



ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE

AN ASSESSMENT OF PROJECT PLANNING PRACTICES
IN ADDIS ABABA ABATTOIRS ENTERPRIS

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**An Assessment of Project Planning Practices in
Addis Ababa Abattoirs
Enterprise**

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DECLARATION

I, the under signed, declare that this thesis is my original work, prepared under the guidance of **ADANE ATARA (PhD)**. Sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Ataklty Gebremichael June, 2022

ENDORSEMENT

This thesis has been submitted to Addis Ababa University School of Graduate Studies for examination with my approval as university advisor.

Advisor

Signature

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Abstract

This research deals with the study of project planning practice taking in to account a case of Addis Ababa abattoirs enterprise. The objectives of the research were to assess Project planning the extent to which project management knowledge areas are practiced during the planning process of projects and identify the level of use of project management tools and techniques during planning stage of projects in the organization under study. The significance of the study is to provide lessons that will help the Addis Ababa Abattoirs enterprise to improve its overall project performance, thereby improving the project planning knowledge within the organization. Many literatures were assessed to strength the importance of project planning knowledge area in projects. A descriptive research design, qualitative and quantitative data, purposive sampling technique applied. Data is collected through distributed questionnaires, interviews and document analysis. Research analysis is done by relating the results with literatures reviews. The finding result of the research indicates that the averages mean value of most of the components of planning knowledge area except human resource and procurement was low. Specifically scope planning, risk planning, communication planning and stockholder planning are not well considered, The study recommends that the project manager, project officers and the process council members should be trained and equipped with the required project management principles, project management knowledge area and the practice of project planning tools and techniques.

Chapter one

INTRODUCTION

1.1 Background of the study

Project management is very important for organizations because it has significant impact on the success of a project. When it is applied properly, project management can save resources, minimize costs, and increase the performance of the organization by boosting employees' moral and creating conducive working culture. Organizations which use appropriate project management technique tend to show a better utilization of resources, shorter development time, reduced costs and better focus on results and quality (Morris, 2007). However, several factors impact the success of a project. For example, Naybour (2018) indicates that one of the key challenges that impacts the performance of a project is poor project planning.

A good project planning has a vital role in project's success. On the other hand, lack of proper planning could lead to the failure of a project (Naeem, 2018).

Project planning plays a decisive role in the success of a project because planning involves mapping and organizing of project goals, tasks, schedule, and resources before anyone assigns the roles for the project. By doing proper project planning most of the problems faced by the project can be avoided simply because project planning tells everyone involved where you are going and how you are going to attain the success the project.

Lack of proper planning increases waste of time, results in unrealistic goals and objectives, and leads to project delays and over budget (Kotwoni, 2019)

Majority of African countries suffer from lack of skillful planning; estimation and scheduling in the implementation of projects have been established to cause significant failure in projects across the continent (EJA and Gowda 2019).

Ethiopian economy has enjoyed a high economic growth rate in the past few years (IMF, 2018). To maintain this growth the country seeks to provide more services like roads, electricity, telecommunication networks, sanitation facilities slaughtering services and large-scale investments aimed at scaling up its infrastructures.

Ethiopia has made huge investments in infrastructures to enhance its economic development, however the performance of many projects is relatively low compared with their contribution to the economy. Like other developing countries, several projects in Ethiopia face the problem of project planning. Most of the projects either fail in their early stage or delay in their completion period due to poor planning (Tekalign, 2014).

The focus of this study is Addis Ababa Abattoirs Enterprise. The enterprise plans to offer an international and export standard quality of services to residents of the city and aims to export quality meat to identified international markets in the coming decades. However, the enterprise currently faces lack of proper project planning which resulted in delays in the project completion. Therefore, the research tried to assess the project planning practices of the project consulted and managed by Addis Ababa abattoirs enterprise. The researcher believes the study will assess the planning practices in the institution and the level of applicability of project planning knowledge areas and make recommendations that will improve project planning performance in the organization in particular, and contribute to the research environment in general.

1.2. Background of Addis Ababa Abattoirs Enterprise

The Addis Ababa enterprise was initially established as the "Ethiopian Abattoirs share company" in November 1957 over 3.8 hectares of land and with an initial capital of Birr 1,367,000:00. At that time, the shareholders were Addis Ababa municipality (41.6%), local investors (42.4%), the royal family (12%) and foreign investors (4%). The share company had an objective of opening meat processing business in 10 towns of the country which has failed, and its services were restricted to Addis Ababa city residents.

In January 1975, the Abattoir was fully nationalized, and it was run by the city municipality. In August 1998 due to the adoption of a new market economy policy of the FDRE, the abattoir was established as a public enterprise and named "Addis Ababa Abattoirs Enterprise".

The demand for meat has risen in line with the growth of the city's population. The volume of slaughtering has increased by 78% between 2000 and 2014. The enterprise currently has 1,100 permanent employees and additional temporary staffs required during peak production periods.

The slaughterhouse presently processes some 2500 head of cattle and close to 2000 small animal's slaughtered per day.

Nevertheless, the current capacity of the abattoir is insufficient to meet the growing demand of the capital city, as a result the largest share of the meat supplies come from illegal slaughtering activities (roughly estimated at 30% in cattle and up to 90% in sheep and goats) in which the city is trying to enforce a better control.

Hence, the main objective of the project is to establish an enterprise that uses modern technologies to produce and process export standard meat, increase the utilization of byproducts, and making the enterprise economically viable, socially acceptable, and environmentally friendly. The major output of the project will be the construction of the modern abattoir, developing technologies for the utilization of inedible byproducts from the slaughterhouses, production of quality hides and skins, adoption of proper waste management and pollution mechanisms, and developing a large-scale abattoir project management practice that creates a considerable employment opportunity.

A New project office has been established to undertake the project which is led by project manager. The project office has its own structure accountable to the project manager. The project office is supported by Addis Ababa Abattoirs enterprise's general manager, various departments such as procurement, human resources, financial planning, and monitoring units etc.

1.3 Statement of the problem

The importance developing a new strategy in many projects has been recognized by many organizations, however many projects suffer delays and cost overruns. Abrham (2004) depict that several projects in different countries that were over budget delayed due to lack of proper planning.

