ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS

Department of Management

PROJECT MANAGEMENT PRACTICE IN HEALTH PROFESSIONAL ASSOCIATIONS IN ETHIOPIA

THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE MASTER'S DEGREE OF MBA IN MANAGEMENT

By: Getinet Kaba Chali

Advisor: Tilahun Teklu (PhD)

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Statement of Declarations

I did this research independently entitled **"Project Management practice in Health Professional Associations in Ethiopia "** in partial fulfillment of the requirement for the degree of Masters of art in Business Administration in Management in the support and guidance of my research advisor Tilahun Teklu (PhD). This study is my own work that hasn't been submitted for any degree or Masters program in this or any other institutions.

Getinet Kaba

Signature:_____

Date:_____

Addis Ababa-Ethiopia

Statement of Certification

This is to certify that Getinet Kaba has carried out this reassert project entitled "Project Management practice in Health Professional Associations in Ethiopia**"** under my supervision**.** The work is original in nature and sufficient for submission for the partial fulfillment of the award of degree of Masters of art in Business Administration in Management.

Tilahun Teklu (PhD)

Signature:_____

Date:_____

Addis Ababa, Ethiopia

ADDIS ABABA UNIVERSITY COLLEGE OF

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Department of Management

Research Project for MBA in Management

By: Getinet Kaba

Tilahu Teklu (PhD)	_____	_____
Advisor	**Signature**	**Date**
_____	_____	_____
Examiner	**Signature**	**Date**
_____	_____	_____
Examiner	**Signature**	**Date**

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ABBREVIATIONS

CPD	Continuing Professional Development
CSF	Critical Success Factor
CSO	Charity and Society Organization
NGO	Non-Governmental Organization
PMI	Project Management Institute
WHO	World Health Organization

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ABSTRACT

The aim of this study was to assess the project management practice of health professional associations. Both quantitative and qualitative research approach with descriptive research method was used for the study. The data was collected using a standardized questionnaire for the quantitative and semi-structured for the qualitative one. The analyzed data revealed that, the project management practice by the health professional associations was not supported by information technology, project risk management was not identified and the quality standards were not identified and reviewed. The information and communication needed for the project were not determined & made available to project stakeholders and stakeholders' engagement plan was not developed. The study has also identified that lack of project management skills and training in project management as one of the challenges.

Key Words: Project, Project management, Project management practice, health professional associations**.**

CHAPTER ONE

INTRODUCTION

1.1Background of the study

Project management has evolved into a sophisticated and complex process that has become the primary tool for coping with change in modern organizations.

Project management is a results-oriented management approach that equips people with a robust set of tools, skills, and knowledge to help them plan, develop, and manage activities in order to meet project goals. To achieve project requirements, knowledge, skills, tools, and techniques are applied to project activities (PMI, 2013)

Project management approaches differ greatly depending on the project type. Even within the same organization, different tools, strategies, and approaches are used for different types of projects in order to tailor project management procedures to the specific needs of each project (Payne &Turner, 1999).

In the organizational sector, project management is concerned with the application of information, skills, tools, and strategies to meet requirements (PMI, 2008). A significant number of enforcement strategies have been developed over the course of this discipline's history. The Project Management Institute (PMI), the International Project Management Association (IPMA), and the Association for Project Management (APM), among others, have produced a variety of tools. Bodies of knowledge, according to Morris (2004), are growing frameworks and standards that provide rules and best practices for increasing project skills, training, and management.

Project management techniques are increasingly being used by organizations to plan and organize resources in order to achieve a certain output within a set schedule and budget (Singh, 2019). They also make an effort to control and predict risks in a systematic way.

Effective project management can provide a significant competitive edge in terms of project delivery, quality services, and cost savings. Effective project management may also ensure measurable and tangible results based on scope, time, and money, all of which are crucial to the project (Kerzner, 2017).

Civil Society Organizations (CSOs), which are organizations of people who are legitimately structured as independent, voluntary, and non-profit distribution enterprises, are often created to accomplish a variety of legitimate socioeconomic and political purposes, partner with governmental and non-governmental organizations to provide professional growth, service standards, and advocacy for quality services for the community. The role of civic society is to serve as an efficient framework for implementing various programs. They also give avenues for involving self-motivated groups and skilled individuals (Jeffrey 200).

Professional associations for health care workers can advocate for the needs of both consumers and providers, develop networks with other professional associations, and communicate with legislative and regulatory bodies. One option for resolving global human resources for health concerns such as out-migration and the absence of a sufficient supply of well-trained professionals to deliver services is to strengthen professional associations (WHO, 2016).

Professional associations in various countries conduct certification, registration, or licensing of professional qualifications in the healthcare arena. The functional roles of health professional associations include providing structure and governance to the profession, representing the interests of the profession, protecting the profession by guiding terms and conditions of employment, serving as a powerhouse of professional development, providing a common vision and goal to the profession, ensuring the highest possible standards of care, and influencing national and local health policy development.

The ministry of health recognizes 15 health and health-related professional associations as well as 25 societies in Ethiopia (https://www.moh.gov.et/site/associations browsed on August 18, 2021). The majorities of the societies are under the umbrella of the Ethiopian Medical Association and have a small number of members. They are grouped depending on their specialty.

The objective of this study was to evaluate health professional associations' project management practices in terms of project management knowledge areas such as project scope, time, cost, quality, risk, integration, Enterprise Environmental, human resource, communication, procurement, and stakeholder management.

1.2Statement of the problem

Project management is used by organizations to achieve business objectives and goals that are critical to their success. Project success requires better and more effective project management procedures (Sreekumar and Menon, 2015).

Effective project management can provide a significant competitive advantage in terms of project delivery, quality services, and cost savings. Effective project management may also ensure measurable and tangible results based on scope, time, and money, all of which are critical to project success (Kerzner, 2017).

The new Charity and society agency law has allowed the professional associations to engage in any lawful activities, engagement in income-generating activities and mobilize resources locally or globally by developing different projects. The ministry of health has also started giving big responsibilities like accrediting of Continuing Professional Development (CPD) providers and CPD courses and also health professional council formation is on progress that demands the associations' capacity to manage such long-lasting cyclical projects. A strong professional organization assures the public of high standards of care and advocates for the needs of customers, all while inspiring new and seasoned health care professionals to improve the quality of care they deliver. Professional association strengthening should be considered a crucial component of any holistic development program aimed at achieving long-term human resource benefits for health (IntraHealth 2007).

In Ethiopian health professional associations, there were no proof or previous research papers demonstrating the usefulness of project management practice. The organizations have not done a study of their project management practices.

To effectively manage projects in operation, a comprehensive picture of all project management processes is required.

As a result, the purpose of this research is to fill the evidence gap in project management practice of health professional associations.

1.3Research questions

1. What the project management practice look like in the health professional associations?
2. What are the internal and external challenges of health professional associations in project management?
3. What are the mechanisms for health professional associations to deal with their project management related challenges?

1.4 Objective of the study

1.4.1 General Objective

The general objective of the study was to identify project management practice and the challenges of health professional associations.

1.4.2 Specific Objective

Based on the general objective of the study and the research questions above, this study has the following specific objectives.

