeholders of PPM are essential, communication regarding strategic direction of project portfolio for all the stakeholders is essential for creating a devotion to strategy throughout the structure of PPM governance, integration management is critical factor for successful implementation at the same time handling of challenges of PPM; so that the role of PMO to give an organizational focus on improving the management of project portfolio and builds up a common set of practices, principles and templates for managing projects portfolio is essential.

Rahel Gebre (2018)’’ Assessment of Execution Practice of Social Work Project in Selected Local NGOs in Addis Ababa, Ethiopia’’. the study arrived to the conclusion that project is implemented based on given schedule and there is fair level of governmental support and community participation but its challenging to implement project based on scope and quality. This study finds fund and financial

situation of the organization, and country regulation and policy as leading challenges that affect the social work project implantation practice in local NGOs.

Meaza Tegenu (2018) ‘‘Assessment Of Practices And Challenges Of Implementing ICT Project Management In Ethio-Telecom’’, identified that Project scope management, project time management, project quality management, project risk management, project communication and project stakeholders knowledge area are highly practiced during the implementation of the ICT projects whereas project integration management project time management and project procurement management knowledge areas are practiced at low level lack of relevant training and procurement delay were the main challenges during the implementation of the ICT projects and recommended that the organization should give special attention to project cost management, project human resource management and project procurement management knowledge areas.

2.8. Summary of Literature Review

As explained in objectives of the study and problem statement above, this research mainly focuses to assess the project management practices of the youth employment project in SCI, and its challenges. Proper and effective practice of all project phases has positive effect on project success and lack of proper practice and increasing the severity of the challenges will negatively affect project success.

In this study, I believed that essential documents have been reviewed in relation to the topic and it will help to understand the project management concepts, practices and challenges. Having said that this study is unique from the related literatures that it mainly focuses on the project management practices and challenges of the specific youth employment project implemented by SCI. Hence, with all above, I extended detail information about the topic studied and I also can assure the importance of doing this research.

Chapter Three- Research Design

3.1 Introduction

The aim of this chapter is to give explanation on the methods and procedures that is using to answer the research questions projected in the first chapter of this study. The chapter encloses sections about the research design and approach, data collection procedure, data sources and data collection techniques, method of data analysis, the ethical consideration and validity and reliability.

It also discusses about the study approach and design that; quantitative research and clear explanations and illustrations about the reason for selecting the research design is put as well. It also covers about the sampling technique, data source and data analysis procedures.

3.2 Research Approach and Design

This study will be based on a descriptive research as its primary objective is to provide clearer picture of the project phenomenon, mainly on a project management practices, and the implementation challenges, specifically on the youth employment project implemented by SCI.

Basically quantitative method will be employed in order to investigate the practical use of the general agreed project implementation process that recognized by the project management institute (PMI).

This descriptive research is the most popular and common strategy for social researches and mainly used for communicative types of studies (Creswell,2007). It allows to collect large amount of data from a population at a very low cost (Creswell,2007). Therefore, questionnaire survey research method has been employed in order to compare and analyze using various statistical techniques easily.

3.3 Source of Data

Both primary and secondary data has been compiled in the course of this study. For primary data collection; questionnaire and unstructured interview has been employed. The secondary data from various documents, project concerning books, public journals and related literatures has been reviewed.

3.4 Sampling technique

A census method is employed in aim of collecting data from all active employees of project execution process. In general, data has been collected from those who has been actively participating in the project.

I have distributed 35 questionnaires to the respondents and collected 31 of them. In general, 31 people has been involved in this study.

As mentioned above, employees of the project who are directly participating in the implementation of the youth project has been considered to be the population of this study. This include senior & support staffs, project team at the country level, and partner organizations.

The respondents are selected based on their responsibility on the project; individuals who can tell about the project according to the purpose of this study. I have tried to address project implementers from different implementation area and to each partner's organization who are directly participating in the project implementation.

3.5. Data collection technique

As mentioned above, in collecting the primary data, the instruments of the data collection included questionnaire. The questionnaire is composed of three sections; section I introductory letter to respondents, and general respondent's profile, section II close-ended questions to collect respondents' perceptions regarding implementation practice of the project, and Section III close-ended questions regarding project implementation challenges. The questionnaire is prepared based on the already identified critical success factors and project implementation challenges.