Project planning is a very important part of a project regarding project performance and successes (Serradir, 2013). According to jot form a proper project planning is important not only for the project, but also for the entire organization and its staff to boost project performance and success rates. Proper planning also helps to save money, improve team communications, ensure

the best use of resources and making it easy to track project goals and outcomes. Lack of proper project planning will result in project failure. According to David (2009) a failure to have a proper plan will lead to unclear roles and responsibility and results in inefficiency in project management leading to the waste of time and cost overrun.

Carefully planned project considers necessary aspects of a project such as, schedule risks, communication, and quality etc.

According to Heagney (2012), almost every study reports that failures of Projects are caused mainly by poor project management specially the failure to plan properly.

Lack of effective planning process is the main reason for project failure in developing countries. Like that of other developing countries, the planning practice of Ethiopia has a problem.

Example project plans and document for project scope time cost quality communication risk and procurement are not properly planned (Frehiwot, 2019). The Addis Ababa city administration has planned to relocate and modernize the current Addis Ababa Abattoirs Enterprise which is located inside the city in an area called kera. The process feasibility study was conducted by meeting construm and financed by French development agency (FDA) in 2015 G.C but the performance of the project is still very poor.

The physical status of the project is still less than 5%. The basic factor behind the significant delay of this project according to few interviewee and official reports is the fact that the construction site for the project is not made clear from right off way problems; making the organization unable to mobilize machineries in the area.

This case indicates that the project faces many problems. Inadequate attentions have been given for project planning in particular and lack of strong project management system in general. This study aims to assess in detail the planning practice of the Addis Ababa Abattoirs Enterprise project

1.4 Research questions

This study aims to answer the following questions.

1. What is the level of the project planning knowledge areas are practiced during the planning process of the Addis Ababa Abattoirs Enterprise project?
2. How much is the level of awareness among project staffs about the existing project plan of the organization?
3. Which project planning tools and techniques are applied during the planning process of the organization?
4. What is the level of project team participation in preparing the project plan of the organization?

1.5 Objectives of the study

The general objective of the study is to assess the project planning, practices in the context of Addis Ababa Abattoirs enterprise project.

The specific objectives of the study include:

- To study the extent to which project management areas are practiced during the planning process of Addis Ababa Abattoirs Enterprise project.
- To study the extent to which project management tools and techniques are applied during the planning stages of Addis Ababa Abattoirs Enterprise project.

1.6 Significant of the study

- The research finding has much Significance for the student as well as the organization. The student has able to know the actual planning project of the organization under study.
- The study provided lessons that will help Addis Ababa Abattoirs Enterprise to improve its overall project performance, thereby improving project planning knowledge within the organization.

1.7 Scope of the study

The research was limited to assessing the project planning process related to the project management body of knowledge areas, the case of Addis Ababa Abattoirs Enterprise.

1.8 Research methodology

1.8.1 Research design

Distributive of research design was applied to assess what the current project planning looks like in the study organization.

1.8.2 Research Approach of the study

Both primary and secondary sources of data were used to collect data and they will be analyzed using qualitative and qualitative analysis approaches.

Secondary data was collected from reports and other relevant documents such as company manuals, annual reports, and other printed materials. A survey questionnaire was used to collect the primary data. The questionnaire has distributed to current project employees and stakeholders.

1.8.3 Sampling design

1.8.4 Population of the study

The population under study consists of 100 individuals who are staff members of Addis Ababa Abattoirs Enterprise, composed of the managing director, project manager, members of the management council, project members or officers and supportive staffs of the project were distribute questionnaire. In addition, people from stakeholders and residents living nearby the new project site were considered.

2.8. 5 Sampling techniques

For this thesis, purposive sampling was used to select sample respondents. Purposive sampling is a widely used sampling method which allows getting information from individuals that have knowhow about the subject matter.

1.8.6 Source of data collection

The study was used both primary and secondary sources of data via questionnaire, personal interviews, observations, and reference of various written materials such as reports, research as comments etc.

1.8.7 Methodology of data analysis

Data has analyzed by using both quantitative and qualitative techniques of data analysis. Descriptive statistics such as frequency tables, percentage and mean and standard deviations' will be used to summarize and present results.

1.9 Conclusion and recommendation

Conclusion and recommendations were made as per the results of the study.

1.10 Definition of terms

Planning: is deciding in advance what needs to be done, when, where, how, and by whom it should be done (Sarker, 2019).

Project: is anything that is related to undertaking an activity or designing a product or service with a specific goal. This means a project is a sequence of tasks bounded by time, resource and required results, and it has a defined outcome, deadline, budget, and people.

Project plan: “*is a series of formal documents that define the execution and control of the stages of a project*” (PMI, 2001).

Project management: refers to the use of knowledge, skill, and techniques applied to run a project and meet the project's requirements.

Abattoir: a place where animals are butchered (slaughterhouse)

1.1 Organization of the research

The thesis has contain five chapters.

Chapter 1 provides the introduction section focusing on the discussion of the background of the study, company profile, statement of the problem, research questions, objectives of the research, and the scope of the research, significance the research and organization of the study chapters.

Chapter 2P present the literature review related to project planning and project management.

Chapter 3 Discuss about the research design and methodology

Chapter 4 this chapter focuses on the data analysis and presentation

Chapter 5 Contains conclusion and recommendations

Chapter 2

Literature Review

2.1 Concept of a project

Several authors have tried to define the meaning of the project. For example, according to PMI (2017) a project is defined as a temporary endeavor (has definite beginning and end) that is undertaken to create a unique product or service (means that the product or service is different in some distinguishing way from all other projects or services).

Project is a unique set of coordinated activities, with definite starting and finishing points undertaken by individuals or organizations to meet specific objectives within defined schedules, costs, and performance (Kerzner 2003)

Organizations use projects to handle work that cannot be handled or facilitated within the normal organizational limits. Projects practiced at all levels of organizations involve from one person to many thousands, and their duration ranges from a few weeks to more than five years (PMI, 2017).

Basically, projects are formed to solve a problem within a short period of time or to take advantage of an opportunity (Schwalbe, 2009).

