



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE

**ASSESSMENT OF PROJECT MANAGEMENT PRACTICE AND
CHALLENGES OF NGO'S IN ETHIOPIA: THE CASE OF ROTARY
ETHIOPIA**

BY
HILLINA TADESSE

JUNE, 2023
ADDIS ABABA, ETHIOPIA



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE

**Assessment of project management practice and challenges of
NGOs in Ethiopia: the case of Rotary Ethiopia**

**A project work submitted to Addis Ababa University, College of Business
and Economics, School of Commerce in partial fulfillment of the
requirement for the degree of Masters of Arts in Project Management**

BY:

HILLINA TADESSE TIYO (GSE/1714/13)

ADVISOR:

DAKITO ALEMU (PhD)

JUNE, 2023

ADDIS ABABA, ETHIOPIA

1. Declaration

I Hillina Tadesse Tiyo, registration No. GSD/1714/13 do hereby declare that this project work entitled “**Assessment of project management practice and challenges of NGOs in Ethiopia: the case of Rotary Ethiopia**” is my original work. It has not been submitted partially or in full to any educational institution or to this university for an award of a degree and not presented in any projects by any means. The material used in this project work has been acknowledged accordingly.

Name: Hillina Tadesse Tiyo

Signature: _____

Date: _____

2. Certification

I the supervisor, declare that this project work entitled “**Assessment of project management practice and challenges of NGOs in Ethiopia: the case of Rotary Ethiopia**” is conducted by Hillina Tadesse for the partial fulfillment of the requirements for the award of master’s degree in Project Management. To the best of my knowledge, it is her original work. It has not been submitted partially or in full to any educational institution or to this university for an award of a degree and not presented in any projects by any means.

Name of Advisor: Dakito Alemu (Phd)

Signature: _____

Date: _____

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE**

**Assessment of project management practice and challenges of
NGOs in Ethiopia: the case of Rotary Ethiopia**

By Hillina Tadesse

Approved by Board of Examiners

_____	_____	_____
Advisor	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date
_____	_____	_____
External Examiner	Signature	Date

3. Acknowledgement

First of all, I would like to thank God for blessing me with the strength and courage to take on this venture. I am indebted to acknowledge Addis Ababa University, School of commerce for the opportunity and support provided through my journey. My special gratitude goes to my advisor, Dr. Dakito Alemu for his guidance and unreserved support throughout the study period. Further, I thank my families for their great support without which I would be able to succeed. Finally, I would like to be acknowledge the study participants for their time and collaboration.

4. Table of Contents

1. Declaration	II
2. Certification.....	III
3. Acknowledgement	V
4. Table of Contents	VI
5. List of Tables.....	VIII
6. List of Figures	IX
7. Abbreviation.....	X
8. Abstract	XI
CHAPTER ONE	1
1. INTRODUCTION.....	1
1.1 Background	1
1.2 Statement of the problem.....	2
1.3 Research questions	4
1.4 Objectives of the study	4
1.4.1 General objective	4
1.4.2 Specific objective.....	4
1.5 Significance of the study	5
1.6 Scope of the study.....	5
1.7 Limitation of the study	5
1.8 Organization of the study report.....	6
CHAPTER TWO	7
2. REVIEW OF RELATED LITERATURE	7
2.1. Theoretical review.....	7
2.1.1 Project	7
2.1.2 Project Management	9
2.1.3 Project Identification/Initiation.....	10
2.1.4 Project Schedule Management	11
2.1.5 Project Cost Management	13
2.1.6 Project Monitoring and Control	14
2.2. Empirical review.....	15
2.3.1 Project management practice of NGO's.....	15

2.3.2	Benefits of project management in NGO's	17
2.3.3	Challenges of project management in NGO's	18
CHAPTER THREE	21
3.	RESEARCH METHODOLOGY.....	21
3.1	Research design	21
3.2	Description of study variables.....	21
3.3	Description of study area and target population	22
3.4	Sampling technique/methods and sample size	22
3.5	Data collection tool and procedure	24
3.6	Data analysis	24
3.7	Validity and Reliability analysis	24
3.8	Ethical consideration	26
CHAPTER FOUR	27
4.	DATA PRESENTATION, ANALYSIS AND DISCUSSION	27
4.1	Demographic characteristics and general background of respondents.....	28
4.2	Project management practice	30
4.2.1	The practice of project initiation	30
4.2.2	The practice of project schedule management	32
4.2.3	The practice of project cost management	34
4.2.4	The practice of project monitoring and control	36
4.3	Challenges of project management	38
CHAPTER FIVE	42
5.	CONCLUSION AND RECOMMENDATION	42
5.1	Conclusion.....	42
5.2	Recommendation.....	43
9.	Reference	45
Annex	49
Questionnaire.....	49

5. List of Tables

Table 1: Sample size.....	23
Table 2: Reliability test result.....	25
Table 3: Demographic characteristics and general background of members at Rotary clubs in Addis Ababa, Ethiopia, May 2023 G.C.....	28
Table 4: Respondents total service year in Rotary, May 2023.....	29
Table 5: Level of agreement on project initiation practice in Rotary Ethiopia, May 2023 G.....	30
Table 6: Level of agreement on project schedule management practice in Rotary Ethiopia, May 2023 G.C.....	32
Table 7: Level of agreement on project cost management practice in Rotary Ethiopia.....	34
Table 8: Level of agreement on project monitoring and control practice in Rotary Ethiopia, May 2023 G.C.....	35
Table 9: Level of agreement on existence of challenges during project implementation in Rotary Ethiopia, May 2023 G.C.....	38

6. List of Figures

Fig 1: Sex of respondents..... 27

Fig 2: Age distribution of respondents..... 27

7. Abbreviation

PM – Project Management

PMI – Project Management Institute

WBS – Work Breakdown Structure

NGO – Non government organization

CSO – Civil Society Organization

8. Abstract

Project management is a systematic approach and application of knowledge, tools and technique to initiating, planning, executing, monitoring, control and closing projects. Project management needs effective management and standardized practice in order to effectively and efficiently execute projects and become successful. Rotary Ethiopia is one of the NGOs in Ethiopia which is formed and managed by volunteer groups of people. This study aims to assess the project initiation, monitoring and control process as well as schedule and cost management practice of Rotary Ethiopia along with challenges of project management. With this objective a descriptive study design is applied with a quantitative approach. Quota sampling method was used and primary data was collected using a structured questionnaire with most of the parts measured on Likert scale. The result showed that Rotary Ethiopia has a good project management practice in regards to initiation, schedule management, cost management, monitoring and control. But when we look into specific processes, developing project calendars, regularly producing and communicating work performance information, updating project management plan and project document as a result of change control process as well as updating organizational process assets and lessons learnt from control process has got very low agreement score. Moreover the study found out that the organization is getting challenged with unfavorable government laws and regulations, balancing the competing constraints, lack of effective communication, unexpected events, and low stakeholder commitment and engagement. From this we can conclude that the practice is generally good with some signaling measures which need their due attention in the future. They also need to work with responsible body in order to tackle their challenges.

Key Words: Project management, NGO, Project initiation, Schedule, Cost, Monitoring, Control

CHAPTER ONE

1. INTRODUCTION

This is an introductory chapter which includes a background study of the subject matter, and study area. It gives some insights on the background of the study and study area. It also describes the statement of the problem, significance of the study, scope and limitations as well as research questions and objectives of the study.

1.1 Background of the study

A project is a temporary purposeful undertaking to fulfill a strategic position or purpose by producing a unique service, product or result. Projects are characterized by a specific goal, defined scope, start and end date and a limited budget. Project management is a systematic approach to initiating, planning, executing, monitoring, controlling, and closing projects. It involves the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements within a specified time frame and budget. This application of knowledge requires the effective management of the project management processes (PMI (2017), Passenheim (2009)).

Project management practice is essential for organizations in order to effectively and efficiently execute projects. It help ensure that projects are completed on time, within budget, and to the required quality standards. It also help to identify risk and take appropriate measures to prevent and tackle. Furthermore it help to improve communication among team members and stakeholders engagement (PMI, 2017, Heagney (2012)).

Non-Governmental Organizations (NGOs) are non-profit organizations that operates independently of any government through funding by donor organizations, individuals or groups. They usually work with the government, other NGOs and the communities to achieve their goals. They play an important role in improving the lives of a millions of people through provision of social services including healthcare and education, promoting economic development, preserving natural resources and protecting the environment, promoting human rights, providing humanitarian assistance and relieving disasters. A substantial amount of NGOs activities are project based and in order to achieve their goals, NGOs rely on project management practices that

help them plan, implement, and monitor their projects effectively (Paciarotti (2019), PMD Pro (2011)).

One of the non-governmental organizations are service organizations. Service organizations are non-profit organizations formed by group of voluntary people who meet regularly to perform charitable works. Many of today's service organizations and clubs were first established for business networking but then evolved into organizations devoted to service and charity than just networking. Rotary international is one of the largest service organization in the world. It was established on Feb, 1905 and has now reached over 46,000 rotary member clubs, and 1.4 million individual members. In Ethiopia the organization was established in 1955 and has since been working towards improving the lives of Ethiopians. As of 2021, Rotary Ethiopia reached 22 Rotary clubs, 16 Rotaract and 14 interact clubs across the country with about 2000 members of the Rotary family. Under the seven areas of focus namely peace and conflict prevention/ resolution, disease prevention and treatment, water and sanitation, maternal and child health, basic education and literacy, economic and community development, and protecting the environment; each club conducts various service projects within its local community, and participates in special projects involving other clubs in the local district, and occasionally a special project in a "sister club" in another nation. As of 2021, it has completed 102 projects and served more than 5 million people.