1. Assess the project management practice of the health professional association
2. Identify the internal and external challenges of health professional association in project management
3. Identify how they are dealing with their internal and external challenges in project management?
4. To forward recommendations based on the findings.

1.5 Significance of the Study

This study will add to the growing literature on project management practice in the context of health professional associations and will assist the associations in gaining a better understanding of their project management practices in order to improve their project management capability.

This study also provides information to stakeholders working on health about the project management and challenges of health professional associations, guides the development partners

and concerned government bodies to develop the capacity of the associations as part of sustainability program through building local implementers capacity

It could also serve as a base for further research on association in particular and civil societies, in general, being a reference for project management practices.

1.6 Organization of the study:

The study was carried in the following steps:

1. Review the nature and characteristics of project management practice in health professional associations and identify the challenges.
2. Identify & classify the challenges into appropriate categories based on knowledge management areas to aid conceptualize.
3. Validating the challenges identified from the Literature review using a structured questionnaire to know the perceived opinion of the project management team in health professional associations.
4. Collect and analyze the data collected using structured questioners and draw research conclusions and recommendations

1.7 Definition of terms:

Project: A project is defined as a temporary endeavor performed to generate a unique product, service or outcome, according to PMI (PMBOK, 2013).

Project Management: is the planning, organizing, directing, and regulating of firm resources for a relatively short-term purpose that has been set to achieve certain goals and objectives (Kerzner 2017).

A health professional association: is an organization, usually not-for-profit, which exists to represent a particular profession, promote excellence in practice and therefore protect the public as well as the good standing of the professionals (Intra Health International 2007)

CHAPTER TWO

LITERATURE REVIEW

The primary goal of this chapter is to provide an insight into key concept and project management in the context of the project management phenomena in health professional associations so that the research topic and goals can be better understood.

According to (Kerzner, 2013), a project is any set of activities and tasks that have a specific goal, are focused on creating business value, must be completed within certain parameters, have defined start and end dates, have funding limits (when applicable), consume human and non-human resources, and are multifunctional.

All of the projects have one thing in common: they all involve the projection of ideas and activities into new ventures. Because of the constant presence of risk and uncertainty, the events and tasks that lead to completion can never be predicted precisely (Triant and Dennis, 2008).

There are four categories of projects, according to Triant and Dennis (2008):

Construction projects

When industrial projects are mentioned, projects in this category come to mind. Work must be done on a site that is exposed to the elements and is usually located far away from the contractor's headquarters. As a result, these projects are visible to the general population. They expose the organization to additional risks and issues. They may necessitate a significant capital investment, and they demand meticulous progress, financial, and quality monitoring. Because operations are often hazardous, health and safety considerations are very important, especially in jobs like heavy construction, tunneling, and mining.

Manufacturing Projects

A piece of mechanical or electronic equipment, a machine, a ship, an aircraft, a land vehicle, or some other product or piece of particularly designed hardware is the output of a manufacturing endeavor. Although the completed product may be tailored to a particular customer, this manufacturing category also includes internal research and development efforts for products that will be offered across all market sectors. Manufacturing projects are typically carried out in a laboratory, factory, shipyard, hangar, or other home-based environment, where the company should be able to exercise on-the-spot management and provide the best conditions for doing and

managing the work.

Management Projects

This type of project proves that every company, regardless of size, can anticipate to require project management skills at a certain point in its lifetime. These are the projects that arise when a company relocates its headquarters, develops and introduces a new computer system, launches a marketing campaign, prepares for a trade show, produces feasibility or other study reports, restructures the organization, mounts a stage show, or engages in any operation that involves the management and coordination of activities to produce an end result that is not identifiable primarily as hardware or construction.

Research projects

Projects devoted only to scientific study are an exception. They can occasionally lead to hugely profitable discoveries. They can, on the other hand, spend a lot of money over a long period of time and have no practical or economic results. Because they strive to push the boundaries of human understanding, research initiatives are the most risky. The project objectives are typically difficult or hard to specify, and the potential conclusion may be unpredictable. As a result, pure research projects are rarely amenable to the project management techniques used in industry, production, or management.

According to (Kerzner 2017), project management is the planning, organizing, directing, and regulating of firm resources for a relatively short-term purpose that has been set to achieve certain goals and objectives. PMI (PMBOK 2013) defines project management as "the application of knowledge, skills, tools, and procedures to project activities in order to achieve project requirements."

Identifying requirements; addressing the various needs, concerns, and expectations of stakeholders in planning and executing the project; setting up, maintaining, and carrying out active, effective, and collaborative communications among stakeholders; managing stakeholders toward meeting project requirements and creating project deliverables are all examples of project management. Balancing the competing project constraints, such as scope, quality, schedule, budget, resources, and risks, among others. The constraints on which the project management team must focus can be influenced by the individual project characteristics and conditions.

Project management's purpose is to foresee, plan, coordinate, and regulate activities and

resources so that projects can be completed successfully despite the challenges and risks. This process should begin before any resources are committed, and it must be followed until the work is completed (Triant and Dennis, 2008).

2.1 Project Management Methodology

Maintaining a good project management approach is critical to the organization's success. While organizations employ repetitive project processes, it is critical to develop and maintain an acceptable project methodology.

A repeatable method that can be used on each and every project is more likely to lead to project management excellence, or maturity. The project management technique refers to this repeatable procedure. Companies should, if at all possible, retain and support a single project management technique (Kerzner, 2017). Good methodologies are best practices that can lead to sole-source contracting based on the methodology's ability to consistently deliver high-quality results and the customer's trust in it (Kerzner, 2018).

A strategy, instrument, method, or approach applied effectively to arrive at the desired outcome is referred to as project management methodology. Project management body of knowledge (PMBOK) and projects in a controlled environment (PRINCE2) are two effective project management methodologies in this regard.

The characteristics of a good methodology based on integrated processes, according to (Kerzner 2017), include a recommended level of detail, the use of templates, standardized planning, scheduling, and cost control techniques, standardized reporting format for both in-house and customer use, flexibility for application to all projects, flexibility for rapid improvements, easy for the customer to understand and follow, and readily accepted and used throughout the entire company.

As a result, deciding on the best project management methodology for a company's initiatives is critical. There are a variety of strategies and approaches for managing project difficulties, some of which overlap. Some of the most popular project management methodologies include agile, waterfall, PRINCE2.

2.2. Project Management success and Failure

Time, cost, scope, and quality have traditionally been the most essential project management indicators in determining a project's success. Scholars and practitioners have recently established that project success should also take into account the achievement of the project's objectives. It's crucial to write down the project goals and pick quantifiable goals ((Kerzner, 2018). PMI, (2017)

Project stakeholders may have various ideas about what constitutes a successful project completion and which aspects are most significant. What does success look like for this project? What does success look like for this project? how does success measure? What factors may impact success? What elements might influence your chances of success? The main stakeholders and the project manager should document and agree on the answers to these questions (PMI, 2017). As a result, a project can be successful in terms of scope, time, and budget while being failed in terms of business view point (PMI, 2017). Triant and Dennis (2008) identified the following factors as necessary for achieving these three objectives: good project definition and a sound business case; appropriate project strategy; strong support for the project and its manager from higher management; sufficient funds and other resources; firm control of changes to the authorized project; technical competence; a sound quality culture throughout the organization; and a suitable organizational structure.