The questionnaire has been distributed for the target population through email to the respondents. From the distributed 35 questioners 31 of them has been collected and employed by this study.

Secondary data has been reviewed from related research works, documents, books, dissertations, public journals, and the studies under the project organization.

3.7 Methods of Data Analysis

According to Mosby (2009), data analysis is the process of coding, classifying and tabulating information required to perform quantitative or qualitative analysis according to the research design and appropriate to the data. In this research data analysis has been done using descriptive statistics by means of STATA. The results obtained from the analysis will be presented in tables and based on that concrete conclusions and recommendations will be forwarded.

3.8 Ethical consideration

In this study ethical consideration has been applied by maintaining confidentiality of information about the organization and respondents. In addition to this, the gathered data will only be used for this study, not for other purpose, or not transferred to other party. Furthermore. The confidentiality and secrecy of the voluntary respondents will be guaranteed. Accordingly, the study has been considering all the ethical perspectives.

3.8 Validity and reliability

The validity of the research was taken into consideration, as close-ended questionnaires and semi structured interviews were developed and checked by benchmarking the literature review in order to generate a valid and comparable response.

The Linkert scale questionnaire items were tested for reliability by taking four sample respondents using Cronbach-Alpha test, which scored in 0.84 for the data collected from 4 respondents on 27 variables. Cronbach's α value of more than 0.9 is considered excellent and value more than 0.7 is generally considered acceptable for internal consistency of data therefore, the score supports the presence of good internal consistency among the items and promise the reliability and acceptability of the items for the study (George & Mallery, 2005).

Chapter Four

Research Findings

4.1 Introduction

In this chapter results of the collected data that has been analyzed using STATA will be displayed. The questionnaire was distributed to 35 active employees of the project from different area and organization through email. And 31 questionnaires have been filled and collected from the respondents.

As mentioned in chapter three, the questionnaire has three sections; the first section is questions concerning respondents demographic profile, the second section is questions in relations to project implementation practices and the third section consists questions about project implementation challenges.

4.2 Respondents personal information

The below table presented the age, position, education level, position and work experience of the respondent's.

Table 3: personal information of respondents

Variables		Freq.	Percent	Cum.
Sex	Male	14	45.16	45.16
	Female	17	54.84	100.00
	Total	31	100.00	
Age	< 25 years	1	3.23	3.23
	25-35 years	17	54.84	58.06
	36-45 years	12	38.71	96.77
	> 45 years	1	3.23	100.00
	Total	31	100.00	
Edu	Diploma	1	3.23	3.23
	B. BA	11	35.48	38.71
	Master	19	61.29	100.00
	Total	31	100.00	
Position	Project Manager	7	22.58	22.58
	Project Specialist	13	41.94	64.52
	Project Officer	11	35.48	100.00
	Total	31	100.00	

Work of experience	1-5 years	8	25.81	25.81
	6-10 years	7	22.58	48.39
	11-15 years	12	38.71	87.10
	>15 years	4	12.90	100.00
	Total	31	100.00	

Source: own survey

Sex and age of respondents

According to the above table, about 54.84% of the respondent are female and 45.46% are male. The respondents are categorized in four age groups 3.23 % of the respondents are under 25, 54.84% of the respondents fall between the age of 25- 35 years, 38.71 % of the respondents are found to be between the age of 36-45, and the remaining 3.23% are in the range of more than 45 years old.

Education level of respondents

Regarding the education level of respondents, 3.23 % of the respondents are Diploma holders, 35.48% of the respondents are BA holders, the majority or 61.29% of the respondents are Master graduates.

Position of respondents

Concerning the respondents position, 22.58 % of the respondents are working as program manager, the majority and 41.98 % of the respondents holds program specialist position and 35.48 % of the respondents are used to be program officers.

Work experience of respondents

The work experience of the respondents has been classified into four groups. Thus, 25.81 % of the respondents fall the range of 1-5 years, 22.58 % of the respondents has got an experience in the range of 6-10 years, the majority and 38.71 % of respondents has an experience in the range of 11-15 years, 12.90 % of the respondents have experience more than 15 years.

4.3 Results and Analysis on the project Management practices

4.3.1 Analysis of project initiation and planning phase

In this sub section, respondents were asked to express their level of agreement on how the presumed project planning and initiation activities were under taken in the youth employment project and their responses presented in the table below in the form of percentage of strongly disagree, disagree, neutral, strongly agree, and agree, mean and standard deviation.