In this paper we will explore the project management practice of Rotary Ethiopia focusing on selected processes and knowledge areas. These includes project initiation and monitoring and control process, as well as project schedule and cost management practice. Furthermore it will identify the challenges related to project management practice.

1.2 Statement of the problem

Projects are the dominant was of executing mission for non-government organizations but their project management practice is not satisfactory and there is evidence that NGOs have limited experience in adopting project management standards, tools and techniques (Keleckaite (2015). Managing projects in NGOs are very complex and faced with numerous challenges. As per the observation of Gregg (2016), the deprived performance of projects and the disappointments of project appeared to be a common scenario in NGOs. Nearly 70% of projects fail to be accomplished in the estimated timeline, quality and budget (Bosibori, 2021). According to the

project management institute, only 16% of nonprofit projects are completed on time, 53% of projects go over budget and are completed late, with 31% of projects canceled altogether. Nonprofit organization has an important mission to accomplish and with that comes a never-ending list of initiatives to implement and relationships to maintain. There is often an increasing pressure from stakeholders to “do more with less” (Gregg, 2016).

Development organizations and NGOs are recognized with their unique approach in the area of project management. This uniqueness is due to different factors. The first one is that since they are mostly concerned with social transformation and poverty alleviation, their project goals are usually complex and intangible which makes it difficult to limit with time, cost and quality. This also makes the process measurement processes complex and difficult. Second there are a lot of stakeholders such as government, donor, beneficiaries, and the community who need to be engaged. And in order to meet the demands of each, it may require them to adapt or not even use some of the project management practices and processes. Third they miss the profit motive since they are non-profit organizations (Ahsan (2010), Nanthagopan (2016)).

In recent years, project management has got a great attention in researches with more focus being on construction and manufacturing sectors while development and aid projects are being less represented with limited scope (Paciarotti, 2019). There are substantiate number of researches on project management practice of public sectors, and private companies but there is a gap in NGOs especially of those charity organizations where it is fully managed by volunteer group of people. Given the case that Rotary clubs are formed and managed by volunteer groups of people, this might have a different look from the classic NGOs where people execute their job getting hired. Therefore this study aims to explore the project management practice of Rotary Ethiopia and investigate the most common challenges being faced.

1.3 Research questions

The purpose of this research is to investigate the project management practices of Rotary Ethiopia. The following research questions will be answered by the study

- What is the project initiation practice of Rotary Ethiopia?
- What is the project schedule management practice of Rotary Ethiopia?
- What is the project cost management practice of Rotary Ethiopia?
- What is the project monitoring and control practice of Rotary Ethiopia?
- What are the most common challenges related to project management?

1.4 Objectives of the study

1.4.1 General objective

This study aims to assess Project management practices and challenges of Rotary Ethiopia

1.4.2 Specific objective

- To assess the existing project management practices in reference to project initiation process standards
- To assess the existing project management practices in reference to schedule management standards
- To assess the existing project management practices in reference to cost management standards
- To assess the existing project management practices in reference to monitoring and control process standards
- To identify their challenges in project management

1.5 Significance of the study

Project management is an integrative undertaking that requires each project and product process to be appropriately aligned and connected with the other processes to facilitate coordination. Actions taken during one process typically affect that process and other related processes. Enhanced planning, estimating and control of activities leads to a more consistent achievement of milestones and objectives.

This study can be helpful for Rotary Ethiopia in demonstrating their project initiation, time management, cost management, and monitoring and control practice so as to improve and become more successful. Furthermore it will help to identify the most common project management challenges and help them address it. It can also be a show case for other similar charity associations.

Moreover, it will contribute to the body of knowledge on project management and serve as a future reference for researches to be done in similar thematic areas and for the academic community given the understudies aspect of this research.

1.6 Scope of the study

This study is focused on assessment of project management practice and challenges of Rotary Ethiopia which is a charity organization. This study is done only in one of the civil society organizations, Rotary Ethiopia. Moreover, it is focused on two of the knowledge areas; time, and cost, and two process group; Project initiation and monitoring and control practice as well as challenges.

1.7 Limitation of the study

The current study was carried out in a single organization, making it difficult to generalize to other populations with differing characteristics. Due to time and resource constraints, the study did not consider qualitative data, which might have affected the depth and breadth of the collected data.

1.8 Organization of the study report

This study report is organized into five chapters. The first chapter is the introduction section that describes the background of the study, the problem statement, the study objectives, research questions, the significance of the study, the scope of the study and the study limitations. Chapter two summarizes review of related literatures. Chapter three describes the research methodology that was used in the study. Chapter four presents the result analysis and interpretation of the study. The fifth chapter presents the summary, conclusion and recommendation based on the findings of the study. Abstract, References, Appendices and other miscellaneous parts are also included.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

A researcher must examine all available literatures related to his/her objective in order to get familiarized with the selected problem, know what data are available and which evidence is missing. The review includes theoretical review which is concerned with theory and concept and empirical reviews which consists of similar studies made earlier. Thus this chapter presents reviewed literatures which are related to this study objective. These are project management practice focusing on project initiation, schedule management, cost management, and monitoring and control. It has also included benefits and challenges of project management.

2.1. Theoretical review

2.1.1 Project

A project can be defined as a temporary and unique endeavor that is designed to achieve a specific objective or goal, typically involving a sequence of interdependent tasks or activities that must be completed within a defined timeline, budget, and scope. Projects are typically undertaken to create a product, service, or result that is different from the existing state of affairs (PMI, 2017).

This definition is consistent with the definition provided by the International Organization for Standardization (ISO). According to ISO 21500:2012, a project is "a unique set of processes consisting of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including the constraints of time, cost, and resources" (ISO, 2012).

Projects are typically characterized by several key features, including:

- Projects can be planned, funded, and executed as a cohesive unit,
- They involve the allocation of limited resources, often requiring special financial arrangements and dedicated management,
- They have a defined start and end date, usually with measurable outcomes,

- They have a conceptual boundary, which may be geographical or organizational in nature (Passenheim, 2009).

Project management knowledge areas are the fundamental areas of knowledge that a project manager must understand and apply to successfully manage a project. The Project Management Institute (PMI) defines 10 knowledge areas:

1. Project Integration Management: Involves coordinating all of the other knowledge areas to ensure that the project is completed successfully.
2. Project Scope Management: Involves defining the work that needs to be done to complete the project.
3. Project Schedule Management: Involves planning, organizing, and managing the time and resources required to complete the project.
4. Project Cost Management: Involves planning, estimating, budgeting, and controlling the costs of the project.
5. Project Quality Management: Involves ensuring that the project meets the requirements of the stakeholders.
6. Project Human Resource Management: Involves acquiring, developing, and managing the project team.
7. Project Communications Management: Involves planning, gathering, disseminating, and storing project information.
8. Project Risk Management: Involves identifying, assessing, and controlling risks to the project.
9. Project Procurement Management: Involves acquiring goods and services from outside the project team.
10. Project Stakeholder Management: Involves identifying, assessing, and managing the interests of the people who are affected by the project (PMI, 2017).

2.1.2 Project Management

Project management can be defined as the process of planning, organizing, executing, and controlling resources, tasks, and activities to achieve specific goals and objectives within a defined timeline, budget, and scope. Project management involves the application of knowledge, skills, tools, and techniques to effectively manage the various elements of a project, including project stakeholders, risks, communications, quality, and procurement (PMI, 2017).

Project management involves a range of activities and processes that are designed to ensure that a project is completed successfully. Some of the key activities involved in project management include:

1. Project planning: This involves defining the project scope, objectives, and deliverables, as well as identifying the tasks, resources, and timeline required to complete the project.
2. Project organization: This involves establishing a project team, assigning roles and responsibilities, and creating a project management plan that outlines how the project will be executed, monitored, and controlled.
3. Project execution: This involves carrying out the project plan, including coordinating resources, managing risks, and communicating with stakeholders.
4. Project monitoring and control: This involves tracking project progress, identifying and addressing issues, and making adjustments to the project plan as necessary to ensure that the project remains on track.
5. Project closure: This involves wrapping up the project, including completing all project deliverables, obtaining approval from stakeholders, and conducting a post-project review to identify lessons learned (Lock, 2013).

Organizations strategic alignment with its environment is usually effected through project. Given that organizations face resource constraint, implementation of project management methods will increase project success probability (Smith, 2002).

Effective project management is very important for the survival of any organization for the following reasons

- Successful implementation and timely completion of projects can give a competitive advantage to organizations which will intern increase profitability
- Projects consume an organizations human resource, budget, and equipment and it's only when they get successfully implemented that they produce a return on investment.
- Projects often require the effort of multiple teams and also a significant change to organizational culture (Lavine, 2002).

Effective project management requires a range of skills and competencies, including leadership, communication, problem-solving, and stakeholder management. Project managers must also have a solid understanding of project management methodologies, tools, and techniques, as well as the ability to adapt to changing circumstances and manage project risks (Kerzner, 2017).