These will lead us to the concept of critical success factors(CSFs). Success criteria are determined early in the project or program, even before they become genuine contracts, according to (Kerzner, 2018). They are a direct result of the strategic goals assigned to the project or program. CSFs vary by project and aim, but here are a few that can be used to a wide range of initiatives (Kerzner, 2018): Early customer involvement; high-quality standards; defined processes and formalized gate reviews; cross-functional team organizational structure; control of requirements, scope creep prevention; commitment to schedules; disciplined planning to appropriate level of detail and objective; frequent tracking; commitment of resources; right skill level at the right time; communication among internal teams and with a customer, Early risk identification, management, and mitigation; no surprises and unequalled technical execution based on rigorous engineering.

Critical success factors (CSFs) are factors that affect the success of a project. They can contribute to project success either directly or indirectly (Alias et al., 2014). Critical success factors (CSFs) in project management are features, conditions, or variables that, when appropriately sustained, maintained, or managed, can have a major impact on the project's success (Alias et al., 2014).

Several academics conducted several studies to determine various important success variables for project success (Frefer et al., 2018). Frefer et al. (2018) studied ten critical success factors at each of the four stages of the project lifecycle from Pinto and Prescott and identified ten critical success factors related to successful implementation from Pinto (1998), six critical success factors for successful projects from Kerzner (1987), and ten critical success factors for successful projects from Pinto and Prescott (1988). According to Frefer et al. (2018), the research aimed to address the following questions: "What elements lead to project management success?" "What factors contribute to successful projects?" and "What factors contribute to consistently successful projects?".

Collins and Baccarini (2004) differentiated between success criteria and success factors by stating that criteria are used to measure success whilst factors facilitate the achievement of success. Collins and Baccarini (2004) maintain that Product success and project management success are the two components of project success criteria. The project process is the focus of Project Management Success, which comprises three criteria: Meeting project objectives in terms of time, money, and quality, as well as the quality of the project management process and meeting project stakeholders' demands as they relate to the project management process (primarily project owner and project team). Product Success is a three-criteria assessment of the project's final product's effects: Meeting the project owner's strategic organizational objectives (goal), as well as meeting the needs of users and stakeholders who have an interest in the product (mainly customers and users).

Project failure

A project is deemed a failure if it fails to meet the expectations of the stakeholders, and the project's failure is related with cost, quality, and time considerations (Saxena, 2016). According to Saxena (2016), the consideration of not meeting specified intended benefits for a business case is a crucial aspect of a project failure.

The failure of the project is due to a number of factors, not just one. The project's failure is due to a number of factors. Anything that goes against the project's success indicator is deemed a failure (Saxena, 2016). The term "failure" is defined by VR. Montequin et al., (2016) as the systematic and widespread non-compliance with the criteria that define a successful project.

2.3. Global and national context of Health Professional Associations

A health professional association or body is an organization that exists to represent a certain profession, encourage quality in practice, and safeguard both the public and the professionals' good standing.

2.3.1 Role of Professional Associations in Health

Health care professional associations can promote high standards of practice, advocate for the needs of both consumers and providers, develop networks with other professional organisations, and communicate with legislative and regulatory bodies. One option for solving global human resource issues is to strengthen professional associations. Out-migration and a shortage of well-trained people to deliver services are two health challenges that need to be addressed (WHO, 2016).

Professional associations in various countries conduct certification, registration, or licensing of professional qualifications in the healthcare arena.

The following functions may be performed by health professional associations:

- Representing a profession's interests and, in essence, serving as the profession's public voice at the national and international levels,
- Protecting the profession by guiding terms and conditions of employment, • Serving as a powerhouse of professional development involving pre-service education and continuing professional education and development,
- Providing a common vision and goal to the profession,
- Provide structure and governance to the profession**,**
- Maintaining and enforcing training and practice standards, as well as ethical approaches in professional practice courses, to ensure that the public receives the highest possible standards of care, and
- Influencing national and local health policy development to improve health standards and ensure equitable access to quality, cost-effective services.

2.3.2 Legal / Regulatory Environment

The existence of a clear and equitable policy and regulatory environment in which organizations operate and are supervised is critical to their smooth operation. Proclamation 621/2009 was the basic law that governed charity and society groups in the prior years. Civil society organizations are subject to numerous restrictions under the Proclamation. Ethiopian NGOs and associations were not allowed to accept more than 10% of their support from outside sources under the Proclamation. However, a new proclamation (No. 113/2019) has replaced this guideline, giving associations and non-governmental organizations (NGOS) more flexibility. According to Article 62 of Proclamation No. 1113/2019, an organization has the right to engage in any legitimate activity in order to achieve its goals. The law, in particular, grants local organizations the right to operate in Ethiopia or abroad and to pursue global, regional, or subregional goals. An organization can either carry out projects on its own or fund projects carried out by others.

2.3.3 Challenges to Professional Associations

In a stable climate with a robust membership body, it is desirable to build a lasting, member-led professional association with the capacity to carry out a range of relevant duties. Shifts in funding and policy, as well as transitions among government officials and shortages of human and other resources, may occur in countries when political and governmental upheavals are occurring.

Associations that depend on membership dues and fee-based services to survive may find it difficult to persuade members to spend their limited funds on the organization. Improving a profession's clinical and management abilities necessitates a significant time and effort investment, which can be difficult when associations lack money for full-time personnel and are administered mostly by volunteers. Members have competing priorities and only so limited time and energy to devote to their association responsibilities. While the long-term benefits of membership in a professional association are frequently clear, associations may only be able to provide short-term incentives to their members because of funding insecurity.

According to a survey conducted in Kyrgyzstan in 2015/16, there were relatively few medical professional associations functioning in developing nations in many of the major areas indicated above. Scarcity of resources is one of the most significant impediments for medical professional associations, and as a result, these organizations are frequently unable to fulfill their claimed responsibilities to their members, the Ministry of Health, and the country.

This scarcity was caused by a lack of defined member benefits, which created a vicious cycle in which a lack of benefits implies less income, and less income means the inability to provide more benefits. Because of the lack of revenue from membership fees, associations had to seek support from other sources. Other research has found that medical professional associations fail due to personality differences. Organizations are only as good as the people that make them up. These individuals come from a variety of backgrounds and social orientations, which have an impact on how the organizations operate. These distinctions, as well as their consequences, should be recognized and acknowledged. Leaders must have sufficient social intelligence to recognize whether they are dealing with external concerns versus human/personality issues. Another typical stumbling block is a lack of capacity among association leaders.

2.4 Challenges of Project Management

Various challenges in project management have been revealed in the literature. Critical factors that lead to project success or failure are drawn from the variables identified in the research as challenges in project management practice (Baghdadi and Morammed, 2015). The challenges are divided into five categories based on the project knowledge areas: scope, quality, schedule, budget, resources, and risks. The identified challenges are not issues faced by specific projects undertaken by the organization, but rather perceived challenges that are believed to be experienced while practicing project management in the organization.

2.4.1 Challenges of Enterprise Environmental Factors

Enterprise environmental factors are conditions that impact, restrain, or steer a project and are beyond the project team's control. These circumstances can be both internal and external to the organization. Many project management processes, particularly most planning processes, incorporate enterprise environmental factors (EEFs) as inputs. These variables may either enhance or limit project management alternatives (PMI, 2017).