The mean value that is derived shows the average of the employee's responses on each statement. While, the standard deviation shows how the respondents give diverse answer to the specific question.

Majority of the respondents positively agreed on the following questions of the planning and initiation phase: 80.65% of the respondents strongly-agreed that the project is convenient with the state development strategy, 58.06% of the respondents strongly agree with that feasibility study for the project has been conducted, 87% of the respondents agreed that the project sustainability study was conducted, 93% of the respondents are agree that risks of the project were analyzed carefully, 58.06 % of the respondents strongly agreed that project team members (technical team) were fully participated at project initiation phase, 64,52% of the respondent are strongly agreed that "Project Charter" which describes scope, objectives, time, budget, and risks was prepared.

Table: 4

Questions	strongly disagree	disagree	Neutral	agree	Strongly agree	mean	Standard dev.
	%	%	%	%	%		
The project is convenient with the state development strategy.				19.35	80.65	4.81	0.40
Feasibility study for the project was conducted adequately.		6.45	16.13	19.35	58.06	4.29	0.97
Project sustainability study was conducted.	3.23		12.9	22.58	61.29	4.39	0.95
Risks of the project were analyzed carefully		9.68	6.45	19.35	64.52	4.39	0.99
Project team members(technical team) were fully participated at project initiation		16.13	12.9	12.9	58.06	4.13	1.18

phase							
"Project Charter" which describes scope, objectives, time, budget, and risks was prepared.		3.23	3.23	29.03	64.52	4.55	0.72

Source: own survey

According to the below table, respondents were asked that study on all project requirements was conducted and 70.96% of them were agreed, regarding the project Set up the project office 77.42% of the respondents strongly agreed and 64.52 % Of the respondents strongly agreed that the detailed activities plan that describes how to implement the project was prepared (WBS), also 64.52 % of the respondents strongly agreed that detailed project schedule is prepared for each activity.

Table: 5

Questions	strongly disagree	disagree	Neutral	agree	Strongly agree	mean	Standard dev.
	%	%	%	%	%		
Study on all project requirements was conducted.		12.9	16.13	12.9	58.06	4.16	1.13
Set up the project office.				22.58	77.42	4.77	0.43
Detailed activities plan that describes how to implement the project was prepared (WBS).		9.68	3.23	22.58	64.52	4.42	0.96
Detailed project schedule is prepared for each activity		9.68	12.9	12.9	64.52	4.32	1.05

Source: own survey

Moreover, the respondents were asked about expected quality standard and indicators set for both the deliverables and management processes and 74.19% of the respondents strongly agreed, and 96.78 % of the respondent agreed that monitoring and evaluation plan in place, on the other hand 32.26% of the respondents disagreed that and 58.06% of the respondents become neutral that the Proper procurement plan was prepared.

Besides, respondents were asked to rate their level of agreement towards the question regarding well organized risk and change management plan has been prepared, also 77.42 % of respondents agreed that detailed communication plan has been prepared. According to the respondents the question regarding detailed project budget were strongly agreed by 74.19 % of the respondents, and 58.06 % of the respondents strongly agreed that well-equipped project team was made.

Table: 6

Questions	strongly disagree	disagree	Neutral	agree	Strongly agree	mean	Standard dev.
	%	%	%	%	%		
Expected quality standard and indicators set for both the deliverables and management processes.			9.68	16.13	74.19	4.65	0.66
Monitoring and Evaluation plan in place			3.23	32.26	64.52	4.61	0.56
Proper procurement plan was prepared		32.26	58.06	9.68		2.77	0.62
Well organized risk and change management plan		48.39	51.61			2.52	0.51
Detailed communication plan	3.23	9.68	9.68	32.26	45.16	4.06	1.12
detailed project		3.23	6.45	16.13	74.19	4.61	0.76

budget							
Well-equipped project team		3.23	16.13	22.58	58.06	4.35483	.8774352
Average						4.22	0.81

Source: own survey

As identifying scope of the work and resource requirement of the project at the planning and initiation phase helps to guide project goals, deadlines and relationships that shape the project as well as minimize the risk of change orders and disruptions, while staying on budget, it might have significant positive contribution for the success of the next phases and overall project implementation.

Source: own survey

According to the above tables, the average mean is 4.22. This shows the respondent's perception towards the initiation and planning phase process is in agreed range. The diversity of the responses given by the respondents shown by the standard deviation is 0.81.