Project management provides a structured approach to planning, executing, and controlling projects to achieve specific goals and objectives. This yields a range of benefits, including improved efficiency, increased productivity, better quality outcomes, enhanced stakeholder satisfaction, better risk management, increased accountability, improved communication and team collaboration (Turner, 2005).

According to Smith (2002) project management enables an organization to experience better control, higher employee morale, better customer relations, higher profitability through improved efficiency, and improved coordination. It also helps to standardize tasks and reduce errors. Furthermore it indicated that it gives a good insight for senior managers into what is going on in their organization and enables them to put strategic plans into actions.

2.1.3 Project Identification/Initiation

Project identification and initiation is the first phase of the project management process, and it involves a range of activities that are designed to identify potential projects, evaluate their feasibility, and initiate them in a structured and controlled manner. The major benefit of this process group is to select projects which align with the organizational strategy as well as manage stakeholder's expectation (PMI, 2017).

Best practices for project identification and initiation include developing a clear project charter that outlines the project's goals, objectives, scope, and stakeholders, as well as the resources, timeline, and budget required to complete the project (Kerzner, 2017). Other best practices include conducting a thorough feasibility study to assess the project's technical, economic, and operational feasibility, and developing a robust risk management plan to identify and mitigate potential risks and uncertainties (Lock, 2013).

The project initiation process typically includes the following steps:

1. Identify the need for the project through conducting a need analysis.
2. Define the project objectives
3. Determine the scope of the project: this is the process of defining the boundaries of a project. It involves identifying the work that needs to be done, as well as the work that is not included in the project.
4. Identify the stakeholders: this is an important step which involves identifying and analyzing the individuals, groups, and organizations that are affected by the project and their interests, needs, and expectations (Freeman, 1984).
5. Create a project charter: project charter is a document that defines the objective, scope and stakeholders and hence provide a framework for project management. It includes overview of the project, business need and its benefit, team members with their roles and responsibilities, timeline for the project, estimated cost, risk assessment and mitigation strategies. It is used to get approval and once approved to guide the project team throughout the project period (PMI (2017), Lavine (2002)).

2.1.4 Project Schedule Management

Project schedule management is a critical component of the project management process that involves developing, monitoring, and controlling the project schedule to ensure that it is completed on time and within budget. The project schedule is a key tool for project managers that outlines the sequence of activities, resources, and timeline required to complete the project (PMI, 2017).

Project schedule management includes the following steps:

1. Plan schedule management: this is the first step where we design the overall approach and procedure of schedule management from planning to control. The major output of this step is the schedule management plan which discuss about the schedule management including tools and techniques to be used, and roles and responsibilities of the team.
2. Define project activities: this involves breaking down the project into smaller, more manageable tasks. This process is not just a one-time task but a process performed throughout the project period. The out of this step includes activity list, activity attributes, milestone list and change management plan.
3. Sequence activities: after breaking down the activities the next step is putting those activities into orders across time. To do this we use different tools and techniques like precedence diagramming method, dependency determination and integration, project management information system, and leads and lags.
4. Estimate resource: this is forecasting the amount of budget, human resource and materials needed.
5. Estimate duration: this implies for forecasting the time needed for each activity based on basis like scope of work and required resources.
6. Develop the project schedule: this is the step where we compile the sequenced activities with their estimated duration and start and end date. The common technique used in this step is the critical path method. Critical path is the sequence which represents the longest path which determines the shortest possible duration.
7. Develop project calendar: this refers to identifying working days and linking it with the scheduled activities
8. Monitor and control schedule: this implies for tracking the project against the planned schedule and managing changes accordingly (PMI, 2017).

Effective project schedule management requires a range of skills and competencies, including the ability to develop realistic and achievable project schedules, monitor progress against the schedule, and make adjustments as necessary to ensure that the project remains on track. It also requires the ability to manage project risks, such as delays, resource constraints, and unexpected events, and to develop contingency plans to mitigate these risks (Kerzner, 2017).

Several techniques are employed in project schedule management such as critical path analysis, which identifies the critical path – the sequence of activities that must be completed on time in order to meet the project deadline, the use of a Gantt chart, which is a visual representation of the project schedule that shows the sequence of activities, their duration, and their dependencies and resource levelling, which involves adjusting the project schedule to ensure that resources are allocated efficiently (PMI (2017), Lock (2013)).

2.1.5 Project Cost Management

Project Cost Management is an essential step in the project management process that entails estimating, budgeting, and controlling the costs of a project to ensure its completion within budget (PMI, 2017). This includes the following steps:

1. Plan cost management: this is the first step where we define the overall process of cost management including the estimation, budgeting, monitoring and controlling processes through developing cost management plan.
2. Estimate cost: this includes estimating all probable costs related to labor, infrastructure, materials, equipment, etc. This should be reviewed throughout the project in order to capture additional details.
3. Determine budget: the budget is a financial plan that shows all the required resources along with their sources.
4. Monitor and control cost: this implies for tracking the project against the planned cost in order to ensure that it is within budget and managing changes when there is a need. The commonest tools and techniques used for cost control are variance analysis, earned value analysis and trend analysis (PMI, 2017).

One common technique used in project cost management is the use of a cost baseline, which is a snapshot of the project's budget at a specific point in time that serves as a reference point for tracking project costs (PMI, 2017). Other techniques used in project cost management include earned value management, which compares actual project performance to planned performance to identify variances and forecast future performance, and life cycle costing, which considers the total cost of a project over its entire lifecycle, including the costs of maintenance, operation, and disposal (Kerzner, 2017).

2.1.6 Project Monitoring and Control

Project monitoring and control as a critical component of the project management process, involves tracking project progress, identifying variances from the project plan, and taking corrective action to keep the project on track (PMI, 2017). While monitoring track progress and indicate issues and problems during implementation, controlling is taking corrective actions to the identified issues and problems. Execution of activities and progress needs to be regularly assessed once implementation is started. Monitoring during implementation is needed to verify the project's progress against time, resource, and result as stated in the log frame followed by using it for the decision making process (Lust, 2010).

Project monitoring and control has the following benefits:

- It ensures that the project is on track and meets its objective
- It gives an opportunity to identify potential risks and mitigate early on
- Improve efficiency and effectiveness of the project management process

There are different approaches used for monitoring and control. Mathayo (2022) mentioned that the commonest are result-oriented approach, logical framework, constructivist method, and reflexive approach. On the other hand, Lust (2010) indicated situation and stakeholder analysis, plan of operations and budget, log frame, and risk log as monitoring and control approaches.

To be effective in project monitoring and control, project managers require a range of skills, including the ability to establish a baseline for project performance, monitor project performance against the baseline, and take corrective action when necessary (Kerzner, 2017). It also requires the ability to manage project risks and to develop contingency plans to mitigate potential risks and uncertainties (PMI, 2017).

Analytical techniques used in project monitoring and control include the use of a project dashboard – which provides a visual display of key project performance indicators, such as schedule performance, cost performance, and quality performance, variance analysis – which involves comparing actual project performance to planned performance to identify variances, and root cause analysis – which involves identifying the underlying causes of project variances and taking corrective action to address them (PMI (2017), Kerzner (2017)).

To be effective in project monitoring and control, project managers require a range of skills, including the ability to establish a baseline for project performance, monitor project performance against the baseline, and take corrective action when necessary (Kerzner, 2017). It also requires the ability to manage project risks and to develop contingency plans to mitigate potential risks and uncertainties (PMI, 2017).

Analytical techniques used in project monitoring and control include the use of a project dashboard – which provides a visual display of key project performance indicators, such as schedule performance, cost performance, and quality performance, variance analysis – which involves comparing actual project performance to planned performance to identify variances, and root cause analysis – which involves identifying the underlying causes of project variances and taking corrective action to address them (PMI (2017), Kerzner (2017)).

2.2. Empirical review

Under the empirical review, different literatures related to the objective of this paper are reviewed and summarized.

2.3.1 Project management practice of NGO's

Keleckaite (2015) remarked that in the past many years most NGOs does not prioritize PM as a strategic priority and hence there is limited significant evidence on wide application of PM tools and methodologies in these organizations. Similarly, Kubíčková (2020) indicated that there are poor project management practices, such as an absence of monitoring and control systems, a poor team, or undefined and conflicting roles in NGOs.

Project scheduling is an art of planning and designing project activities, and estimation of time and resources to be used for the activities so that the project can achieve its desired goals and priorities within the constraints of time and cost (Oburu, 2020). It can be assisted by a range of tools, techniques, and skills in order to accomplish specific tasks, goals, and projects. This set includes allocating, setting goals, delegating, and analysis of time spent, monitoring, controlling, and scheduling/prioritizing (Adetola, 2021).

A proper project scheduling practice will help projects to define resources needed, anticipate delays, early identify project constraints, understand trends and track real data. It also contribute in improving team trust (Oburu, 2020). With the same note, Adetola (2021) indicated that effective time management will improve productivity, profitability, alignment, client satisfaction and crisis management.

In a case study done on project management practice of one non-profit-organization which included 8 respondents, project time management mean value is 4.1 which indicated that it is well practiced (Moges, 2020). Furthermore, a study done in six NGOs found in AA by Sisay (2021) and in Gudina Tumsa by Hezkias (2019) showed that schedule management is practiced very well.

A case study on project management practice of Japanese Social Development Trust Fund Grant Project by Sileshi (2017) revealed that the mean value of project time management is 2.52 with SD of 0.761. She indicated that among the processes of time management, schedule planning and defining activities were practiced well whereas sequencing, estimation of duration, and change control were not practiced well making the total time management unsatisfactory.