According to Kloppenburg (2013) a project is defined as *“an organized program of predetermined group of activities that are non-routine in nature and that must be completed using the available resources within the given time limit”*.

A project is a temporary organizational structure that is built to create unique products or services within certain constraints such as time, cost, and quality.

A project has key characteristics, a start and end date, resources (time, people, and equipment) and output (products or services) (EU, 2005)

The project is defined, planned, and executed under certain constraints. These can relate to scheduling, budgeting, quality, but also to the project organizational environment. A successful

project ends when its objective has been achieved and all deliverables have been proceeding and accepted by the organization or the client (Darnal and Preston, 2012).

Projects are different from the normal day-to-day work and are managed with a special temporary organizational structure. The goal of the temporary organizational structure is to define the scope of the project, create a business justification for the investment, identify project stakeholders, create a project plan, coordinate the project work and monitor and control the overall progress of the project (Darnal and Preston, 2012).

2.2 concept of management

Different authors define the concept of management in different ways. For example, Pal (2016) defines management as “*the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading and controlling organizational resources*”. He also explains Management is necessary for all organizations irrespective of their size, nature, and functions.

According to Das and Mishra (2019) the concept of management is not restricted to business organizations, but even non-business organizations require appropriate management. The primary objective of management is to satisfy the expectations of stakeholders of an organization by building an internal system that ensures the resources of the organization are efficiently managed.

2.3 Project Management concept

Many authors define project Management in different ways, focusing on the principles and techniques applied to plan, control, and monitor and review the performance of a project. For instance, PMI (2008) defines project management as “*the application of knowledge, skills, tools and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project.*”

Many organizations practice project Management to improve their sustainability by making high quality products or services at a lower cost and in a shorter duration.

2.4. Planning

Planning is the process of identifying a course of activities and targets in advance and designing an action plan to meet the proposed targets. Brealey (2018) defines planning as an intellectually demanding process that requires conscious determination of a course of action and basing of directions on purpose, knowledge and considered estimates.

Furthermore, Nanzip(2020)defines planning as the process of identifying facts, using assumptions to predict future activities, and formulating targets to achieve the expected results. He also mentions that planning has several benefits in minimizing the future uncertainties, with the purpose of bringing future changes in the desired direction.

2.5Project planning

Project planning is the arrangement of steps which determines cost, schedule, and scope, and using these to create a detailed road Map for executing project activities and producing deliverables (Eby, 2005).

According to watt (2014) “*project planning is a management function that is practiced at all levels of project life cycle and tells everyone involved where you are going and how you are going to get there.*” He also describes that during the planning phase, project plans are documented, deliverables and requirements are defined, and schedule is created to run the project(Martin and Kathleen, 1982).

Project plans are also so important because they give a vision for what the project objectives accomplish and also, they guide the project work from its start to finish.

2.6 Components of Project management

2.6.1 Project integration plan

Project integration Management means coordinating all project Management activities within the project Management process groups (PMI, 2013).

Project integration Management consists of different project integration Management process such as initiation of planning, execution, monitoring, control and closing of the project. Project integration plan helps to define project objectives, milestones, schedules, and budget required for the project and helps creating a roadmap in a way of completing the project successfully.

Performing integration management in a project is to keep the complete interconnected as one unified set of activities, which is the key role of the project manager.

We can conclude from the above statements that project integration plan helps to develop tools to integrate different works of the project into a single entity.

2.6.2 Project communication Planning

Most successful projects are highly communicated during the life cycles of a project; this is because of the effective communication planning.

Project communication planning is the process of developing a good plan for projects to share important information between stakeholders and project teams.

Communication planning process mainly focuses on the explanation of information such as, who is the receiver and format of communicating the timing and distribution. Communication plan is the project document that outlines the process of delivering project information in the best and efficient way. This means in the project communication, the following outlines are presented, which are going to communicate, what information is needed and when it is needed (PMI2013).

Pitchard (2006) defines communication plan management as the process of designing tools to identify the type of information required by stakeholders of the project, identifying mediums of communication and timing of the distribution of information related to the project.

The main importance of the communication planning process is that it, identifies and documents the tools to communicate with stakeholders effectively and efficiently. The primary reason why several projects fail is due to poor communication planning (PMI, 2008).

3. 6. 3Planning of a Project scope

A guide to the project Management body of Knowledge (2004) explains

scope planning as the process of developing a written scope statement as the basis for future project decisions, including the criteria used to determine if the project or phase has been completed successfully. This part has a very important benefit by developing a document which

can guide the project. The document also helps to define, validate and control a project progress (PMI, 2016).

We can conclude that the planning of a project scope is critical for a project to be completed successfully because, without a proper planning, project manager would have no clarity what time, cost or human resources are required for the project.

2.6.4 PROJECT RISK PLANNING

Risk is the probability that a project, event or task will not occur as planned or that unplanned events will occur that will have a negative impact on the project.

Risk Management plan is the technique used to identify, assess, evaluate, and prevent potential risks to the project. The main importance of project risk management in project is to increase the probability of events that makes positive impact on the project, while minimizing the probability of negative impacts (O'Connor, 2020).

Project risk Management involves the process of risk identification, risk analysis using qualitative and quantitative tools, and monitoring and controlling of the project performance (PMI, 2004).

Risk identification

Risk identification is one part of project risk planning, which has the importance of identifying and assessing the potential threat to one project throughout its lifetime. Risk identification helps to document risk and provide a clear picture of all project works. People who will participate in risk identification include project team, risk management experts, customers, stakeholders, and outside experts (PMI, 2008).

Risk analysis-is the process of identifying, analyzing potential risks that might have either positive or negative impact on project objectives. You cannot plan or cannot really deal with the risk, if you have not done well in planning, indicating the importance of risk planning.

Risk planning-is the process of defining how to conduct risk management activities for a project. This also serves as a road map for identifying analyzing and addressing risks to the project.

Risk control-is the process of monitoring the implementation of agreed upon risk plans, tracking identified risks, identifying, and analyzing new risks as well as evaluating risk process effectiveness throughout the life of the project.