2.4.2 Project Integration Management Challenges

Within the Project Management Process Groups, project integration management encompasses the processes and activities for identifying, defining, combining, unifying, and coordinating the numerous processes and project management activities (PMI, 2017). From the beginning to the end of the project, Project Integration Management consists of seven primary phases. As a result, the majority of the challenges identified in the literature fall into this category.

The first hard factor identified in this category is the failure to designate and identify a Project Manager early in the project. Project managers are responsible for Project Integration Management. Other Knowledge Areas (e.g., cost analysis, scheduling specialists, risk management experts) can be managed by specialists, but Project Integration Management cannot be delegated or transferred (PMI, 2017). Hence A project manager should be identified and appointed as soon as possible, preferably while the project charter is being established, and always before the project begins planning (PMI, 2017).

The project manager's skill, competency, and leadership are also essential factors. According to XABA (2011), project managers are responsible for the effective completion of projects in most organizations. Project managers' ability to hold and apply skills and competences is becoming increasingly important.

Another significant challenge found is a lack of clarity in goals and missions. One of the most significant advantages of establishing the Project Charter process is that it creates a clear relationship between the project and the organization's strategic goals (PMI, 2017). The first success factor established by Pinto and Slevin is clearly defined goals, which include the project's general project philosophy or mission, as well as project team members' dedication to those goals (1987).

Project Management Plan is the process of defining, preparing, and coordinating all subsidiary plans and integrating them into a comprehensive project management plan. The project management plan defines how the project will be carried out, monitored, and controlled, as well as how it will be closed (PMI, 2017). Lack of effective planning is one of the challenging issues that hinder the successful completion of projects (Stephen, 2018). (Stephen, 2018). Poor planning makes it impossible to implement the project in a consistent manner. As a result, at some moments during the project, employers and team members are unsure about what to do, when to do it, and how to accomplish it (Stephen, 2018).

A complete project plan should be documented, which includes how the Project Manager keeps track of information about each project, such as project time, cost, duration, client name, start and end dates, changes in requirements, and client comments and feedback. To plan project management activities, project managers use project management planning tools.

One of Davies' success factors is an effective method of learning from experience that blends explicit and tacit information to continuously improve project management processes and

practices (2002). Continuous improvement, according to Cooke (2002), is the fifth and greatest level of project management maturity in an organization. Explicit knowledge (information that can be easily codified using words, drawings, and numbers) and tacit knowledge (knowledge that is personal and difficult to articulate, such as beliefs, insights, experience, and "know-how") are the two types of knowledge. For two reasons, knowledge management is concerned with managing both tacit and explicit knowledge: A key sticking point is the lack of a framework for managing project information and recording lessons gained.

2.4.3 Scope Management Challenges

Project scope management refers to the process that must be followed to ensure that the project includes all of the work that is required, and only the work that is required, in order to be completed effectively (PMI, 2017). The primary goal of project scope management is to define and regulate what is and is not included in the project. According to Mirza, Pourzolfagha, and Shahnazari (2013), a major contributing factor to failed initiatives is a lack of understanding or definition of the project and product scope from the outset. A well-defined and managed scope leads to the delivery of a high-quality product to stakeholders within agreed-upon budgets and timeframes. According to Mirza et al. (2013), a project scope refers to the effort required to produce project deliverables. The project's scope refers to the work that must be done in order to meet the project's goals. The traits and characteristics of the deliverables in the project creation are referred to as the product scope. The scope of a product is measured against its specifications, whereas the scope of a project is measured against its plan.

There's little chance of success without an agreed-upon and established vision. Each project must properly identify and record its scope in order to go forward in a coordinated manner and to write requirements (Mirza, et al., 2013).

2.4.4 Quality Management Challenges

The processes and actions of the performing organization that set quality policies, objectives, and responsibilities so that the project meets the needs for which it was undertaken are referred to as project quality management (PMI, 2017).

2.4.5 Time Management Challenges

Project time management refers to the procedures that must be followed to ensure that the project is completed on time (PMI, 2017). In project management, having a set time frame is critical. And finishing a project under unrealistic timeframes is usually not a realistic expectation. (In their study, Ikedl (2014) found that schedule delays, also known as time overruns, are the fourth most challenging element and are deemed important to project failure.)

2.4.6 Cost Management Challenges

Cost estimating, budgeting, and cost control are the three key functions of project cost management, according to (PMI, 2017). The cost management function's job is to generate data for internal users that want accurate, precise, and timely economic data to make choices (Kujala et al., 2014). Project management practice relies heavily on forecasting in project and organizational planning, and many project failures documented in the literature are mostly due to inaccurate estimations or costing issues (Abdulrahman, 2016). In their empirical investigation on the challenges of complex projects, Kujala et al. (2014) identified the following main cost management challenges.

1. There is no precise information for pricing and putting up adequate contingencies in the sales phase due to the uniqueness of each project. Purchasing one-of-a-kind services, for example, is difficult to assess.
2. Resource prices can fluctuate throughout the course of a long project, making cost estimation difficult.
3. Project management and integration engineering expenses are higher in complicated projects, making product costs more difficult to calculate.
4. High uncertainty leads to large contingencies. Multiple contingencies are related to the different WBSs, so perceiving the total value of the contingencies is difficult.

2.4.7 Human Resource Management Challenges

Project human resource management includes the processes that organize, manage, and lead the project team (PMI, 2017). The greatest difficulty in project management practice in the twenty-first century is the lack of human resources (Mir and Pinnington, 2014). Human resources plan and execute the project, therefore making sure project teams are competent enough to manage

the project successfully and surpass stakeholders' expectations is critical. Every project necessitates a unique set of human resources with a diverse set of talents. Most of the time, getting the correct people on a project is tough, and this staffing issue could have a number of consequences for the project's success (Abdulrahman, 2016).

2.4.8 Risks Management Challenges

Risk exists on all projects. The project management team's role is to identify the types and severity of risks on the project, then develop and implement risk-mitigation strategies. Project risk management, according to PMI (2017), entails the processes of risk management planning, identification, analysis, response planning, and risk control for a project. Risk management should be viewed as a tool for improving planning, budgeting, performance management, and other essential business operations. Risk management also assists management in making more informed business decisions on the achievement of strategic or operational goals, and may even reveal the need to change the plan entirely owing to an unacceptable degree of risk.

2.4.9 Communication Management Challenges

Project communications management includes the processes that must be followed to guarantee that project information is collected, created, distributed, stored, retrieved, managed, controlled, monitored, and finally disposed of in a timely and suitable manner (PMI, 2017). Even though communication is the most crucial factor in project success, it remains a struggle throughout the engagement (Prassad and Reddi, 2017). The primary goal of communication management, according to eds. Trocki and Bukaha (2016), is to give important stakeholders with the right information at the right time using properly selected measures. In another way, the flow of information with specifics that match the customer's expectations while reducing communication barriers that could stymie the communication process and prevent mutual understanding of a message.

Investigating project failures shows that a lack of professional communication support at any step of the project life cycle can result in project issues and failure (eds. Trocki and Bukaha, 2016).