Hezkias (2019) on his case study at Gudina Tumsa on the project management practice he found out that cost management is practiced well with mean value of 3.978 and SD of 0.654. This finding goes parallel with a case study done on project management practice of one non-profit-organization by Moges (2020) which reported that project cost management mean value is 4.4 meaning that it is well practiced.

On the other hand, the assessment done by Sileshi (2017) noted that the mean value for cost management practice was in the neutral range, 2.68. She has further analyzed the processes among which development of cost management plan, cost estimation, and change control were poorly practiced while budget determination was good. Similarly Desta (2022), in his assessment of project management practice and challenges as evidence from selected projects at the Ministry of Agriculture, Addis Ababa, Ethiopia, reported that among the processes of cost management cost management planning and cost estimation are poorly practiced.

NGOs deliver complex social, economic and physical interventions in which outcomes are difficult to measure. This creates challenges in monitoring and evaluating these projects using approaches

developed within industries, which deliver tangible outputs such as construction. To meet the demands of these stakeholders while operating in difficult country environments it may require adaptation to project systems, tools, processes and activities (Nanthagopan, 2016).

Mathayo (2022) stated that in Africa one of the factors leading to projects sustainability failure is ineffective approach to monitoring and control. He noted that most NGOs give little priority to monitoring and control evidenced by allocation of limited resource for the process, lack of monitoring and control expert, and poor support from the management. With the same note Wolde (2019) indicated that monitoring and control is not given due attention in NGOs and it is usually donor-driven.

2.3.2 Benefits of project management in NGO's

Keleckaite (2015) citing Kerzner, 2004 presented benefits of using standard PM methodology as short term and long term;

- Short term: realistic plans with greater possibilities of meeting schedules, lower costs, better communications with stakeholders.
- Long term: Lower risk and better risk management, better decision-making, continuous improvement, and increased customer satisfaction and confidence.

With the same note, Mkutano (2014) indicated that for NGOs, with limited financial and human resources, a PM methodology could improve stakeholder engagement, teamwork, monitoring and control of resources and performance and thus achieve results in the most efficient way.

Ayal (2021) has also emphasized that effective project management helps individuals, groups, and public and private organizations to meet business objectives, satisfy stakeholder expectations, deliver the right products/services at the right time, optimize the use of organizational resources, and manage constraints. Moreover, he noted that PM help to be more predictable, respond to risks in a timely manner, resolve problems and issues, and control change in a better way.

Furthermore, project management institute confirms that that project management helps organizations meet their customers' needs by standardizing routine tasks and reducing errors and

missing tasks. It also enables senior executives to establish measure of success, integrate quality principles, implement strategic plans, and optimize resource utilization.

In the other hand, poorly managed projects may result in missed deadlines, cost overruns, poor quality, and scope creep, loss of reputation for the organization, unsatisfied stakeholders, and failure in achieving the goal of the project (Ayal, 2021). Poor Project management practice will also cause poor project planning, scarcity of accountability and stakeholder involvement, complexity of inter-related tasks, superficial risk management strategies, unmotivated project team and eventually bad quality, losses of time and money (Keleckaite, 2015).

Hereby, it can be concluded that for NGOs the application of project management methodologies could help avert the challenges, reach project results effectively, and efficiently and ultimately satisfy clients.

2.3.3 Challenges of project management in NGO's

The effectiveness as well as suitability of organizational project management depends on different factors, as organizational structure, size, type, and strategy. Project management is a well-established discipline among private companies and somehow public sectors, but not widely utilized in non-profit organizations Kubičková (2020).

An empirical study on project management practice in Nigerian public sector by Ibraheem (2011) showed that the major obstacles in the application of project management tools and techniques in public sectors are lack of PM knowledge, as most are not trained, lack of leadership commitment, change of authority, corruption, and rigid organizational structure.

Similarly, a systematic review on project management practices in developing countries government organizations by Lawani (2016) remarked that project management knowledge and project manager expertise, climate of the organization, internal control processes of the organization are major factors affecting project management practice.

In the contrary a study done by Desta (2022) at Ministry of Agriculture, Ethiopia indicated that lack of project management skill training, lack of information technology, lack of clearly defined rules and procedure, and lack of clear vision and goal are not challenges. However, lack of budget

allocation for M&E, time shortage, and lack of project process and lesson learnt are considered as challenges of project management.

The NGO sector is extremely diverse, heterogeneous and populated by organizations with hugely varied size, scope, targets, structures and motivations. Therefore, they face many challenges, which, together with absence of proper PM methodology will eventually lead to bad quality, losses of time and money (Keleckaite, 2015).

Keleckaite (2015) indicates, the most significant challenges are inadequate finances, lack of expertise (especially in risk and stakeholder management), stringent and multi-donor reporting requirements, and paucity of baseline data. A study done by Mkutano (2016) which sought to investigate the effects of project management practices on the performance of non-governmental organizations projects in Nairobi City County, Kenya, remarked that stakeholder involvement influenced greatly the performance of NGOs.

In the case study done on one of the development organizations located in Addis Ababa, the project has faced both internal and external challenges. Externally, the respondents have said to have governmental related issues and internally time, cost, quality and resource gap were identified (Moges 2020). Another case study on save the children by Seyoum (2021) indicated lack of user inputs, lack of executive management support, lack of resources, Unrealistic expectations of the project output, and challenges from government rules and regulations as highly challenging factors for their project work. In addition, incomplete requirements and specification, new technology, unclear visions and objectives, unrealistic project periods, and low competency of project team members as least challenging factors. Furthermore, Hezkias (2019) found that fund shortage and government policies and procedures as challenges of projects in NGO.

Ayal (2021) indicated that lack of clear roles and responsibilities among team members, low commitment of stakeholders towards planned projects, and lack of involvement of end users were identified as the challenge of project management by more than 50% respondents. On the other side lack of clearly defined rules and procedures for project management, lack of clear vision and goals of the project, and lack of process for project knowledge management and capturing lessons learned were reported as not being challenge. He also identified that for variables like lack of

project management skills and training in project management and lack of skilled personnel, majority of the respondents were univariate.

Hereby, it can be concluded that for projects to meet a certain planned goal, it must meet the appropriate practice. Although most project-based organizations know about the use of these practices, implementing them accordingly have been a challenge (Ayal, 2021).

CHAPTER THREE

3. RESEARCH METHODOLOGY

Research methodology refers to the scientific methods and procedures used to carry out the research or solve the research problem along with the logic (Kothari, 2004). Therefore, this chapter discusses the methodology of this study which includes the design, variables, study area, sampling method, data collection and analysis. It also explains and justify why they are used

3.1 Research design

Research design is the conceptual structure which constitutes a plan for the collection, measurement, and analysis of data. There are different classifications of research based on different perspectives. If we see from the perspective of objective, it can be classified as descriptive, correlational, explanatory or exploratory. If we look from the perspective of the type of data collected, it can be classified as quantitative and qualitative (Kothari, 2004 & Kumar, 2011).

Descriptive studies are concerned with describing the set of circumstances as it exists or the characteristics of an individual or a group. Hence, given the nature and scope of this study, the descriptive research design is used. It simply describes phenomena and is not particularly concerned with understanding why behavior is the way it is. And data will be collected using a structured questionnaire.

3.2 Description of study variables

The study variables are

- Project initiation practice: This involves a range of activities that are designed to identify potential projects, evaluate their feasibility, and initiate them in a structured and controlled manner. It is measured with 6 variables.
- Project schedule management practice: This involves planning, organizing, and managing the time required to complete the project. It is measured with 7 measures.

- Project cost management practice: This involves planning, estimating, budgeting, and controlling the costs of the project. It is measured with 5 measures.
- Project monitoring and control practice: This involves tracking project progress, identifying and addressing issues, and making adjustments to the project plan as necessary to ensure that the project remains on track. It is measured with 9 measures as well as
- Challenges of project management: This includes a set of challenges which NGO's face while managing projects and is derived from literature review. It includes 17 variables.

3.3 Description of study area and target population

The study is done at one of the local NGO's, Rotary Ethiopia. There are a total of 22 Rotary clubs in Ethiopia among which 10 are located in Addis Ababa. Thus, the study population are those clubs based in AA.

3.4 Sampling technique/methods and sample size

Sample size determination is the act of choosing the optimum number of observations to be included in a study. Adequate sample size will allow appropriate analysis, provide the desired level of accuracy and allow validity of significance test. For descriptive study design, sample size can be computed using mean value or proportion. As per Kaur (2017), the formula to calculate the sample size for a mean estimate is:

$$N = (SD/SE)^2$$

Where;

N = the required sample size,

SD = the standard deviation, and

SE = the standard error of the mean

The standard deviation could be estimated either by looking at some previous study or by carrying out a pilot study.

The SE (standard error) is calculated by deciding upon the accuracy level which you require. If the confidence level is 95%, then divide the maximum acceptable MRE (margin for random error) by 1.96 to calculate the SE.

Thus for this study the sample size is calculated as below.