2.6.5 Project Quality Management Planning

Quality management is defined as the process through which quality is controlled and practiced throughout the project's life cycle. Quality management has its own benefits in a project because it helps to manage and follow quality policy and responsibilities and, implement a quality plan and control (PMI, 2004). According (PMI, 2013) quality management has its own characteristics, such as; it's a continuous process that starts with the starting of the project and ends with the completion of the project. Quality management mainly focuses on preventive measures to avoid poor quality outputs.

Quality management involves 3 phases

1. **Quality planning:** - is the process of identifying quality standards for the projects and determines the level of quality that stakeholders expect.
2. **Quality assurance:** - refers to the maintenance of an intended quality level in the provision of services right from the very beginning of the project.
3. **Quality control:** is the observation techniques and activities implemented to ensure that the requirements for quality mechanism are maintained. Tests, visits etc., are performed to confirm that quality requirements are met.

While setting quality standards, the project must address how it can manage the compliance of the deliverables. When a project fails to meet its quality requirements, there are serious risks on the acceptance and delivery of the project; as a result, it is a very important area to define properly (Newton, 2016).

2.6.6 Project Cost Management Plan

According to McConnell (2010), project cost management plan is the description of the project's resource allocation, estimation, and control of costs to complete all project works. He also indicates that cost management plan is one of the most important parts of planning stages and analysis, which outlines how the project cost will be allocated and controlled throughout the project life cycle.

There are four processes for good project cost management. Plan cost management, estimate costs, cost budgeting and cost control (PMI, 2004). Information has a crucial role in cost management planning because by giving clarity about the cost of projects timely, protects stakeholders from measuring the project costs indifferent ways at different times (PMI, 2004).

2.6.7 The role of Stakeholder Management plan

Stakeholder management is the process of increasing relationship with stakeholders, those who have concerns about the project and helps to organize the relation with stakeholders.

Stakeholder management involves the project stakeholders, plan stakeholders' engagement, manage stakeholders and communicate stakeholders to ensure that stakeholders' interest is fulfilled throughout the project (Walt, 2020)

Engagement of stakeholders is very important to the success of a project because stakeholders' control over the project resources, such as project budget or material is important to its success (Walt, 2020).

Project stakeholder management has also many benefits such as ensuring project success, minimizing risk and enhancing the acceptance of the project.

2.6.8 PROJEC PROCUREMENTMANAGEMENT PLAN

One of the key components of a project management is procurement management, which focuses on purchasing and acquiring goods and services needed for the project. According to heagney (2012), procurement planning is the process of identifying and documenting the requirements to make purchases of goods and services, design methods to acquire them and identify an

appropriate market. Likewise, PMI (2004) describes procurement plan as a document that enlists the techniques used to run and manage the procurement process.

Project procurement plan play a critical role in the project success because, it explains how the process of procurement will be managed and gives information about the type of contracts, delivery dates, the number of contractors, the purchasing constraints and how it will manage those items. The lack of one is likely to cause a project delay and increase cost.

2.6.9 PROJECT HUMAN RESOURCE PLANNING

Project human resource management is the process of anticipating the human resource needs for a project, then developing action plans for fulfilling the identified needs. There are many processes in human resources management such as planning, developing a project team, acquiring project team, and managing the project team (PMI, 2004). Human resource planning process has many benefits, including identifying project roles and responsibilities, designing the project's organizational charts, and establish the human resources required to run the project.

The human resource management plan develops guidelines of human resource needs for a project and how it should be determined. Those are staffing, managing, controlling, and realizing the appropriate human resources (Aby, 2022).

Human resource planning is also linked to the planning and management of costs and time. It plays a crucial role in project success by developing a human resource plan and effectively managing a project team.

2.6.10 Project time Management plan

Time Management refers to Managing time effectively so that the right time is allocated to the right Activity.

Project time Management Includes the process required to manage timely completion of the project PMI (2014). Project schedule development uses the output from the process to define activities, sequences activity, estimate activity resource and estimate activity duration in combination with the scheduling tools to produce the schedule Model. The finalized and

approved Schedule is the base line that Will be used in the control schedule process Guo-li(2010).

-As the project activities are being performed, the majority of effort in the project time management knowledge area will occur in the control schedule process to ensure completion of project of work in a timely manner

- Plan schedule Management is the process of established policies procedurals and documentation for planning developing, Managing &executing and controlling the Project schedules PMI (20013).

The key benefit of this process is that it provides guidance and direction on how the project schedule will be managed throughout the project.

-project Management plan contains Information used to develop the schedule Management plan which includes scope base line the project statement and the WBS details used for defining activities duration estimation and schedules development. And information's related to cost, risk .communications, decisions from the project Management plan are used to develop the schedule

2.6 project planning tools and technique

2.7.1 Gantt charts

It is a standard that helps in tracking both time and interdependence between tasks. An essential tool to show different phases, jobs and resources involved in project management.

A graphical representation of tasks and resources needed to complete a project may show ranges of possible start and end dates and the relationships between tasks, used to pinpoint bottlenecks, and assign priorities (Hiller, 2005).

2.7.2 Critical path Methods

Critical path method is a project planning technique that helps project managers to determine the tasks that are important to complete the project and analyze the progress of the project to ensure that the project is completed on time. It uses activity-oriented network, which consists of several well recognized tasks or activity (Anderson and Hales, 1986). Generally, a Critical path method is used for simple and repetitive types of projects for which activity times and costs are certainly known, and it is also the most important tool to keep a project on track.

2.7.3 Work break down structure

Work breakdown structure (WBS) is a hierarchal structure of the deliverable needed to complete the project. PMI (2013), defined as a process of organizing the teams work into manageable section or dividing the total scope of work into more manageable simple works, to accomplish the project's objectives and create the required deliverables, and practiced by the project team.

2.7.4 Project documentation

Project documentation is the process of assembling key documents related to the successful results. It is created during the project's life cycle and involves the project scope, its schedule and the risk analysis. It also helps to better understand the project and conduct better risk analysis of the project.

In a nutshell, project documentation helps to track project progress, performance and to make decisions (Donato.2020).

Chapter Three

Research Methodology

- In this chapter type of research design, Population, the sample, source of data and data collection Methods will present.

3.1 Research design

-The purpose of this research is to know how the project planner practices of the Addis Ababa Abattoirs enterprise during the planning process of the new abattoirs project.