4.3.2 Analysis of project execution phase

Respondents were asked questions focusing project execution activities and their responses presented on the table below in the form of percentage: strongly disagree, disagree, neutral, agree, and strongly agree, mean and standard deviation for each question.

Majority of the respondents agreed on all the questions under the execution phase: 58.06 % of the respondents strongly agreed and 38.71 % of the respondents agreed on the question project cost was managed according to the budget, and 51.61 % of the respondents strongly agreed that project schedule was maintained based on the project plan,

Besides, 74.9 % of the respondents agreed that project quality was maintained as per the project scope and quality management plan, 64.52 % of the respondents strongly agreed on that risk and changes happened during the implementation of the project were handled according to project risk and change management plan, 61.29 % of the respondents strongly agreed that appropriate project stakeholder management was in place, 61.29 % of respondents agreed that communications with project team and stakeholders were transparent and proper, 61.29 % project strongly agreed that controlling and monitoring activities were carried out as planned, 64.52 % of the respondents strongly agreed that proper documentation after the accomplishments of each project phase was conducted.

When summarized, the result shows more respondents agreed that most of the activities in the project execution phase this is related to the that project has been implemented as per the plan.

Table 7: Analysis of project execution phase

	Questions	strongly disagree	disagree	Neutral	agree	Strongly agree	mean	Standard dev.
		%	%	%	%	%		
18	Project cost was managed according to the budget			3.23	38.71	58.06	4.55	0.57
19	Project schedule was maintained based on the project plan.		6.45	3.23	38.71	51.61	4.35	0.84
20	Project quality was maintained as per the project scope and quality management plan		6.45	19.35	22.58	51.61	4.19	0.98
21	Risk and Changes happened during the implementation of the project were handled according to project risk and change management plan		12.9	6.45	16.13	64.52	4.32	1.08
22	Conflicts and issues provoked during the implementation of the project resolved based on the plan.		12.9	19.35	19.35	48.39	4.03	1.11
23	Appropriate Project Stakeholder Management		3.23	9.68	25.81	61.29	4.45	0.81
24	Project used appropriate communication channels based on the project plan		3.23	16.13	16.13	64.52	4.42	0.89
25	Communications with project team and		9.68	6.45	22.58	61.29	4.35	0.98

	stakeholders were transparent and proper							
26	Project controlling and monitoring activities were carried out as planned		6.45		32.26	61.29	4.48	0.81
27	Proper documentation after the accomplishments of each project phase was conducted		3.23	9.68	22.58	64.52	4.48	0.81
Average							4.36	0.89

Source: own survey

As it can be seen in the above table the average mean is 4.36; that is above average. This shows the respondent's perception towards the execution phase process is in agreed range. The diversity of the responses given by the respondents is expressed by the standard deviation of 0.89.

4.4 Project Challenging factors

Respondents were asked questions regarding project challenging factors during implementation and their response is presented in the below table in the form of percentage of strongly disagree, disagree, neutral, agree, strongly agree, mean and standard deviation for each items.

Majority of the respondents ranked the following items as highly challenging points for their project: lack of user inputs 74.19% strongly agree, Lack of executive management support 67.74 % strongly agree, lack of resources 74.19% strongly agree, Unrealistic expectations of the project output 70.97% strongly agree, and Challenges from government rules and regulations 67.74% strongly agree.

According to the majority of the respondents graded the following factors were least affecting factors: Incomplete Requirements and specification 32.26 %, new technology 48.39%, Unclear visions and objectives 6.45 %, unrealistic project time frames 6.45 %, and absence competency of project team members 3.23%.

Table 8: Project Challenging factors

Questions	strongly disagree	disagree	Neutral	Agree	Strongly agree	mean	Standard dev.
	%	%	%	%	%		
Lack of user input		9.68	6.45	9.68	74.19	4.48	0.10
Incomplete Requirements and specification		9.68	22.58	35.48	32.26	3.90	0.98
Lack of executive management support		6.45	12.9	12.9	67.74	4.42	0.96

New technology		16.13	22.58	12.9	48.39	3.94	1.18
Lack of resources		6.45	6.45	12.9	74.19	4.55	0.89
Unrealistic expectations of the project output		6.45	9.68	12.9	70.97	4.48	0.93
Unclear visions and objectives	3.23	29.03	29.03	32.26	6.45	3.10	1.01
Unrealistic project time frames		54.84	12.9	25.81	6.45	2.84	1.04
Absence competency of project team members		32.26	48.39	16.13	3.23	2.90	0.79
Challenges from government rules and regulation		9.68	6.45	16.13	67.74	4.42	0.99
Average						3.902839	0.89

Source: own survey

Based on above table, the challenging factors had an average mean of 3.9. This shows that respondents have positive agreements on the challenges of the project that hinder the successful implementation of the project. The diversity of the responses is given by the respondents as indicated by the standard deviation is 0.89.