A previous study done by Weldekidan (2017), reported that the project management practice SD value ranges from 5-16. Thereby I considered using the larger SD, 16 to calculate the sample with 95% confidence interval.

$$SD = 16$$

$$SE = MRE / Z_{\alpha/2} = 5 / 1.96 = 2.55$$

$$N = SD/SE = (16/2.55)^2 = (6.275)^2 = 39.37 = 40$$

Table 1: Sample size

Clubs in AA	No of members	Sample (# of members/244*40)	Corrected sample
AA Arada	22	3.6	4
AA Bole	31	5.0	5
AA Central Mella	25	4.1	4
AA East	21	3.4	3
AA Enderasse	10	1.6	2
Entoto	35	5.7	6
AA Finot	17	2.8	3
AA Sheger	12	2.0	2
AA West	47	7.7	8
Addis Ababa	24	3.9	4
Total	244		41

The total sample size of 40 is further divided among the clubs in Addis Ababa based on the size of their members. Thus quota sampling was used and actual respondents from each clubs was selected by the president of the club based on their project management experience in the club.

3.5 Data collection tool and procedure

Data is classified into two; primary and secondary data. Primary data can be collected either through survey or experiment. Survey data can then be gathered through observation, interview, questionnaire or schedules. Selection of the method shall depend on objective and scope of study, financial resource, time availability, and nature of investigation (Kothari, 2004).

For the current study primary data using a questionnaire and secondary data from website and documents are collected. The questionnaire guided by PMBOK guide, is derived from different literatures reviewed. It is categorized in to 3 categories. The first part deals with the demographic and work related background information of respondents, the second part assess the project management practice in terms of project initiation, project schedule management, project cost management, and monitoring and control practice. The third part assess the existence of challenges while managing project. Each of the project management practice are measured using Likert scale data which are composed of Likert items on a five point scale that range from strongly disagree to strongly agree. The challenges are Likert items, all negatively written, and scored on a scale of 1-5 (from strongly disagree to strongly agree). Data was collected from some participants electronically through email and others through filling out the paper based questionnaire.

3.6 Data analysis

Data entering, coding, and cleaning was performed using Microsoft Excel, and statistical analysis was done using SPSS version 26. Descriptive statistics such as frequency and percentages are computed for each variable. For measuring the central tendency, mean was computed for Likert scale data and median was computed for the Likert items. Standard deviation was also computed to measure variability.

3.7 Validity and Reliability analysis

Validity refers to the extent to which an instrument measures what we actually wish to measure (Kothari, 2004). Accordingly validity of the current study instrument was judged by the researcher and supervisor.

Kothari (2004) defines reliability as the degree to which a measuring instrument provides constant outcomes on repetitive trials. It has to do with the accuracy and precision of a measurement procedure. Thus, the Cronbach's Coefficient Alpha was calculated to establish how the objects correlated among themselves and result is depicted in Table 2. As seen in the table all of the categories have a Cronbach's Alpha value >0.7 which shows that the instrument is reliable.

Table 2: Reliability test result

Categories	Cronbach's Alpha	No of items
Project initiation	.747	6
Schedule Management	.805	7
Cost Management	.717	5
Monitoring and Control	.898	11

3.8 Ethical consideration

The questionnaire has included a consent form which dictates that the information collected was kept anonymous and confidential including the right to withdraw from the study or not to answer any question if they do not want to. Accordingly all respondents has consented to participate. In the study report all resources used are cited and acknowledged.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND DISCUSSION

This chapter deals with analysis and interpretation of study findings divided into three major parts. It presents a quantitative analysis and triangulation of results with literatures reviewed for the same purpose. The first part presents demographic characteristics and general background of respondents. The second part deals with the project management practice of respondents with a focus on project initiation, schedule management, cost management and monitoring and control. The third part presents project management challenges.

Each project management practice areas are measured using Likert scale data which are composed of Likert items on a five point scale that range from strongly disagree to strongly agree. 1 is strongly disagree (SD), 2 disagree (D), 3 neutral (N), 4 agree (A) and 5 strongly agree (SA). For each Likert scale data the main measures considered are the sample mean (M) and the standard deviation (SD) of the Likert values under each construct for central tendency and variability respectively. A mean value of 1-1.4 implied strongly disagree, 1.5-2.4 is disagree, 2.5-3.4 implied neutral/uncertain, 3.5-4.4 represented agree, and 4.5-5 implied strongly agree. A standard deviation equal to or exceeding 2 implied significant deviation of the responses from the mean while a standard deviation less than 2 implied that responses did not show any significant deviation from the mean (Mwangi, 2022).

Total number of project management challenges considered under this study are 17, each presented as Likert item measuring respondent's level of agreement on a 5 point scale similar to the aforementioned ones. For each Likert item, the median and percentage of each score is computed to measure central tendency and variability respectively (Boone, 2012 & Sullivan, 2013).

Data was collected using a structured interview from a total of 34 participants after distributing to 41 people making the response rate 83%. The results of each part are presented in narration, tables and figures and are discussed in triangulation with the literature reviewed.

4.1 Demographic characteristics and general background of respondents

A total of 34 participants are involved in this study among which 24 (70.6%) are male and 10 (29.4%) are female.

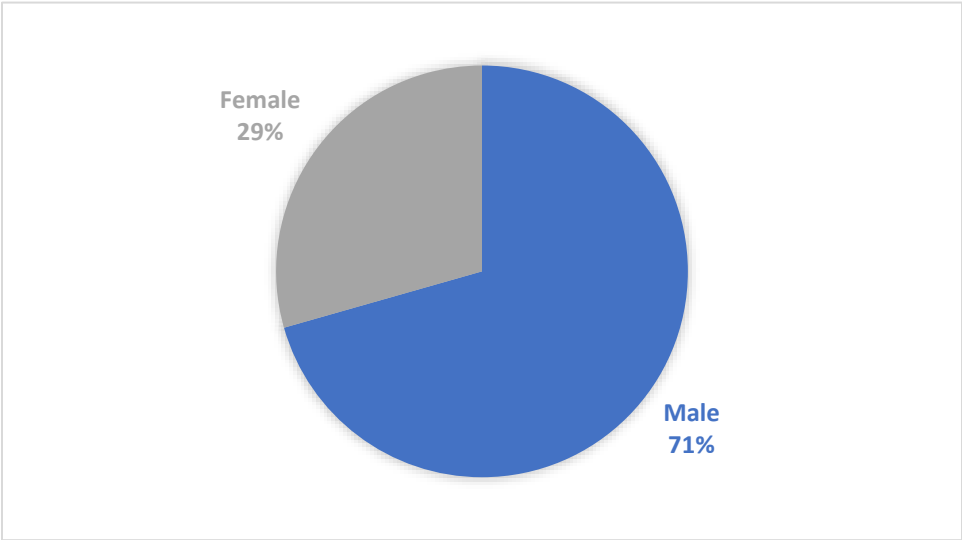


Fig 1: Sex of respondents

When we look into their age category as we can see from Table 3 most are from 30-50 years old and there is only one participant below the age of 30.

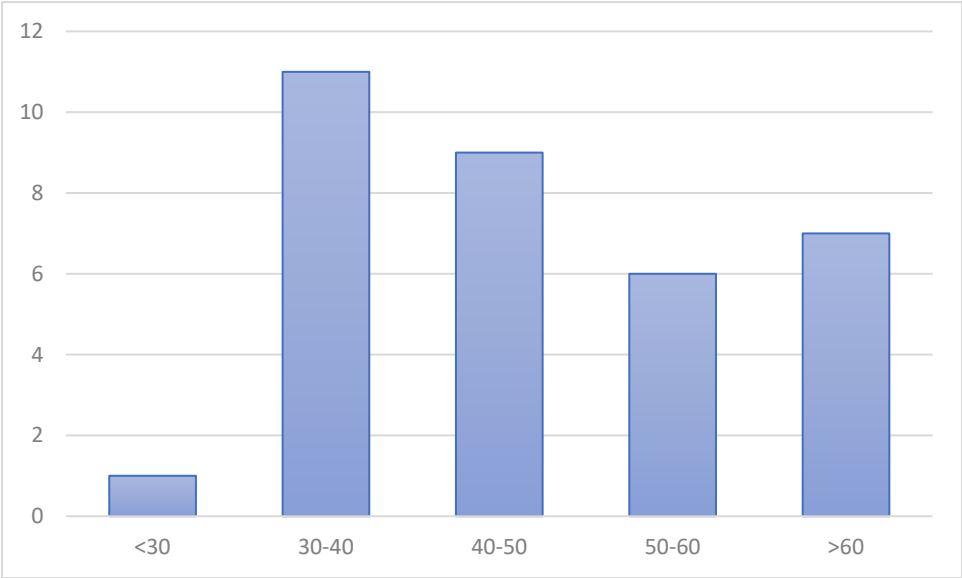


Fig 2: Age distribution of respondents

As we can see from Table 3 respondents educational level ranges from diploma to PHD and above. Majority (20) of them have MA/MSc, followed by BA/BSc (10), PHD and above (3), and Diploma (1).

Table 3: Demographic characteristics and general background of members at Rotary clubs in Addis Ababa, Ethiopia, May 2023 G.C

Characteristics	Category	Frequency	Percentage (%)
Educational level	PHD and above	3	8.8
	MA/MSc	20	58.8
	BA/BSc	10	29.4
	Diploma	1	2.9
	Below Diploma	-	-
	Total	34	100.0
Membership Club	AA Arada	4	11.8
	AA Bole	5	14.7
	AA Central Mella	4	11.8
	AA East	3	8.8
	AA Enderase	2	5.9
	AA Finot	6	17.6
	AA Sheger	2	5.9
	AA West	4	11.8
	Addis Ababa	2	5.9
	Entoto	2	5.9
	Total	34	100.0

Source: Own survey, 2023

As we can see from Table 3, almost all Rotary clubs are represented in the sample. Respondents year of service range from 2-23 with an average of 10.12 years indicating that they have ample experience in Rotary and are in a good position to give response.