2.4.10 Stakeholder Management Challenges

Project stakeholder management entails identifying the people, groups, or organizations that may influence or be influenced by the project, analyzing stakeholder expectations and their impact on the project, and developing appropriate management strategies for effectively involving stakeholders in project decisions and execution (PMI, 2017). Identifying the stakeholders early in the project phase and analyzing their levels of interest, individual expectations, as well as their importance and influence, is crucial for project success (PMI 2013).

The wide range of stakeholders engaged, all of whom are active participants throughout the project lifecycle: As a result, reaching a consensus among these parties is extremely difficult. Lack of stakeholder engagement, user involvement, and executive support are among the leading causes of project failure, according to a literature review. The backing of senior management is one of the most important components in the successful completion of projects, according to Xaba (2011). The functional manager's level of support is usually defined by the level of assistance from upper management (Xaba, 2011).

2.4.11 Procurement Management Challenges.

Project procurement management includes the processes for purchasing or obtaining products, services, or results from sources other than the project team (PMI, 2017). Challenges related to transparency, integrity, and accountability are among the top most challenges adversely affecting the effectiveness of public infrastructure procurement, according to Manu et al (2018), where procurement capacity deficiencies are paramount in several countries in the Sub-Saharan African region.

In their benchmarking study, Truong et al. (2008) found that an effective procurement system includes a well-prepared material procurement strategy, clear-documented solicitation, transparent selection of potential suppliers, and well-managed supplier relationships. More specific and detailed contract documents, according to Truong et al. (2008), are a vital ingredient in averting future problems. Challenges related to transparency, integrity, and accountability are among the topmost challenges adversely affecting the effectiveness of public infrastructure procurement, according to Manu et al. (2018), where procurement capacity deficiencies are paramount in several countries in Sub-Saharan African region.

CHAPTER THREE

METHEDOLOGY

This chapter presents the research design, research methods, sampling techniques, and instruments used in the data collection process, the population sources used to collect data, and the procedure used to analyze the data in order to assess the project management practice of health professionals associations.

3.1 Research Design and Approach

The research design used for this study was the descriptive cross-sectional method to assess the project management practice of health professional associations. Information is only collected once in the cross-sectional method (Malhota, 1996). The goal of descriptive research design is to describe the characteristics of a phenomenon. It can be used to calculate the proportions of a population who shares certain characteristics (Cooper and Schindler, 2014).

This study adopted a descriptive research technique, using quantitative and qualitative research methods and used standardized questionnaires.

The challenges to the effective application of project management practices were identified in the literature and utilized as the foundation for this study. The factors were restructured to allow study participants to provide feedback on how important and/or implemented the factors listed under each project management knowledge area are to the effectiveness of project management in their organizations.

3.2 Study population, target group and Sampling

The study populations were all health professional associations and the seven selected health professional associations were the target populations.

A target population is a defined set of people or objects for whom questions can be asked or observations made in order to develop the necessary data structures and information. As a result, the study's target audiences were seven health professional associations' through their staff members who were involved in the design, implementation, and control of the associations' projects.

Because of their substantial representation of the country's health workforce, the seven professional associations chosen by the ministry of health for the competency assessment and

implementation of Continuing Professional Development (CPD) were the target population. The purposive sample technique was used to select study participants from the seven associations in order to obtain the most relevant and accurate information possible based on their practical experience with the issues under investigation. Purposive/judgmental sampling allows for the selection of samples that are best suited to answer the research question(s) and meet the objectives (Sanders et al., 2009).

Since the study's target audience was small and manageable, all of the associations' relevant staff (project/program manager, project coordinators, M&E officer, and executive director/president) were included in the study

3.3 Method of Data Collection

Primary data sources were used to acquire relevant information for the investigation. A standardized questionnaire was used to collect the quantitative data and KI for the qualitative data from the seven health professional associations under investigation. Primary data, according to Biggam (2008), is information that a researcher discovers on their own about a given issue. The key benefit of this method of data gathering is that it is done with the goal of the study in mind. It indicates that the data it generates is relevant to the study questions and objectives. The primary data was collected primarily through structured questionnaires. Therefore, the respondents' response through the questionnaire was used as the primary data collection tool and the analysis was done based on this primary data. Key informant interview was also conducted to complement the quantitative data.

3.4 Method of Data Analysis

The collected quantities data was edited and, processed using an excel pivot table and triangulated with the qualitative data

3.5 Data quality assurance

The data was collected using a well-structured tool adopted from PMBOK, the tool was pre-tested and an appropriate statistical method was used for result analysis.

3.6 Limitation of the Study

The study may not portray all of the real-world project management obstacles, and it may overlook some minor issues that affect the project manager on a regular basis. Purposive sampling procedures were used in the research, and the study had a limited sample size as additional limitation.

The study also focuses on the practice side only because of resource and time limitations.

3.7 Ethical Considerations

Throughout the research process, ethically appropriate procedures were followed, and participants were told of the study's aim before the data was collected, conforming to the principle of informed consent.

Chapter Four

Result and Discussions

This chapter deals with the data presentation, analysis and interpretation of the result of the collected data. The results are presented in the form of descriptive statistics. Seven health professional associations participated in the study through their 15 staff with a 100% response rate and all responses were found valid and used in the study for the analysis

2.5 Demographic characteristics of the respondents

Seven health professional associations participated in the study through their 15 staff with a 100% response rate. The majority of the respondents were male 12(80%) with the age range of 31-40 (11(73.3%) years (See table 4.1). All of the respondents 15(100%) has Masters Degree (MPH and MSC) of different field of specialization in health except one of the respondents who have MBA in addition to his/her MSC degree

Table 4.1 Sex, age and educational status of the respondents

Sex	Frequency	%
Male	12	80
Female	3	20
Total	15	100
Age range		
31-40	11	73.3
41-50	4	26.7
Total	15	100
Educational status		
MPH/MSC/MBA	15	100

Regarding the position of the respondents in the association 6(40%) of the respondents were Chief Executive Officers/Executive Director by position in the organization, 4 (33.3%) were Coordinators/ specific project/program Director/advisors and 3(20%) were Monitoring, Evaluation, Research and Learning (MERL) officers (see table 4.2). The researcher believes, respondents with better academic qualifications and a higher rank provide more extensive information on the issues under investigation and give more weight to their opinion and the challenges faced by the associations.

Table 4.2: Job category/Position of the respondents in the organization

Position in the organization	**Frequency**	**%**
CEO/Executive Director	6	40.0
Coordinator/ specific project/program director/advisor	5	33.3
MERL Coordinator/ Program Monitoring and Evaluation	3	20.0
President	1	6.7
Total	15	100.0

All of the respondents 15(100%) have more than three years of work experience in project management while 14(93.3%) have one to five years of service in their current association's project work. All of the respondents have more than six years of work experience (project and non-project related) with the range of 6 to 30 years (see table 4.3)

Table 4.3: Respondents work experience in project and non project work (in year)

Service year(s) on project related work in the associations	Frequency	%
1-5	14	93.3%
>5	1	6.7
Total service years in project related work		
1-5	10	66.6
6-10	4	26.7
>10	1	6.7
Total work experience in years (project and non project related)		
6-10	3	20.1
11-15	8	53.2
16-20	2	13.4
>=21	2	13.3

General background of the Associations

The average year of establishment for the associations was 44 years with the youngest 10 and the oldest 69 years. Capacity building, Pre-Service Education, Research, CPD providers' and CPD course accreditation, CPD provision and members' right were the project implementation areas. The average numbers of technical staff for all the seven professional associations are 4(four) with the range of 1 to 11 while the average admin staffs are 3(three) with the range of 1 to 6 staff. The average numbers of projects run by the associations during the data collection period are 2.1 with the range of 1 to 6 projects and the majority of the associations 4(57.1%) have only one project under implementation during the data collection period. The average annual project fund was 7,461,428.57 birr with the range of 230,000 to 14,000,000.