Based on the purpose of the Study descriptive research design will be applied to describe what the current project planning look like in the study organization.

- According to kothari (2008) Descriptive research design is focus mainly and concerned with analyzing and describing the degree of present Situation and its nature in detail. –This indicates this type of research design is a technique of collecting the needed information about the existing Situation. This is why the researcher Choose this type of research design.

3.2 Research Approach of the Study

During implantation of the study both quantitative and qualitative data is used by the researcher.

Qualitative data is collected from the organization Manual and other Printed materials as a source both primary and secondary Source of data is used.

For collecting primary data questionnaires and interviews are used for the current project staff and stakeholders for the project. Secondary data is collected from reports and other relevant documents.

3.3 population and Sampling technique

- The populations under the study are considering the project office workers and also supportive staff Members of the Project office at the Addis Ababa Abattoirs enterprise.
- 100 questionnaires were distributed and 85 were obtained out of which 3 rejected 81 responses is gathered and analyzed.
- For this purposive sampling is used to pick the sample from. Purposive sampling is a widely used sampling Method which allows getting the desired information from a sample of the population that one assumes know most about the case.

3.4. Source of data collection

During the study conducted both primary and secondary source of data are obtained by the researcher.

The primary data is collected from Staff members of project office of the organization supportive. It contains interviews, close ended questions with five Liker-scale from (strongly agree to strongly disagree) and was distributed to respondents. The respondents are staff members, supportive Staff for the project office and Stakeholders Such as Addis Ababa Butchery association, residents of the new site area of the project using questionnaire and interviews.

Secondary data is collected from different documents of the organization such as Strategy documents, yearly and other reports, printing result Materials and different literatures are used.

3.4. Questionnaire survey

Questionnaire is developed based on the project planning concepts, and Project Management knowledge areas.

The questionnaires are distributed to target population. A total of 100 questionnaires prepared and distributed, 85 response are obtained and 4 questionnaires are rejected.

3.4.2. Interviews

Interview is important because will get right people who have more information and knowledge about the existing project. For this research 2 people selected from Project office, 2 from members of process council of Addis Ababa abattoirs enterprise, 1 board member of the organization and 2 people from project stakeholder.

3.4.3 Review documents

Reviewed documents are Strategic plan, printing Materials yearly plan and reports as well as unpublished materials.

3.5. Methods of Data Analysis

After the data gathered by using of questionnaire (which is prepared using Likert scale) finally analyzed by using technique of both qualitative and quantitative analysis. In addition to this finally presented in tables, frequency and percentage to give a true Picture of the data. In this study Statistical package for social science (SPSS) is used in order to help to process and analyze the data. In addition to this data is analyzed based on description Summaries.

CHAPTER FOUR

Result and discussion

4.1 Introduction

This chapter includes the result and discussion parts. The result and discussion part includes the demographic characteristics of respondents and their knowledge and attitude regarding project planning practice in Addis Ababa Abattoirs

4.2 Results

4.2.1 Socio demographic characteristics of the respondents

In this study, most (85.2%) of the participants were males and 14.8% female. In addition, most of the respondents were in the group of 31-40 and 41-50 years, respectively. One-thirds (33.3%) and above half (50.6%) of the respondents were between the age group 31-40 years and 42-50 years, respectively. Regarding the educational level of the respondents, 51 (75.3) of them had 1st degree, 13 (16%) diploma, 5 (6.2%) degree, and 2 (2.47%) certificate. The respondents had different type of specialization in the education fields. Among those Leadership and good governance, economics, engineering, information technology, foreign language and literature, animal science, accounting, management, human resource management, marketing management, computer science, business administration, biology, and chemistry were the main subjects. However, there were no single respondent with project management specialization. Most 19 (33.33%) of the respondents had a working experience of between 16-20 years and 19(23.5%) had a working experience of between 5-10 years. In addition, 16(19.8%) of them had a working experience of between 11-15 years and 11(13.6 %) had a working experience of 20 years. Besides, 8(9.9%) had a work experience of less than 5 years.

Table 1: *Sociodemographic characteristics of the respondents*

Study variables	Frequency	Percent (%)
Sex		
Female	12	14.8%
Male	69	85.2%

Age		
Below 30 years	4	5 %
31-40 years	27	33.3 %
41-50 years	41	50.6%
50and above years	9	11.1 %
Educational status of the respondents		
Certificate	2	2.5 %
Diploma	13	16. %
1 st degree	61	75.3 %
Master degree	5	6.2 %
<i>Work experience of the participants</i>		
Less than 5 years	8	9.9 %
5-10 years	19	23.5 %
11-15 years	16	19.8 %
16-20 years	27	33.3 %
Above 20 years	11	13.6 %

4.3 Planning practice of knowledge areas in Addis Ababa Abattoirs Enterprises

In this part the practice of project planning in Addis Ababa Abattoirs enterprise was assessed from the concept of project planning knowledge areas. This part, most of the project planning works and activities are assessed. Defining the problem to be solved by the project was practiced, project scope defining by using the WBS, activity durations, resource, schedule,

prepared risk plan, stockholders plan, communication plan, cost estimation plan and procurement plan were assessed.

Mainly this part assessed which part of project knowledge areas were practiced in Addis Ababa Abattoirs project. Detail practices assessment was explain and shown as bellow.

Table 2 Descriptive statistics for planning knowledge areas

<i>Item</i>	<i>Strongly disagree</i>	<i>disagree</i>	<i>neutral</i>	<i>agree</i>	<i>Strongly agree</i>	<i>mean</i>	<i>std</i>
<i>Integration planning</i>	15	52	8	6	-	2.0617	.76396
<i>Communication planning</i>	15	42	12	10	2	2.2840	.99039
<i>Scope planning</i>	5	62	10			2.1605	.60118
<i>Risk planning</i>	21	43	7	10	-	2.0741	.91894
<i>Quality planning</i>	8	23	16	34	-	2.9383	1.05292
<i>Cost planning</i>	53	2	18	8	-	2.0694	.91834
<i>Stake holder</i>	8	61	4	8	-	2.1481	.72648
<i>Human resource. planning</i>	3	9	11	55	3	3.5679	.87946
<i>Time planning</i>	10	41	20	10	-	2.3703	.85797
<i>Procurement planning</i>	7	16	-	49	9	3.4568	1.18374

Source: Questionnaire of 2022

4.3.1 Practice of project Integration knowledge area plan

Project integration management consists of different integration management process used to coordinate and integrate different works of a project in to a single entity.