Table 4: Respondents total service year in Rotary, May 2023

Characteristics	N	Minimum	Maximum	Mean	Std. Deviation
Year of service	34	2	23	10.12	5.762

Source: Own survey, 2023

4.2 Project management practice

This study focuses on assessing the project initiation, schedule management, cost management and monitoring and control practice.

4.2.1 The practice of project initiation

Identification, the first stage of the project cycle, is a crucially important process. In the current study, the mean value of project initiation practice is 4.3 with standard deviation of 0.42. This shows that majority of participants with no significant variation agree that their organization practice project initiation standards.

Table 5: Level of agreement on project initiation practice in Rotary Ethiopia, May 2023 G.C

Project initiation	SD	D	N	A	SA	Mean	SD
The organization has a good structure and a defined process for the identification and development of project idea	-	-	4 11.8%	12 35.3%	18 52.9%	4.41	.701
List of community problems/project ideas/ and their effect are systematically analyzed and prioritization done accordingly	-	-	4 11.8%	16 47.1%	14 41.2%	4.29	.676
Projects use appropriate tools and resources to convert problems in to objectives	-	-	2 5.9%	19 55.9%	13 38.2%	4.32	.589
The Organization always conducts Stakeholder mapping during project initiation	-	-	3 8.8%	20 58.8%	11 32.4%	4.24	.606
Stakeholders interests, involvement, interdependencies, influence, and potential impact on project success is clearly identified and analyzed before the project	-	-	5 14.7%	15 44.1%	14 41.2%	4.26	.710
Initial understanding and agreements on projects is made by all stakeholders	-	-	1 2.9%	15 44.1%	18 52.9%	4.50	.564
Overall Project Initiation						4.3382	.42736

Source: Own survey, 2023

When we further look into the specific measures, none of the measures is reported to be not practiced. 88.3% of respondents agree or strongly agree that the organization has a good structure and a defined process for the identification and development of project ideas and does systematic analysis of community problems and their effect and do prioritization accordingly. Similarly, 94.2% responded that project use appropriate tools and resources to convert problems into objectives and 91.2% agreed/strongly agreed that the organization always conducts stakeholder mapping during project initiation. Furthermore >85% of respondents agreed or strongly agreed that stakeholder identification and analysis is done before the initiation of the project and initial understanding and agreements on projects are made by all stakeholders.

These findings are similar to the study done by Weldekidan (2017), which reported 4.48 mean value of project initiation indicating that it is practiced well. Another study by Ayal (2011) indicates 82.8% and 71.4% of respondents either agreed or strongly agreed that their organization properly identify key stakeholders, and do prioritization based on community needs respectively which is in line with the current study finding. As per the literatures reviewed in the previous chapters, during project initiation it is very important to carry out both stakeholder analysis and problem analysis. This will help us understand the cause of a problem and how it relates to the stakeholder and how to focus on tackling them. Having appropriate tools and resources to convert problems in to objectives will help us select a clear and simple objective which intern enhance project success. From the current study result, Rotary Ethiopia can be said that it is very well practicing project initiation.

4.2.2 The practice of project schedule management

One of the important project management areas is schedule management. The mean and standard deviation of Rotary Ethiopia in project schedule management as indicated in the Table 6 is 4.088 and 0.58 respectively. This implies that majority of respondents agree that the organization practice the project schedule management standards.

Table 6: Level of agreement on project schedule management practice in Rotary Ethiopia, May 2023 G.C

Project schedule management	SD	D	N	A	SA	Mean	SD
Schedule management plan is developed	-	4 11.8%	2 5.9%	6 17.6%	22 64.7%	4.35	1.041
Activities and milestones are well defined	-	-	7 20.6%	7 20.6%	20 58.8%	4.38	.817
Activities are sequenced based on logical relationships or dependencies	-	-	6 17.6%	17 50.0%	11 32.4%	4.15	.702
Activity duration (the likely number of time periods that are required to complete an activity) are estimated	-	-	4 11.8%	11 32.4%	19 55.9%	4.44	.705
Project schedule which links activities with planned dates, durations, milestones, and resources is developed	-	-	8 23.5%	14 41.2%	12 35.3%	4.12	.769
A project calendar which identifies working days and shifts that are available for scheduled activities are developed	-	6 17.6%	11 32.4%	12 35.3%	5 14.7%	3.47	.961
Project schedule is monitored and any change to the schedule baseline is managed	-	2 5.9%	15 44.1%	8 23.5%	9 26.5%	3.71	.938

Overall Project Schedule Management						4.0882	.58110
-------------------------------------	--	--	--	--	--	--------	--------

Source: Own survey, 2023

Looking into each measures, we notice that there is a relatively lower agreement; mean value of 3.71 for the statement “project schedule is monitored and any change to the schedule baseline is managed” and no agreement but neutrality (mean=3.47) to the standard indicating “project calendar which identifies working days and shifts that are available for scheduled activities are developed” while it is >75% agreement to the rest of the standards.

This result is concurrent with the findings of Moges (2020), Hezkias (2019), and Sisay (2021). But it is different from a study done by Sileshi (2017) which indicated that the mean value for project schedule management is 2.52 with standard deviation of 0.761. This same study has revealed that among the processes of time management, schedule planning and defining activities were practiced well similar to the current study whereas sequencing, estimation of duration, and change control were not practiced well making the total time management unsatisfactory. This shows that it has similarity with the current study in regard to the practice of change control.

4.2.3 The practice of project cost management

A project is generally considered to be successfully implemented if it’s on time, within allotted budget, and achieve all the goals it was set up to accomplish. Cost management is therefore a major area. Project Cost Management includes the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget.

Table 7: Level of agreement on project cost management practice in Rotary Ethiopia

Project cost management	SD	D	N	A	SA	Mean	SD
Cost management plan is developed	-	2 5.9%	-	16 47.1%	16 47.1%	4.35	.774
The probable costs (HR, Equipment, Infrastructure...) required to complete project work are estimated and documented along with basis of estimates	-	-	5 14.7%	13 38.2%	16 47.1%	4.32	.727
Project budget which includes the cost baseline and management reserve along with their source(s) are determined	-	2 5.9%	1 2.9%	12 35.3%	19 55.9%	4.41	.821
Cost breakdown based on periodic funding requirements is developed	-	2 5.9%	4 11.8%	13 38.2%	14 41.2%	4.18	.882
Project cost is monitored and any change to the cost baseline is managed	-	2 5.9%	6 17.6%	5 14.7%	21 61.8%	4.32	.976
Overall Project Cost Management						4.3206	.58557

Source: Own survey, 2023

As shown in Table 7, the result of this study revealed that the cost management practice of Rotary Ethiopia has a mean value of 4.32 and standard deviation of 0.585. This indicates that majority of respondents agree that the organization is adhering to the cost management practices while managing projects. When we disaggregate and see each component, we also find that all components are practiced well with mean value of above 4.

This finding goes along with other studies done by Hezkias (2019), and Moges (2020) which reported that a cost management practice of 3.978 and 4.4 respectively. But a study done by Sileshi (2017) get a result of lower mean range, 2.68. She has further indicated that the cost management plan, cost estimation and change control were poorly practiced which is against the finding of the current study.

4.2.4 The practice of project monitoring and control

The Monitoring and Controlling Process Group consists of those processes required to track, review, and orchestrate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes. The monitoring and control practice of Rotary in Addis Ababa found to be good with a mean value of 3.75 and standard deviation 0.737. This indicates that majority of the respondents has agreed that the organization practices the monitoring and control processes but it is in the lower range of agreement which might signal that it needs further attention and improvement.

Table 8: Level of agreement on project monitoring and control practice in Rotary Ethiopia, May 2023 G.C

Project monitoring and control	SD	D	N	A	SA	Mean	SD
Work performance metrics/indicators are well prepared during project planning	2 5.9%	-	9 26.5%	13 38.2%	10 29.4%	3.85	1.048
Work performance information (plan Vs performance) regularly produced and communicated	3 8.8%	6 17.6%	8 23.5%	14 41.2%	3 8.8%	3.24	1.130
Correctness of deliverables is determined (verified)	-	1 2.9%	3 8.8%	18 52.9%	12 35.3%	4.21	.729

Deliverables that meet the acceptance criteria are formally signed off and approved by the customer or sponsor (validated)	-	1 2.9%	1 2.9%	12 35.3%	20 58.8%	4.50	.707
Change request is prepared for those deliverables that have not been formally accepted	-	5 14.7%	3 8.8%	9 26.5%	17 50.0%	4.12	1.094
There is a change control system in place and any change request is processed according to the change control system	-	4 11.8%	5 14.7%	15 44.1%	10 29.4%	3.91	.965
Changes that occur during a project and their impact to the project in terms of time, cost, and risk are documented in change log and communicated to appropriate stakeholders	1 2.9%	5 14.7%	7 20.6%	10 29.4%	11 32.4%	3.74	1.163
Schedule and cost forecasts are updated and reissued based on work performance information provided as the project is executed	-	3 8.8%	6 17.6%	10 29.4%	15 44.1%	4.09	.996
Project management plan is updated as a result of change control process	1 2.9%	9 26.5%	11 32.4%	5 14.7%	8 23.5%	3.29	1.194
Project documents are updated as a result of change control process	1	8	11	9	5	3.26	1.082

	2.9%	23.5%	32.4%	26.5%	14.7%		
Organizational process assets which includes causes of variance, corrective action chosen and the reasons, and lessons learned from control process are updated	3 8.8%	10 29.4%	8 23.5%	7 20.6%	6 17.6%	3.09	1.264
Overall Project Monitoring and Control						3.7540	.73771

Source: Own survey, 2023

The mean value of this process group was assessed using 9 Likert items and when we look into respondents’ level of agreement to each item, four of the nine items are scored neutral meaning that most of the participants are uncertain or neutral whether they are practiced or not while some disagree. These are regularly producing and communicating work performance information, updating project management plan and project document as a result of change control process as well as updating organizational process assets and lessons learnt from control process. It signals that there has to be some interventions.