Table 4.4 Respondents work experience in project and non project work (in year)

Name of the association (anonymized)	# of years since establishment	Project implantation areas	# of current projects under implementation	Geographical coverage of the association	# of Technical staff	# of Admin staff	Average annual project fund
AA	37	Capacity building training, research, Pre-Service Education, members right, CPD accreditations and CPD course provision	1	National	2	3	6,000,000.00
AB	58		3	National	7	5	15,000,000.00
AC	57		1	National	3	1	14,000,000.00
AD	28		1	National	11	6	6,000,000.00
AE	69		6	National	3	2	8,000,000.00
AF	47		2	National	1	3	3,000,000.00
AG	10		1	National	1	1	230,000.00
Average	43.7		2.1		4.0	3	7,461,428.57

Four (57%) of the seven associations have a separate project management department and only one of the association has training opportunity for its project staff once in a year.

The majority of the associations 6(86%) perceive they are successful in project implementations & one association perceive fairly Successful while 5(71.4%) perceive they are more successful compared to other organizations of the same sector, 1 (14.3%) perceive averagely successful and 1 (14.3%) perceive less successful compared to other organizations of the same sector

4.2 Challenges of Project Management of health professional associations

The associations were asked to indicate their opinion about their project management practices for factors listed under each project management knowledge area (according to PMBOK). Accordingly, their response were presented in the following tables and discussed based on the responses and interview results.

Table 4.5: Association's practice of project management knowledge areas according to PMBOK

Enterprise Environmental	N	Min	Max	Mean	Standard deviation
1. The project's objectives are in line with the bigger organization's strategy	15	1	4	2.3	1.2
2. There are project management skills and training programs accessible	15	1	4	3.1	1.1
3. Information technology is used to aid project management.	15	2	4	3.5	0.6
Project Integration Manage ment					
1. The Project plan was developed by taking the results of other planning processes and putting them into a consistent document	15	2	4	2.7	0.6
2. The Project work was managed	15	1	3	1.9	0.53.

3. Project work was monitored and controlled	15	1	2	1.5	0.5
4. The project's activities were well-coordinated.	15	1	4	1.9	0.7
Project Scope Management					
1. The scope management was established (As a basis for future Project decisions.)	15	1	4	2.6	0.7
2. From the start, the requirements were well established.	15	1	4	1.8	0.9
3. A Work Breakdown Structure (WBS) was developed, which is a critical project deliverable that organizes the team's work into manageable portions.	15	1	4	1.6	0.8
4. The scope was verified (formalizing acceptance of the project scope)	15	1	4	1.8	0.8
5. Changes to the project scope were controlled.	15	2	4	2.7	0.7
Project Quality Management					
1. The project's quality standards were identified.	15	1	4	2.6	1.0
2. The project's quality criteria were reviewed.	15	1	4	2.6	0.9
3. The project's performance was evaluated on a regular basis.	15	1	3	1.4	0.6
4. The results were checked to see if they met the established quality requirements.	15	1	5	2.7	1.0
Project Time Management					
1. A plan for time/schedule management was created.	15	1	2	1.4	0.5
2. The activities have been defined.	15	1	4	1.4	0.8
3. The activities were organized in a specific order.	15	1	3	1.5	0.6
4. The duration of the activities was estimated.	15	1	3	2.6	0.8
5. Changes to the project schedule were controlled control.	15	2	4	2.7	0.7

Project Cost Management					
1. The required resource quantity was calculated.	15	2	4	3.1	0.8
2. There was a clear cost plan (each work package estimated and documented)	15	1	3	1.6	0.6
3. A budget was established for the project.	15	1	2	1.5	0.5
4. A budget was set aside for the project.	15	1	2	1.3	0.5
5. Project budget changes were kept under control.	15	2	4	2.7	1.0
Project Human Resource Management					
1. Roles, responsibilities, and required skills for the project were identified.	15	1	4	1.9	1.1
2. There were a clear organizational chart and position descriptions.	15	1	4	2.1	0.8
3. Human resource allocation and availability	15	1	4	2.1	0.7
4. The project team was formed.	15	1	4	1.8	0.9
5. The project's team was managed and controlled	15	1	4	2.1	1.0
Project Risk Management					
1. A risk management strategy was devised.	15	1	4	3.0	0.9
2. Risks have been identified and recorded.	15	1	4	3.1	1.0
3. Risks were prioritized, and the project's impact was estimated.	15	1	4	2.9	0.9
4. A risk response strategy was devised.	15	1	4	3.1	1.1
5. The identified risks were tracked and controlled.	15	1	4	2.9	0.9
Project Communication Management					
1. The project's information and communication requirements were determined.	15	1	4	2.0	0.8
2. Provide project stakeholders with the information they require	15	1	4	2.1	0.9

3. Gathering and disseminating data on performance	15	1	4	2.0	0.8
4. Generating, collecting, and disseminating data in order to formalize project completion	15	1	4	2.1	0.7
5. Establish communication control	15	2	5	3.3	0.8
Project Stakeholder Management					
1. The project's stakeholders were identified.	15	1	2	1.4	0.5
2. A stakeholder management plan was established.	15	1	4	2.3	0.8
3. There was effective communication between project stakeholders	15	1	4	2.1	0.8
4. Stakeholder participation was controlled	15	1	4	2.5	1.1
5. Project progress was reviewed frequently with the client	15	1	3	2.1	0.9
Project Procurement Management					
1. The project materials' requirements were specified and documented.	15	1	5	1.5	0.8
2. Potential sources have been identified.	15	1	3	1.7	0.9
3. Appropriate quotes, bids, offers, or proposals were obtained.	15	1	4	2.1	1.1
4. A procedure was established to choose potential sellers.	15	1	4	2.3	1.0
5. The seller's relationship was well-managed.	15	1	4	1.6	0.9
6. The contract was appropriately completed and settled.	15	1	4	1.8	0.9
7. The project materials' requirements were defined and documented.	15	1	3	1.5	0.6

The associations perceived level of project management practice was collected by rating the

factors listed under each project management knowledge area (according to PMBOK) using a scale of five. Using these five scales, the mean and standard deviation (SD) of respondent's project management practice was calculated for each project management knowledge area. Those with higher mean value means they have significant gap in project management practices. Of the total 53 questions of the project management knowledge areas (according to PMBOK 2013), Seven factors were with mean above 3.0 and are considered highly significant gap in project management practices/challenges, 12 factors with mean between 2.5 to 3.0 were considered moderate gap in project management practices/challenges and 34 with mean less than 2.5 were considered less gap in project management practices/challenges. Most of the project management practice knowledge areas were with standard deviation of less than and/or close to one indicating consistency in respondents' opinion.