According to the table above, 6 (7.4%) of respondents agreed that integrated project planning was prepared and 8 (9.9%) respondents are not sure whether the integrated plan is prepared or not. Of the total respondents 15 (18.5%) and 52(64.2%) were strongly disagree and disagree respectively, with regarding to having integrated plan. This implies the practice of having integration planning in the organization was low. The mean value of having integrated plan was 2.0617.

Other point raised by the project Manager of Addis Ababa Abattoirs project and project officer during interviews, they indicate that there is no integrated plan prepared in the project office especially the project officer elaborated by stating the leadership of the organization especially project office working individual activities by different individuals rather than integrating them for one objective together. They stated that because of the absence of integrated plan many activities were delayed and consumed time.

3.3.2 Project Communication Planning

Communication planning is one of the most important components of project knowledge areas. A project communication plan is important to ensure that communication is carried out effectively internally as well as externally. Accordingly, assessment is conducted to determine whether the communication plan is practiced or not at Addis Ababa Abattoirs enterprise.

As shown in the above tale, the majority 42(51.9%) and 15(18.5%) of the respondents were strongly disagree and disagree regarding to the presence of communication plan in the project office. Only 2(2.5%) and 10(12.3%) respondents are strongly agree and agree on the presence of communication plan. while 12(12.3%) of respondents had no idea whether the communication plan was present or not.

The average mean level value for the presence of communication plan was 2.284 which is very low. This indicated that there is no project communication plan in the organization. In addition, in Addis Ababa abattoirs enterprise, there is an organizational plan that every members of

process council participated but there is no project communication plan. This is the main problem that find when the researcher made a review of secondary data and when interviewee conducted with 2 members of process council of the organization. They added that there has no information with whom to communicate externally.

4.3.3 Project scope management plan

A literature review on the scope of planning is very important to implement the project properly according to its schedule. In best organizations which are practiced properly project scope includes scope definition, scope verification and scope change control.

When we came to Addis Ababa Abattoirs enterprises project office all these were not properly practiced in project scope planning. According to the process council members views the project scope planning was not properly practiced. In addition, He added, results of the work were not achieved properly. According to the respondents 4(4.9%) agree project scope planning was properly defined on the project and 10(12.3%) respondents were not sure whether scope planning was defined or not. In this study, 62 (76.5%) of the respondents disagree and 5(6.2%) strongly disagree with regard to scope planning was well defined.

The level of mean value is 2.1605. This indicates that scope planning is not well defined at the project.

4.3. 4 Project Risk planning practices

In the Addis Ababa Abattoirs enterprise project risks were not properly identified as well as analyzed during the planning process. This intensified by reviewing the project office document and during the time of interviews with project Manager and project officer of the project office.

As indicated in the above table, respondents asked to answer where project Risk planning was conducted during the project planning time or not. Based on this, only 10(12.3%) respondents were agreed well independent project risk plan was prepared and 7(8.64%) respondents were not sure whether prepared or not the project risk planning. Majority of the respondents 43(53.1%) were disagree on the presence of the project risk plan of the organization and also 21(25.9%) respondents were strongly disagree. The average level mean value is 2.0741 which are very low.

4.3.5 Project Quality Management planning

Project quality Management plan is very important part of the project Management plan because; it involves all process and activities to determine Quality policies and control in order to conduct a well-organized performance. In order to know whether project quality plan was prepared or not at Addis Ababa Abattoirs enterprise results of the survey presented below.

In this study respondents were asked whether the Addis Ababa Abattoirs enterprise had project quality planning or not. Based on this, 34 (42%) of the respondents were agreed regarding to having project quality planning. But, significant number, 23(28.4%) of the respondents were not agree with the preparation of project quality planning and 8(9.9%) respondents strongly disagree. In addition, 16(19.8%) of the respondents have no ideas about the presence of quality plan. During the interview time with members of process council they stated that there is quality planning; however, it is not clear and cannot perform with abattoirs projects.

In this study, the majority, 53(65.4%) of the respondents were disagreed, 8(9.88%) and 18 (22.22%) were strongly agree and agree, respectively concerning to having project cost planning. In addition, 2(2.5%) respondents were being neutral regarding presence of cost planning. In this study, most of the participants who participated in the study were believed that project cost planning was not well prepared and need improvements and attention of concerned bodies.

In order to know the level of project cost planning in Addis Ababa Abattoirs respondents were asked whether project cost planning were present or absent. Depend on this, the respondents were asked on major imputes as they were necessary to determine the cost of the project. These include resource, cost estimation, budgeting and cost control.

The respondent stated that, in the Addis Ababa Abattoirs enterprise, resources were not properly planned. Because there was a problem in defining the scope of the project and resource are not clearly defined. Cost control was not well prepared.

In this study, the majority,61(75.3%) and 8 (9.9%) of the respondents were disagree and strongly disagree in the presence in the presence of project stockholder planning practice in the Addis Ababa Abattoirs enterprise respectively. In addition, 8(9.9%) of the respondents were believe that project stockholder planning was practiced well on the organization and 4(4.9%) of the respondents had no idea about the presence of project stakeholders planning. The level of mean

value is 2.1481 which are very low. Almost all of the statement obtained from project manager, project officer, members of process council of the organization and board member of the organization during the interview time confirmed there was low practice of project stakeholders planning.

The main identified problem of the project was not build on the schedule and the lack of stakeholder planning. They stated that there was a disagreement between Addis Ababa abattoirs enterprise and Ethiopian airlines on the new building site of the project. Because when the new project gets in to practical work there will be a movement of birds that can disturb the flying zone of the Ethiopian aviation.

4.3.8 Project human Resource planning

Project human resource planning is very important in project in order to finish by its schedule and planed cost. In Addis Ababa Abattoirs enterprise, the available human resources were planned in the planning stage of the project. Most of the necessary Staff members responsible for completing the project were assigned to the project office.