4.3 Challenges of project management

In the literature review we have seen that there NGOs face many challenges related to project management. For this study purpose 17 challenges were selected and respondents asked their level of agreement to the existence of those challenges while managing projects at Rotary. The central tendency is then computed using median. Accordingly the median ranges from 2 (disagree) to 4 (agree) as shown in Table 9.

Table 9: Level of agreement on existence of challenges during project implementation in Rotary Ethiopia, May 2023 G.C

Project challenges	SD	D	N	A	SA	Median
Unfavorable Government laws and regulation	3 8.8%	2 5.9%	10 29.4%	7 20.6%	12 35.3%	4.00
Unfavorable Organizational culture and structure	9 26.5%	11 32.4%	8 23.5%	1 2.9%	5 14.7%	2.00
Unfavorable Organizational policies and procedures	9 26.5%	4 11.8%	8 23.5%	9 26.5%	4 11.8%	3.00
Weak executive management support	8 23.5%	5 14.7%	6 17.6%	8 23.5%	7 20.6%	3.00
Lack of experienced and trained personnel	7 20.6%	3 8.8%	15 44.1%	2 5.9%	7 20.6%	3.00
Unclear objective and scope	11 32.4%	12 35.3%	5 14.7%	3 8.8%	2 5.9%	2.00
Inadequate planning	8 23.5%	12 35.3%	9 26.5%	2 5.9%	3 8.8%	2.00
Lack of proper tools and techniques	7 20.6%	12 35.3%	10 29.4%	2 5.9%	3 8.8%	2.00

Balancing the competing constraints (time, cost, quality, scope)	4 11.8%	2 5.9%	8 23.5%	12 35.3%	8 23.5%	4.00
Beneficiaries changing requirements and specifications	3 8.8%	9 26.5%	10 29.4%	5 14.7%	7 20.6%	3.00
Inadequately defined roles and responsibilities among the team	8 23.5%	11 32.4%	6 17.6%	4 11.8%	5 14.7%	2.00
Lack of effective communication	4 11.8%	6 17.6%	6 17.6%	14 41.2%	4 11.8%	4.00
Unexpected events	5 14.7%	5 14.7%	6 17.6%	13 38.2%	5 14.7%	4.00
Low stakeholder commitment and engagement	3 8.8%	4 11.8%	6 17.6%	14 41.2%	7 20.6%	4.00
Weak monitoring and control	7 20.6%	9 26.5%	11 32.4%	4 11.8%	3 8.8%	3.00
Cost overrun	4 11.8%	8 23.5%	8 23.5%	8 23.5%	6 17.6%	3.00
Time shortage	5 14.7%	12 35.3%	6 17.6%	2 5.9%	9 26.5%	2.50

Source: Own survey, 2023

There are five challenges with a median value of 4 which indicated that majority of the respondents have agreed to their existence. These are unfavorable government laws and regulations, balancing the competing constraints (time, cost, quality and scope), lack of effective communication, unexpected events, and low stakeholder commitment and engagement. To the opposite, unfavorable organizational culture and structure, unclear objective and scope, inadequate planning, lack of proper tools and techniques, inadequately defined roles and responsibilities among the team, and time shortage are indicated not to be challenges. The rest of the challenges like unfavorable organizational policies and procedures, weak executive management support, lack of experienced and trained personnel, beneficiaries changing requirements and specifications, weak monitoring and control, and cost overrun scored a median of 3 meaning that respondents are uncertain whether they exist or not.

Unfavorable government laws and regulations is the first challenge identified with 55.8% of respondent's agreement or strong agreement. This finding goes very well with most of the literatures reviewed (Moges (2020), Seyoum (2021), Hezkias (2019)). Balancing the competing constraints (time, cost, quality and scope) is the second challenge identified with 58.8% of respondent's agreement or strong agreement. This is concurrent with the finding of Moges (2020). The third and fourth challenges identified are lack of effective communication and occurrence of unexpected events with 53% and 52.9% respondent's agreement or strong agreement respectively. The fifth challenge identified is low stakeholder commitment and engagement with 61.8% respondent's agreement or strong agreement. This challenge has got the highest agreement score in this study and similar studies has also supported the finding (Mkutano (2016), Seyoum (2021), Ayal (2021)).

Some of the challenges which are identified by other studies are regarded as not to be challenges at Rotary. These includes cost overrun by Keleckaite, (2015), Moges (2020), & Hezkias (2019), lack of executive management support by Seyoum (2021), and clear role and responsibility among team members by Ayal (2021).

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

This chapter deals with the conclusions drawn from the study findings and recommendation.

5.1 Conclusion

The study aims to assess the practice of project management in regards to project initiation, schedule management, cost management, and monitoring and control process. It also sought to find the challenges related to project management. For this purpose the study has reviewed literatures. In order to answer the research questions, a quantitative questionnaire was used distributed to each club according to their quota and further to individual respondents based on their role and experience in managing projects at the club.

From the finding of this study we can conclude that Rotary Ethiopia have a good project management practice in terms of project initiation, monitoring and control, schedule management as well as time management while facing some challenges. But when we further look in to individual processes it is shown that some of the processes are not practiced well. These are developing project calendars, regularly producing and communicating work performance information, updating project management plan and project document as a result of change control process as well as updating organizational process assets and lessons learnt from control process. This result call for an attention especially for monitoring and control practice. If not addressed on time there is a chance that the processes will be abandoned which will intern result in weak project management practice.

The result showed that the organization is getting challenged with internal factors like balancing the competing constraints (time, cost, quality and scope), lack of effective communication, and unexpected events, and external factors like unfavorable government laws and regulations and low stakeholder commitment and engagement. They need to give due emphasis on improving the internal challenges and advocating and working with different stakeholders for the external challenges.

5.2 Recommendation

The following recommendations are forwarded based on the result findings.

For Rotary Ethiopia:

- The practice of developing project calendars need to be improved. This will help ensure that all team members are aware of the schedule and better align their schedule. Especially given that members are volunteers and preoccupied with other activities this will have a great contribution in aligning efforts and improving effectiveness.
- The organization need to improve the practice of regularly producing and communicating work performance information. This can be achieved by identifying key performance indicators, setting up regular reporting schedules, and using software to make it easier.
- The organization need to have effective communication through establishing clear communication channels, encouraging open communication, scheduling regular update meeting related to projects, and fostering a team culture.
- The organization need to have a good risk management practice in order to decrease the occurrence of unexpected events and also manage once it occurred. Good planning can help us identify or forecast unexpected events before they actually occur and make us ready through developing contingency plans. Good monitoring can also help in this regard hence the organization need to strengthen its planning and monitoring practice.
- Lessons learned need to be documented so as to have good institutional memory and a stable system. Since one of the challenges mentioned was unexpected event, documentation of lessons learned need to be strengthened in order to ensure that the organization will be better prepared for similar events in the future. In order to have a good practice in documenting lessons learned, the organization shall develop clear guidelines, set norms and establish a process.
- Balancing the competing constraints is very important for project success. Every project need to be seen from the angles of time, cost, quality and scope. Developing a comprehensive plan, prioritizing tasks, having good monitoring, and good risk management practice can help better balance the constraints.

- Low stakeholder commitment and engagement could result because of gaps seen from both sides. Therefore the organization need to assess itself in terms of establishing clear communication channels with stakeholders and regularly updating them, involving stakeholders in decision making, addressing stakeholders concerns and recognizing their contribution. This measures will motivate stakeholders to increase their engagement.
- The organization need to work hand in hand with the government and help them understand their challenges in regard to unfavorable government laws and regulations and the consequence they are going through as a result. They should also be part of the solution.

For government:

- The government need to revisit the laws and regulations related to NGOs, have stakeholder consultative meeting to get their voice and find solution.

For future studies:

- While this research was able to explore the practice of selected project management areas in Rotary Ethiopia and their challenges, further studies need to be done to get more understanding on the uncovered areas. The researcher recommends further studies to complement the quantitative findings with qualitative data, analyze project management capacity, explore other project management knowledge areas and process groups not included in the current study, triangulate project management practice with project success and involve other volunteer based NGOs.