Table 4.6: Association's practice of project management knowledge areas for enterprise environmental

Enterprise Environmental	N	Min	Max	Mean	Standard deviation
1. The project's objectives are in line with the bigger organization's strategy	15	1	4	2.3	1.2
2. There are project management skills and training programs accessible	15	1	4	3.1	1.1
3. Information technology is used to aid project management.	15	2	4	3.5	0.6
Average	15	1.3	4.0	2.8	1.0

As shown in the table above, the average mean score is 2.8 and the standard deviation (1.0) that indicates the enterprise environment project management knowledge areal is moderately significant gap in the professional associations. The associations perceive they have a gap in supporting the project management with information technology and have lack of Project Management Skills. They also perceive they have a gap in providing trainings for staff in project management. This finding goes with the qualitative finding that revealed the lack of adequate experienced/skilled human resource in the association and on the market with the associations' pay scale. Lack of regular training on project management and technology were the challenges

mentioned by the associations. Now a day's technology is needed for every business to function and using the correct technologies can dramatically improve project management practices.

Table 4.7: Association's practice of project management knowledge areas for Integration Management

Project Integration Manage ment	N	Min	Max	Mean	Standard deviation
1. The Project plan was developed by taking the results of other planning processes and putting them into a consistent document	15	2	4	2.7	0.6
2. The Project work was managed	15	1	3	1.9	0.5
3, Project work was monitored and controlled	15	1	2	1.5	0.5
4. The project's activities were well-coordinated.	15	1	4	1.9	0.7
Average	15	1.25	3.25	2.0	0.575

As shown in Table 4.7 above, the average mean score is 2.0 and the standard deviation (0.575) that indicates the project integration management knowledge areal is less significant gap in the professional associations. Project integration management encompasses the processes and activities for identifying, defining, combining, unifying, and coordinating the numerous processes and project management activities (PMI, 2017). Lack of effective planning makes it impossible to implement the project in a consistent manner and challenging issues that hinder the successful completion of projects.

Table 4.8: Association's practice of project management knowledge areas for scope management

Project Scope Management	N	Min	Max	Mean	Standard deviation
1. The scope management was established (As a basis for future Project decisions.)	15	1	4	2.6	0.7
2. From the start, the requirements were well established.	15	1	4	1.8	0.9
3. A Work Breakdown Structure (WBS) was developed, which is a critical project deliverable that organizes the team's work into manageable portions.	15	1	4	1.6	0.8
4. The scope was verified (formalizing acceptance of the project scope)	15	1	4	1.8	0.8
5. Changes to the project scope were controlled.	15	2	4	2.7	0.7
Average	15	1.2	4	2.06	0.78

As shown in the table above, the average mean score is 2.06 and the standard deviation (0.078) that indicates the project scope management knowledge areal is less significant gap in the professional associations.

Change in project scope due to change in donors requirements was the common challenges the associations mentioned under the qualitative part of the study. According to Mirza et al (2013), the primary goal of project scope management is to define and regulate what is and is not included in the project. A major contributing factor to failed initiatives is a lack of understanding or definition of the project and product scope from the outset. A well-defined and managed scope leads to the delivery of a high-quality product to stakeholders within agreed-upon budgets and timeframes.

Table 4.9: Association's practice of project management knowledge areas for project quality management

Project Quality Management	N	Min	Max	Mean	Standard deviation
1. The project's quality standards were identified.	15	1	4	2.6	1.0
2. The project's quality criteria were reviewed.	15	1	4	2.6	0.9
3. The project's performance was evaluated on a regular basis.	15	1	3	1.4	0.6
4. The results were checked to see if they met the established quality requirements.	15	1	5	2.7	1.0
Average	15	1	4	2.13	0.9

As shown in the table above, the average mean score is 2.13 and the standard deviation (0.9) that indicates the project quality management knowledge areal is less significant gap in the professional associations

According to PMI, 2017 project quality management referrers to the processes and actions of the performing organization that set quality policies, objectives, and responsibilities so that the project meets the needs for which it was undertaken.

Table 4.10: Association's practice of project management knowledge areas for project time management

Project Time Management	N	Min	Max	Mean	Standard deviation
1. A plan for time/schedule management was created.	15	1	2	1.4	0.5
2. The activities have been defined.	15	1	4	1.4	0.8
3. The activities were organized in a specific order.	15	1	3	1.5	0.6
4. The duration of the activities was estimated.	15	1	3	2.6	0.8
5. Changes to the project schedule were controlled control.	15	2	4	2.7	0.7
Average	15	1.2	3.2	1.88	0.68

As shown in the table above, the average mean score is 1.88 and the standard deviation (0.68) that indicates the project time management knowledge areal is less significant gap in the professional associations

Short life span of projects in some association was mentioned as challenge under the qualitative questions of the study. In project management, having a set time frame is critical. And finishing a project under unrealistic timeframes is usually not a realistic expectation. Ikedl et.al (2014) found that schedule delays, also known as time overruns, are the fourth most challenging element and are deemed important to project failure.

Table 4.11: Association's practice of project management knowledge areas for Project cost Management

Project Cost Management	N	Min	Max	Mean	Standard deviation
1. The required resource quantity was calculated.	15	2	4	3.1	0.8
2. There was a clear cost plan (each work package estimated and documented)	15	1	3	1.6	0.6
3. A budget was established for the project.	15	1	2	1.5	0.5
4. A budget was set aside for the project.	15	1	2	1.3	0.5
5. Project budget changes were kept under control.	15	2	4	2.7	1.0
Average	15	1.4	3	2.0	0.68

As shown in the table above, the average mean score is 2.0 and the standard deviation (0.68) that indicates the project cost management knowledge areal is less significant gap in the professional associations.

Late Budget release from the donors and limited availabilities of donor dependent funds for projects were mentioned as a challenge. Soliciting funds from different sources and working in consortium of professional associations to win funds were the mechanism devised to overcome the funding challenges. According to, Abdurrahman, 2016, Project Management practice relies heavily on forecasting in project and organizational planning, and many project failures documented in the literature are mostly due to inaccurate estimations or costing issues.

Table 4.12: Association's practice of project management knowledge areas for Project human resource management

Project Human Resource Management	N	Min	Max	Mean	Standard deviation
1. Roles, responsibilities, and required skills for the project were identified.	15	1	4	1.9	1.1
2. There were a clear organizational chart and position descriptions.	15	1	4	2.1	0.8
3. Human resource allocation and availability	15	1	4	2.1	0.7
4. The project team was formed.	15	1	4	1.8	0.9
5. The project's team was managed and controlled	15	1	4	2.1	1.0
Average	15	1	4	2.0	0.9

As shown in the table 4.12, the average mean score is 2.0 and the standard deviation (0.9) that indicates the project cost management knowledge areal is less significant gap in the professional associations.

Lack of available skilled human power in the association and on the market is one of the challenges mentioned under the qualitative survey. Using voluntary members' expert at head office and regional branches and maximizing the utilization of available human resources, were mentioned as mitigation mechanisms.