Chapter 5

Summary of findings, conclusions and recommendations

5.1 Summary of major findings

This study assesses the project implementation practices of the youth employment project implemented by Save the Children Ethiopia. And also it further tried to understand the challenges that hinder the project during its implementation process. Summary of major research findings are presented below:

The first objective of the study is to investigate the practical use of the general agreed project implementation process that recognized by the project management institute adopted by SCI while executing the youth employment project.

The study found that, project implementation practices were properly adopted by SCI, most of the items in the project success criteria under each phases were adhered by the organization except proper procurement and risk and change management plan.

Finally, the study identified that a number of factors taken as a challenge of the project implementation process such as: lack of user inputs, lack of executive management support, lack of resources, unrealistic expectations of the project output, and challenges from government rules and regulations.

5.2 Conclusion

Based on the findings from the data analysis of the research, the following conclusions are drawn:

The research findings have illustrated that the project had convenient with the state development strategy, organization had conducted the feasibility study, sustainability study and also had conducted Study on all project requirements. And, they effectively prepared the project charter during the initiation and planning phase that describes the project objective, cost, scope, time and risks.

Well organized plan has been made in the initiation and planning phase apart from procurement and risk and change management plan. This provides a clear guidance on the way to implement the project during project implementation process. As a result, project implementation practices has been adopted by the youth employment project.

The project has been challenged due to: lack of user inputs, lack of executive management support, lack of resources, unrealistic expectations of the project output, and challenges from government rules and regulations.

5.3 Recommendations

- Giving considerable emphasis for the initiation and planning phase is highly advisable to void unexpected project challenge.
- Procurement and risk and change management plans should be included alongside with other project plans during planning phase, accidental procurement and risk and change management problems might cause project delay.
- Participation, commitment and ownership of project user is advisable for a better project success starting from initiation and planning phase or else unrealistic expectations of the project output will be resulted.
- Accessibility of adequate resource should be identified during the initiation and planning stage unless, unfriendly project surprises might affect the project quality outcome.
- The required support should be guaranteed from executive management as some of the original project plans need slight changes during implementation due to unexpected circumstances.
- Considering government rules and regulation is important starting from the initiation phase. This helps to minimize project challenge and contribute to project success.
- Aligning the project goal with the goal of the organization and the state' strategic plan is important and needs to be appreciated and sustained.

Reference

- Kerzner, H., 2009. Project management: A systems approach to planning, scheduling, and controlling. 10th ed. Hoboken, New Jersey: John Wiley & Sons, Inc.
- Ethiopian Ministry of Youth, Sport and Culture (2004). Federal Democratic Republic of Ethiopian National Youth Policy, EMYSC, Addis Ababa.
- Meaza Tegenu, 2018) ‘‘Assessment of Practices and Challenges of Implementing ICT Project Management in Ethio-Telecom’’, AAU, Addis Ababa
- Rahel Gebre, 2018’’ Assessment of Execution Practice of Social Work Project in Selected Local NGOs in Addis Ababa, Ethiopia’’. AAU, Addis Ababa.
- Addisalem Bekele (2017), Tried to assess the Implementation of Project Portfolio Management and Its Challenges: The Case of Ethio Telecom Wireless Network Program of Addis Ababa, AAU, Addis Ababa
- Tigest Sileshi, 2017 in her study ‘‘Assessment on Project Management Practices: a case study on Japanese Social Development Trust Fund Grant Project’’, AAU, Addis Ababa
- Sintayehu fiseha, 2017, Assessed Practices and Challenges of Knowledge Transfer in offshore outsourced Telecom Project in the Case of Ethio Telecom, AAU, Addis Ababa
- Demoze Demisse, 2017 in his assessment on practices and challenges of consultancy project management: the case of Ethiopian management institute, AAU, Addis Ababa
- Cooper , D. R. & Schindler , . P. S., 2014. Business Research Methods. 12th ed. New York: The McGraw-Hill Companies, Inc.
- World Bank. 2002. World Development Report 2002: Building Institutions for Markets. New York: Oxford University Press. © World Bank. Retrieved from <https://openknowledge.worldbank.org/handle/10986/5984> License: CC BY 3.0 IGO. || on November, 2017.
- Creswell, J. W. (2007). Qualitative, quantitative, and mixed methods approaches. Second Edition. Retrieved on April 20, 2017 from <http://www.amazon.com/Research-Design-Qualitative-Quantitative-Approaches/dp/0761924426>
- Larry, Darshem. May 2019 Factors Affecting Youth Employment in Ethiopia: A combination of attitudes, behaviors, interventions, and context. Addis Ababa
- Nzinga H. Broussara and TsegayGebrekidanTekleselassie. (2012). Youth unemployment; Ethiopia country study. London School of Economics and Political Science 4th Floor, Tower Two Houghton Street London WC2A 2AE United Kingdom.