As seen on the above table, the majority, 55 (67.9 %) and 3 (3.7 %) of respondents were agreed and strongly agree respectively, on the presence of well project planning for human resources.

Only 9 (11%) and 3 (3.7 %) of the participants disagree and strongly disagree respectively, regarding to the presence of human resources planning in the organization. Furthermore, 11(13.6 %) they do not have an idea about the plan.

In addition to questionnaire during interview is conducted the respondents are well informed about the human resource planning. The level of mean value is above the average which is 3.5679. This indicates the plan is well prepared.

4.3.9 Practice of Project Time Management plan

Project time Management plan is very important in project planning phase. Because, the sponsor and the contractor will agree based on the time schedules and benefited from the project if a given is completed at the planned time.

As indicated on the above table, 10 (12.3%) of respondents are agreed that project time plan is developed and 20(24.7%) of the respondent have no an idea about the plan. whereas the remaining of 41 (50.6%) are disagree and 10(12.3%) are strongly disagreed. The level of mean value is 2.1704. This implied the time management plan is not properly planned for the project and need emphasize.

4.3.10 project procurement plan

Project procurement plan is one component of project management knowledge area. Therefore the procurement practice of the Addis Ababa abattoirs enterprise was assessed in view of whether the plan was prepared or not.

Based on the above table, 49 (60.5%) respondents are agreed on the presence of procurement plan.. However, 9 (11.1%) , 7 (8.6%) and 16 (19.8%) of the respondents were strongly disagreed , strongly agree, and disagree respectively to the presence of *project procurement planning*. The level of mean value was 3.4568 which were above 3. This implies the procurement plan was well prepared and effective in the organization.

4.4 project risks identified

Table3: Respondents opinion on project risk is identified

Description	responses	frequency	Percent (%)	mean	Std.deviation
<i>Project risk is identified</i>	<i>Strongly disagree</i>	20	24.7	1.9630	.78174
	<i>Disagree</i>	50	61.7		
	<i>Neutral</i>	5	6.2		
	<i>Agree</i>	6	7.4		
	<i>Total</i>	81	100		

Source: Questionnaire of 2022

In this study 50 (61.7%) of the respondents were not agreed regarding risk is identified in the project. In addition, 20(24.7%) Of the respondents were strongly disagreed. However, 6(7.4%) of the respondents were agreed and 5(6.2%) respondent are had no idea whether risk was identified or not at the organization. This implies risk was not properly identified. The level of mean value was very low (1.9630). This indicated that the risk was not identified at the project.

4.5Duration of Activity is planned

Table4: *Respondents opinion on duration of activity is planned*

Description	responses	frequency	Percent (%)	mean	Std.deviation
<i>Duration of activity is planned</i>	<i>Strongly disagree</i>	11	13.6	2.2593	.94575
	<i>Disagree</i>	52	64.2		
	<i>Neutral</i>	7	8.6		
	<i>Agree</i>	8	9.9		
	<i>Strongly agree</i>	3	3.7		
	<i>Total</i>				

Source: Questionnaire

In the current study the majority 52(4.2%) and 11(13.6%) of the respondents were disagree and strongly disagree respectively on each activity was determined and on planned. However, only 8 (9.9%) and 3 (3.7%) respondents were agreed and strongly disagreed while 7 (8.6%) respondents had no idea. For this question, the level of mean Value was 2.2593. This implies there was no duration of activity and achieved on planned schedule.

4.5 project planning tools and techniques

Table5: Respondents opinion Gant chart is used

Description	responses	frequency	Percent (%)	mean	Std.deviation
<i>Gant chart used</i>	<i>Strongly disagree</i>	2	2.5	3.4568	.88104
	<i>Disagree</i>	15	18.5		
	<i>Neutral</i>	8	9.9		
	<i>Agree</i>	56	69.1		
	<i>Total</i>	81	100		

Source: Questionnaire result 2022

The researcher conclude that Gant chart is applied in the project because 56 (69.1 %) of the respondents are agree on the Applied of Gant chart. The mean score was above the mean it was greater than 3.

4.5.2work break down is used while planning

Table6: Respondents opinion WBS is used

Description	responses	frequency	Percent (%)	mean	Std.deviation
<i>WBS</i>	<i>Strongly disagree</i>	1	1.2	3.4691	.6346
	<i>Disagree</i>	3	3.7		
	<i>Neutral</i>	34	42		
	<i>Agree</i>	43	53.1		
	<i>Total</i>	81	100		

Source: Questionnaire

Results of the study indicated that work break down structure was used to define scope of the project. In this study, 43 (53.1%) of respondents were agreed with presences of work beak down in defining the scope. But 42% being neutral and 3 (3.7%) respondents was disagreement the presence of work break down structure which used for the purpose of defining the project scope. For This question, the mean score was above the mean it was greater than 3.

4.6 participation and awareness of the staff members on the existing plane

Table7: Respondents opinion on participation and awareness

Assessment Criteria	Responds	Frequent	Percent (%)	Mean
Project plan is well noticed	Dis agree	33	40.7	3.1605
	Neutral	42	2.5	
	Agree	46	56.8	
	Total	81	100	
Project manager is involved in project planning	Strongly disagree	18	22.2	2.000
	disagree	44	54.4	
	Neutral	6	7.4	
	Agree	7	8.6	
	Strongly Agree	6	7.4	
	Total	81	100	
Leaders of the organization are well communicated	Strongly disagree	22	27.2	2.000
	Disagree	49	60.5	

Assessment Criteria	Responds	Frequent	Percent (%)	Mean
	Neutral	2	2.5	
	Agree	4	4.9	
	Strongly Agree	4	4.9	
	Total	81	100	
Training is given for staff members and leaders of the organization	Strongly disagree	3	3.4	2.6420
	Disagree	53	60.9	
	Neutral	5	5.7	
	Agree	10	11.5	
	Strongly Agree	10	11.5	
	Total	81	100	

From the table shown above, the researcher concluded that there was a shortage of training. In addition, project manager was not participating in the planning phase and managers were not well communicated in the organization. Therefore, effective coordination with good project plans should implemented in the Addis Ababa-Abattoirs Enterprises.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summaries of the findings, conclusions, and recommendations of the study that can help to improve the planning practice and implementation of Addis Ababa Abattoirs enterprise's project.