According to Mir and Pinnington, 2014, the greatest difficulty in project management practice in the twenty-first century is the lack of human resources . Human resources plan and execute the project, therefore making sure project teams are competent enough to manage the project successfully and surpass stakeholders' expectations is critical. Every project necessitates a unique set of human resources with a diverse set of talents. Most of the time, getting the correct people on a project is tough, and this staffing issue could have a number of consequences for the project's success (Abdulrahman, 2016).

Table 4.13: Association's practice of project management knowledge areas for project risk management

Project Risk Management	N	Min	Max	Mean	Standard deviation
1. A risk management strategy was devised.	15	1	4	3.0	0.9
2. Risks have been identified and recorded.	15	1	4	3.1	1.0
3. Risks were prioritized, and the project's impact was estimated.	15	1	4	2.9	0.9
4. A risk response strategy was devised.	15	1	4	3.0	1.1
5. The identified risks were tracked and controlled.	15	1	4	2.9	0.9
Average	15	1	4	2.92	0.98

As shown in the table 4.13, the average mean score is 2.92 and the standard deviation (0.98) that indicates the enterprise environment project management knowledge areal is moderately significant gap in the professional associations.

According to PMI (2017), project risk management encompasses the risk management planning, identification, analysis, response planning, and risk control procedures for a project. Risk management should be considered as a tool for bettering planning, budgeting, performance management, and other critical business processes. Risk management can also help management make better business decisions about achieving strategic or operational goals, and it can even show the need to revise the plan totally due to an unacceptable level of risk.

Table 4.14: Association's practice of project management knowledge areas for project communication management

Project Communication Management	N	Min	Max	Mean	Standard deviation
1. The project's information and communication requirements were determined.	15	1	4	2.0	0.8
2. Provide project stakeholders with the information they require	15	1	4	2.1	0.9
3. Gathering and disseminating data on performance	15	1	4	2.0	0.8
4. Generating, collecting, and disseminating data in order to formalize project completion	15	1	4	2.1	0.7
5. Establish communication control	15	2	5	3.3	0.8
Average	15	1.2	4.2	2.26	0.78

As shown in the table above, the average mean score is 2.26 and the standard deviation (0.78) that indicates the project communication management knowledge areal is less significant gap in the professional associations. The associations mentioned very high stakeholder expectations which could be due to less communication and dissemination of project performances to the stakeholders.

According to eds. Trocki and Bukaha (2016), the major purpose of communication management is to provide relevant stakeholders with the right information at the right time using properly selected methods. Investigating project failures shows that a lack of professional communication support at any step of the project life cycle can result in project issues and failure (eds. Trocki and Bukaha, 2016).

Table 4.15: Association's practice of project management knowledge areas for project stakeholder management

Project Stakeholder Management	N	Min	Max	Mean	Standard deviation
1. The project's stakeholders were identified.	15	1	2	1.4	0.5
2. A stakeholder management plan was established.	15	1	4	2.3	0.8
3. There was effective communication between project stakeholders	15	1	4	2.1	0.8
4. Stakeholder participation was controlled	15	1	4	2.5	1.1
5. Project progress was reviewed frequently with the client	15	1	3	2.1	0.9
Average	15	1	3.4	2.08	0.82

As shown in the table above, the average mean score is 2.08 and the standard deviation (0.82) that indicates the project communication management knowledge areal is less significant gap in the professional associations. The very high expectations from the internal stakeholder (members) and more demanding donor requirements (external stakeholders) were the challenges mentioned by the associations. According to a literature review, lack of stakeholder engagement, user involvement, and executive support are among the leading causes of project failure.

Table 4.16: Association's practice of project management knowledge areas for project Procurement management.

Project Procurement Management	N	Min	Max	Mean	Standard deviation
1. The project materials' requirements were specified and documented.	15	1	5	1.5	0.8
2. Potential sources have been identified.	15	1	3	1.7	0.9
3. Appropriate quotes, bids, offers, or proposals were obtained.	15	1	4	2.1	1.1
4. A procedure was established to choose potential sellers.	15	1	4	2.3	1.0
5. The seller's relationship was well-managed.	15	1	4	1.6	0.9
6. The contract was appropriately completed and settled.	15	1	4	1.8	0.9
7. The project materials' requirements were defined and documented.	15	1	3	1.5	0.6
Average	15	1	3.9	1.8	0.9

As shown in the table above, the average mean score is 1.8 and the standard deviation (0.9) that indicates the project communication management knowledge areal is less significant gap in the professional associations. Truong et al. (2008) found that an effective procurement system includes a well-prepared material procurement strategy, clear-documented solicitation, transparent selection of potential suppliers, and well-managed supplier relationships

Chapter Five

Conclusion and Recommendations

1.1 Summary of the findings

The study question comprises of 53 questions customized from the project management knowledge areas. The associations perceived level of project management practice was collected by rating the factors listed under each project management knowledge area (according to PMBOK) using a scale of five. The mean and standard deviation (SD) of respondent's project management practice was calculated for each project management knowledge area. Those with higher mean value means they have significant gap in project management practices. Of the total 53 questions of the project management knowledge areas, Seven factors were with mean above 3.0 and are considered highly significant gap/challenge in project management practices/challenges, 12 factors with mean between 2.5 to 3.0 were considered moderate gap/challenge in project management practices/challenges and 34 with mean less than 2.5 were considered less significant gap/challenge in project management practices. The perceived project management practice gaps in the health professional associations that are significant are information technology support for project management, communication, project management skills and training programs of project staff, inadequate resource/availability of limited funders, project risk identification and project risk management strategies.

1.2 Conclusion

The health professional associations have low number of technical and administrative staff. The project management was not supported by information technology

The associations have a perceived gap of supporting project management by information technology, controlling stakeholders' participations, communication, controlling project schedule and scope changes, establishing project quality standards, tracking and controlling project risks, Project Management Skills and training for the project staff.

Lack of enough and experienced project staff, limited available funds, late budget release from the donor, very high expectations from the stakeholders, changes in project scopes were the challenges of the associations.

1.3 Recommendation

1. The study has identified that lack of project management skills and training in project management is one of the challenges. Formal training improves efficiency, confidence, customer satisfaction, consistent delivery and communication between stakeholders, whereas gaining experience the hard way; through trial and error can cost an organization a lot of time, money, poor customer reputation, stress, and failure to deliver the full benefits of a project. Thus it would be imperative for the associations to conduct an intentionally planned regular project management skill building trainings for their employees.
2. Advances in software, hardware, communication technology and other areas have revolutionized the world of project management over the previous 20 to 30 years, therefore professional associations should strive to incorporate technology into their project management process for better project management.
3. Risk management done well is proactive rather than reactive, and it involves the control of potential future events. It enables to recognize the strengths, weaknesses, opportunities, and dangers that the project may face and helps to be prepared to respond to unforeseen situations if properly planned ahead of time. Since project risk management was identified as one of the most critical area, it needs special attention of the associations.
4. To satisfy their stakeholders, the associations need to identify and review project quality standards
5. Communication is one of the important aspects for successful project management, the associations need work on determining information and communication needed for the project & making needed information available to project stakeholders and also plan to have defined Stakeholder management plans and designed a mechanism to control the stakeholders' engagement.
6. I recommend more comprehensive study about the phenomenon of the project management practice of the health professional associations.

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