- Lorenzo Guarcello and FurioRosati. (2007).Child Labor and Youth Employment: Ethiopia Country Study. © World Bank. Retrieved from <https://openknowledge.worldbank.org/handle/10986/5984> License: CC BY 3.0 IGO.|| on March 2007
- Tigabu Degu Getahun and Gebeyehu Manie Fetene (2020). Enhancement of Employment and Income Opportunities for Rural Youth in Ethiopia: A Review of Four Large Youth Employment Initiatives. Policy studies Institute, FARA Research Report. Addis Ababa Ethiopia
- Lorenzo Guarcello and FurioRosati (2007). Child Labor and Youth Employment: Ethiopia Country Study. The world Bank
- BeshirButtaDale (2014). Unemployment Experience of Youth in Addis Ababa.Research Paper. International Institution for Social Studies, Netherland
- Eyob Balcha (2017). The Politics of Youth Employment and Policy process in Ethiopia. MA Thesis. University of Manchester, England
- Nyanje, S. O. (2016). Analysis of factor affecting the implementation of non-governmental organization projects in Nakuru country, Kenya. Kenya.
- PMI. (2013). A Guide to the Project Management Body of Knowledge.
- Shenhar, A. (1996). Project Management Theory: The road to better practice. International Journal of Project Management.
- Ali, A. (2010). Investigating Project Management Practices in Public Sector Organizations of a Less Developed Countries.
- Al-Mharmah, A. a. (2000). Project Management Practice by the public sector in a developing country. International journal of Project Management.
- Catherine, D. (2007). A Practical Guide to Research Methods: A user friendly manual for mastering research techniques and projects (Vol. 3rd edition).
- Crawford L.& Pollack J. (2007). how generic are project management knowledge and practice
- PMI. (2013). A Guide to the Project Management Body of Knowledge.
- PMI. (2004). A Guide to the Project Management Body of Knowledge.
- PMI. (2008). A Guide to the Project Management Body of Knowledge (PMBOK)
- Turner, J. (2004). Five necessary conditions for project success. International journal of project Management,
- McIntosh, S. A., 2018. *Keys Successful Major Project Execution*. Colorado, USA: Long International, Inc.

- Erling, S. A. (2006). Exploring project success. *Baltic Journal of Management*, 1 (2), 127-147.
- Lewis. (2000). *The project manager's reference desk: A comprehensive guide to project planning, scheduling, evaluation, and systems.*
- Westland, J. (2006). *The Project Management Life cycle.*
- Morris, P. (2007). *The Wiley Guide to Project Organization and Project Management Competencies*
- Mastewal Yami (2020). *Policies and Interventions for Rural Youth Employment in Ethiopia: A Synthesis of Literature Review. (BENEFIT-REALISE) Program Ethiopia*
- UN Instruments, Statistics/ <https://www.un.org/esa/socdev/documents/youth/fact-sheets/youth>
- <https://www.blumoonethiopia.com>
- (<https://www.empoweryouthforwork.org/country/ethiopia/>
- <https://www.devex.com/organizations/oxfam-international>
- www.theigc.org
- <https://www.stakeholdermap.com/project-management/project-success-factors>

Appendences
QUESTIONNAIRE
ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
MASTER OF ART IN PROJECT MANAGEMENT