5.2. Summary of the findings

The key objective of this study is to assess the project planning practice of the Addis Ababa Abattoirs enterprise. The planning practice covers the practice of project management knowledge areas and the practice of project management plan tools and techniques during the planning period. Based on the analysis of the results, the major findings are presented below.

- The project scope planning practice in the organization is poor because the assessment indicates that the mean of the scope planning practice is 2.1605, which is below the hypothetical mean of 3.
- In the practice of project integration planning, the mean is found to be 2.0617. This indicates that the practice of integration planning is very low in the organization.
- The project's time Management plan was not planned properly, reporting a lower mean. Respondents agree with the poor preparation of a time management plan in the organization.
- Project communication and stakeholder plan are also poorly prepared. This is supported with the interview response from project manager, members of the process council, and board members of the Addis Ababa Abattoirs enterprise. They stated that the main problem that is challenging the project is a lack of proper communication with stakeholders. There is still a dispute about the location of the new Abattoir. Residents living near to the proposed location, the Ethiopian airlines and Ethiopian civil aviation have concerns about the suitability of the location. As a result, the project is delayed for two years till now.

- Except the human resource planning, and the procurement planning practices, which have an average mean value of 3.567.9 and 3.4568, respectively, the rest of the project knowledge management areas of planning practice, reported lower mean values. This implies that the planning practice of the organization is poor.

- The organization's level of staff participation in the planning phase is very poor. This has been supported by the interview conducted with the organization's finance head, who stated that the plan is mostly prepared by a few people, without the participation of most of the staff members and stakeholders.

- The results of this study indicate the project management team failed to consult majority of the staff members and stakeholders during the project planning process.

- Although the staff members of the organization are aware of the project plan, they lack detailed knowledge about the overall project management as little information is provided during annual meetings. According to the project planning principles and procedures, staff members and stakeholders are expected to be engaged actively during the project planning process.

Conclusion

The analysis of the findings results in the following conclusions.

- The results of this study indicate that the Addis Ababa Abattoirs enterprise has not properly applied the project management knowledge areas during the planning stage of the project. The project is being run in conjugation with other departments of the existing abattoir and received less focus despite it is a special project.
- Low awareness of the practice of the project knowledge area planning has been observed.
- The practice of project planning tools and techniques are applied fairly. WBS and Gant Charts are used in planning the project.
- The findings of the study indicate that there is a poor planning practice in the organization. There is no practice of the project management plan of communication and stakeholder risk related to the project tasks. The assessment results indicate that project scope plan, project communication plan, project risk plan, project stakeholder plan and project time plan are not properly addressed. These planning activities require special attention because lack of proper planning could result in failure of the project.
- Compared to the expectations of the principles of project planning, the level of participation of staff members, the process council of the organization and stakeholders is low.

Recommendations

The major objective of the study is to assess the project planning practices in the context of Addis Ababa Abattoirs enterprise's project. The significance of the study is to provide lessons that will help the Addis Ababa Abattoirs enterprise to improve its overall project performance, thereby improving the project planning knowledge within the organization.

Based on the findings of the study, the following recommendations are provided.

- One of the key findings of the study indicates that the project knowledge management area and the project planning tools and techniques are not practiced appropriately by the organization in managing the project. The study recommends that the project manager, project officers and the process council members should be trained and equipped with the

required project management principles, project management knowledge area and the practice of project planning tools and techniques.

- The study strongly recommends that the organization and the city administration should work in cooperation with higher education institutions through consultancy and short-term trainings to improve the knowledge and skills of the project manager and project officers.
- The city administration should intervene to resolve the dispute about the location of the new project site.
- The project plan should be revised, and stakeholders should be consulted during the project planning phase.
- The organization and Ethiopian airlines should discuss their issues on the roundtable to resolve their disagreement about the location of the new Abattoir. They should look at the experience of other countries that have good experience on the building and administration of abattoirs; whether abattoirs located at most 15 kms apart from airports could be a problem for the security of aviation.

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Appendix

Part I Personal Information of the respondent

1. *Sex*

Male

Female

2. *Age*

Below 30

31-40

41-50

Above 50

3. *What is your level of education*

Certificate

Diploma

1st Degree

Master Degree

Other (Specify)

4. *Field of Specialization*

5. *What is your position in the organization?*

Part II *Questions on project planning practice of Addis Ababa abattoirs enterprise.*

- *Based on your experience in Addis Ababa Abattoirs enterprises please indicate your level of agreement with the following statement by ticking (✓) the answer that best corresponds to your feeling.*

<i>No.</i>	<i>Description</i>	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly disagree</i>
<i>1</i>	<i>Project Manager and process council are well experienced in planning process</i>					
<i>2</i>	<i>Team Members are well experienced in planning process</i>					
<i>4</i>	<i>Stakeholders are involved in planning stage</i>					
<i>5</i>	<i>Project planning tools are applied while planning.</i>					
<i>6</i>	<i>Project Manager and process council, board members are well communicating during</i>					

	<i>planning.</i>					
7	<i>Schedules are well defined</i>					
8	<i>Resource for project determined</i>					
9	<i>Project risk Identified</i>					
10	<i>Integrated project schedule prepared.</i>					
11	<i>Training was given for project Team members.</i>					
12	<i>Work break structure is used while planning</i>					
13	<i>Project scope is well defined before execution</i>					

No.	Description	Strongly disagree	Disagree	Neutral	Agree	Strongly disagree
14	<i>Gauthier is applicable while planning in projects.</i>					
15	<i>Quality planning performed.</i>					

16	<i>Human resource planning is performed.</i>					
17	<i>Procurement plan is prepared.</i>					
18	<i>Project is completed according to the original plan.</i>					
19	<i>Communication plan is prepared.</i>					
20	<i>Project cost planning is prepared.</i>					
21	<i>Project risk plan is prepared</i>					
22	<i>Resource Needed the project is determined and planned.</i>					
23	<i>Duration of each activity is well determined and planned.</i>					
24	<i>Project team and employee of the organization are aware of the existence of the project plan.</i>					