Dear Participant;

My name is Hiwot Seyoum. I am an MA student in project management at Addis Ababa University School of Commerce. As part of my MA in project management, I am studying **Project Implementation Practices and challenges of Youth Employment Project - The Case of Save the Children Ethiopia.**

The purpose of this questionnaire is to gather data on practices and challenges of implementing Youth employment Project; the case of save the children international. The study is purely for academic purpose and thus not affects you in any case. So, your genuine, frank and timely response is vital for successfulness of the study. And, I hereby assure you that all the information will remain confidential and do not include your name in the questionnaires. Therefore, it is your genuine response which drives to effective analysis and conclusion then fruitful recommendations.

Contact Address If you have any query, please do not hesitate to contact me and I am available as per your convenience at (Mobile: 0913-73-43-19or e-mail: hiwot.je@gmail.com).

This questionnaire has three major parts.

- The first part deals with background information.
- The second part deals with project implementation practices.
- The third part deals with project implementation challenges

Please try to answer all the questions to the best of your knowledge by ticking the appropriate box. In a situation where there are issues that are not pertinent to your case, you can skip to the next question.

SECTION ONE: Background Information.

1. Education level

- A. Diploma B. BA C. Master

2- Sex

- A. Male B. Female

3. current Job position

- A. Country Director
- B. Project Manager
- C. Project Specialist
- D. Project Officer
- D. Other _____

4- Years of work experience you have on projects.

- A. 1-5 years B. 6-10 years C. 11-15 years D. >15 years

5- Age:

A. < 25 years B. 25-35 years C. 36- 45 years
D. > 45 years

SECTION TWO: Project Management

The following lists of statements will be used to get relevant information for the accomplishment of the research objectives. Thus, please indicate your level of agreement with each statement by ticking (√) on the spaces provided under each option. The options range from Strongly Agree to Strongly Disagree.

Note: SA - for Strongly Agree

A- For Agree

N- For Neutral

D- For Disagree, and SD- For Strongly Disagree

A. During the Project initiation phase (put a “√” mark on your choice)		SA	A	N	D	SD
1	The project is convenient with the state development strategy.					
2	Feasibility study for the project was conducted adequately.					
3	Project sustainability study was conducted.					
4	Risks of the project were analyzed carefully					
5	Project team members(technical team) were fully participated at project initiation phase					
6	"Project Charter" which describes scope, objectives, time, budget, and risks was prepared.					
7	Study on all project requirements was conducted.					
8	Set up the project office.					
B. project planning phase (put a “√” mark on your choice)		SA	A	N	D	SD
9	Detailed activities plan that describes how to implement the project was prepared (WBS).					
10	Detailed project schedule is prepared for each activity					

11	Expected quality standard and indicators set for both the deliverables and management processes.					
12	Monitoring and Evaluation plan					
13	Proper procurement plan was prepared					
14	Well organized risk and change management plan					
15	Detailed communication plan					
16	detailed project budget					
17	Well-equipped project team					
C. Project Execution Phase (put a “√” mark on your choice)		SA	A	N	D	SD
18	Project cost was managed according to the budget					
19	Project schedule was maintained based on the project plan.					
20	Project quality was maintained as per the project scope and quality management plan					
21	Risk and Changes happened during the implementation of the project were handled according to project risk and change management plan					
22	Conflicts and issues provoked during the implementation of the project resolved based on the plan.					
23	Appropriate Project Stakeholder Management					
24	Project used appropriate communication channels based on the project plan					
25	Communications with project team and stakeholders were transparent and proper.					
26	Project controlling and monitoring activities were carried out as planned					
27	Proper documentation after the accomplishments of each project phase was conducted					

SECTION THREE: Project Implementation Challenges

Iman at. el (2008), described the following points as challenging areas of a project. So, to have a common ground on the challenges of the project. Here I would like to request you to rank the following lists of major project challenges based on your experience.

Please put a “√” mark on your level of agreement.

	Project Challenging factors	SA	A	N	D	SD
1	Lack of user input					
2	Incomplete Requirements and specification					
3	Lack of executive management support					
4	New technology					
5	Lack of resources					
6	Unrealistic expectations of the project output					
7	Unclear visions and objectives					
8	Unrealistic project time frames					
9	Absence competency of project team members					
10	Challenges from government rules and regulation					

If others (please specify) _____