9. Reference

- AbouAssi, K., & Makhoulf, N. H., (2018). A comparison of nonprofits' application of project management practices. *Journal of Muslim Philanthropy & Civil Society*, 2(2), 9-34.
- Adetola, A., (2021). Strategies for effective time management. *International Journal of Innovative Business Strategies*, 7(1), 487-496.
- Ahsan, K., & Gunawan, I. (2010). Analysis of cost and schedule performance of international development projects. *International Journal of Project Management*, 28(1), 68–78.
- Ayal, A., (2021). The practice and challenge of project management in Non-Governmental Organization in Debre Birhan City Administration. [Masters dissertation, Debre Birhan University].
- Boone, H. N., & Boone, D. A., (2012). Analyzing Likert data. *Journal of Extension*, 50(2), Article 2TOT2.
- Bosibori. O. B., & Otieno, M., (2021). Influence of project management practices on the implementation of environmental non-governmental organizations' projects: a case of world-wide fund for nature-Kenya, Kwale County. *Journal of Entrepreneurship and Project Management*, 6(1), 24-48.
- Bromideh, A. A., (2011). The widespread challenges of NGOs in developing countries: Case studies from Iran. *International NGO Journal*, 6(9), 197-202.
- Desta, S. G., (2022). Assessment of project management practices and challenges: Evidence from selected projects at the Ministry of Agriculture, Addis Ababa Ethiopia. [Masters dissertation, St Mary's University].
- Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Pitman Publishing.
- Gregg, A. & Ana, L. (2016). A framework for exploring the relationship between project manager of leadership style and project success. *The International Journal of Management*, 1(1), 1-19.

Heagney, J., (2012). *Fundamentals of Project Management (4th ed.)*. American Management Association.

Hezkias, N., (2019). Assessing project management practices of NGO's aid/development project: a case of Gudina Tumsa foundation. [Masters dissertation, Addis Ababa University].

Ibraheem, A. I., OLATEJU, O. I., & Salimonu A. A. (2011). Project management practice in Nigerian public sector: An empirical study. *Australian Journal of Business and Management Research*, 1(8), 01-01.

Kaur, S., (2017). Sample size determination (For descriptive studies), *International Journal of Current Research*, 9(3), 48365-48367.

Keleckaite, M., & Meilene, E., (2015). The Importance of PM methodologies & tools in NGOs: Case study of Lithuania and Germany. *PM World Journal*, 4(7), 1-17.

Kerzner, H. (2017). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling (12th ed.)*. Wiley.

Kothari, C.R., (2004). *Research methodology: Methods and techniques (2nd ed.)*. New age international publishers.

Kubíčková, K., & Hodžic, M., (2020). The evaluation of project management practices in the Czech social enterprises. *Economic Research-Ekonomska Istraživanja*, 33(1), 999-1016.

Kumar, R., (2011). *Research methodology: A step by step guide for beginners (3rd ed.)*. Sage Publication.

Lavine, H. A., (2002). *Practical project management: Tips, Tactics, and Tools*. John Wiley % Sons, INC.

Lawani, A. & Moore, D., (2016). Project management practices in government organizations of developing countries: a systematic review. *The International Journal of Business and Management*, 4(9), 89-98.

Lock, D. (2013). *Project Management (10th ed.)*. Gower Publishing.

Mathayo. R., & Kinyina. A., (2022). Monitoring and Evaluation Challenges and Approaches by NonGovernmental Organizations in Musoma, Tanzania. *East African Journal of Education and Social Sciences*, 3(4), 173-179.

Mkutano, S. M., (2014). Project management practices and performance of nongovernmental organizations projects in Nairobi city, Kenya. [Masters dissertation, Kenyatta University].

Moges, B., (2020). Assessment on project management practices: A case study on SNV's gender and youth empowerment in horticulture market (GYEM) project. [Masters dissertation, Addis Ababa University].

Mwangi, L. W., & Yusuf, M., (2022). Project scope management and successful implementation of infrastructural health program in Nairobi County. *International Journal of Management and Commerce Innovations*, 10(1), 140-148.

Nanthagopan, Y., William, N. L., & Page, S., (2016). Understanding the nature of project management capacity in Sri Lankan Non-Governmental Organizations (NGOs): A resource based perspective, *International Journal of Project Management*, 34(8), 1608-1624.

Oburu, A. O., (2020). Effective project time management. *International Academic Journal of Information Sciences and Project Management*, 3(6), 47-55.

Paciarotti, C., Ciarapica, F. E., Mazzuto, G., & Bevilacqua, M., (2019). Project management in the international aid sector: the perspective of Italian NGOs. *Journal Modern Project Management*, 7(3), 60-92.

Passenheim. O., (2009). *Project Management*, (1st ed). Ventus Publishing ApS.

A Guide to the Project Management for Development Professionals, (2013). PM4NGOs.

Project Committee ISO/PC 236, Project management, (2012). *ISO 21500:2012 (E): Guidance on project management*. International Organization for Standardization.

Project Management Institute. (2017). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* (3rd ed.). Project Management Institute, Inc.

Seyoum, H., (2021). Project Management Practices and challenges of Youth Employment Project - The Case of Save the Children Ethiopia. [Masters dissertation, Addis Ababa University].

Sileshi, T., (2017). Assessment on project management Practices: a case study on Japanese Social Development Trust Fund Grant Project, Addis Ababa, Ethiopia. [Masters dissertation, Addis Ababa University].

Sisay, A., (2021). Assessment on project management practices of selected non-governmental organizations (NGOs) in Addis Ababa. [Masters dissertation, St Mary's University].

Smith, M., (2002, April 22-24). Assessing the effectiveness of project management practices in project driven organizations [Conference session]. Johannesburg, South Africa.

Sullivan, G., & Artino, A. R., (2013). Analyzing and interpreting data from Likert-type scales. *Journal of Graduate Medical Education*, 5(4), 541-542.

Tereso, A., Ribeiro, P., Fernandes, G., Loureiro, I., & Ferreira, M., (2019). Project Management Practices in Private Organizations. *Project Management Journal*, 50(1), 6-22.

Turner, J. R., & Müller, R. (2005). The project manager's leadership style as a success factor on projects: A literature review. *Project Management Journal*, 36(2), 49-61.

Weldekidan, B., (2017). The practice of project management in Ethiopian real estate industry and its contribution to project success: The case of selected company in Addis Ababa. [Masters dissertation, Addis Ababa University].

Wolde, E., (2019). The effectiveness of monitoring and evaluation systems: The case of Non-governmental organizations implementing agricultural development projects in Ethiopia. [Masters dissertation, Addis Ababa University].

Annex

Questionnaire

Dear respondent:

My name is Hillina Tadesse Tiyo. I am a postgraduate student of Master of Arts in Project Management at the School of Commerce, Addis Ababa University. I am working on a project work titled "Project management practice and challenges of NGOs: The Case of Rotary Ethiopia" as a partial fulfillment of the degree of Master of Arts in project management.

This instrument is prepared to assess your experience and views on existing project management practices and challenges of Rotary Ethiopia. Your responses shall provide the study with the chance to generate balanced and objective findings on the subject matter. I assure you that the responses you provide here will be used for academic purposes, your anonymity shall be maintained, and that the outputs of the study will not be manipulated towards any end whatsoever.

The questions in this instrument are organized into three sections:

PART I: Demographic characteristics and general background of respondents

PART II: Project management practice of the organization (project initiation, schedule management, cost management, and monitoring and control)

PART III: Challenges of project management

Your cooperation shall be of great meaning to the process and outcomes of this study and is duly appreciated.

Should you have any queries on this questionnaire, please feel free to contact me at hillinatadesse@gmail.com or call me at +251982039083.

Thank you very much for your valuable time.

Part I. Demographic characteristics and general background of respondents

___101. Age

- A. <25
- B. 25-30
- C. 30-40
- D. 40-50
- E. >50

___102. Sex

- A. Male
- B. Female

___103. Educational Level

- A. PHD and above
- B. MA/MSC
- C. BA/BSC
- D. Diploma
- E. Below Diploma

104. Name of your rotary club _____

105. Years of service in Rotary Ethiopia _____

106. Current primary role in Rotary Ethiopia _____

PART II: Project management practice of the organization

Based on your project management experience in Rotary Ethiopia, please feedback your level of agreement to the use of the following processes under project initiation, schedule management, cost management, and monitoring and control as well as the project management challenges you are facing. Please use tick mark (X) on the space provided. Each scale represents the following rating:

(1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5=Strongly Agree)

2.1 Project initiation

No	Project initiation processes	1	2	3	4	5
201	The organization has a good structure and a defined process for the identification and development of project idea					

202	List of community problems/project ideas/ and their effect are systematically analyzed and prioritization done accordingly					
203	Projects use appropriate tools and resources to convert problems in to Objectives					
204	The Organization always conducts Stakeholder mapping during project initiation (stakeholders are people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project)					
205	Stakeholders interests, involvement, interdependencies, influence, and potential impact on project success is clearly identified and analyzed before the project					
206	Initial understanding and agreements on projects is made by all stakeholders					

2.2 Project schedule management

No	Project schedule management processes	1	2	3	4	5
207	Schedule management plan is developed (It is a plan that establishes the criteria and the activities for developing, executing, monitoring, and controlling the schedule)					
208	Activities and milestones are well defined					
209	Activities are sequenced based on logical relationships or dependencies					
210	Activity duration (the likely number of time periods that are required to complete an activity) are estimated					
211	Project schedule which links activities with planned dates, durations, milestones, and resources is developed					
212	A project calendar which identifies working days and shifts that are available for scheduled activities are developed					

213	Project schedule is monitored and any change to the schedule baseline is managed					
-----	--	--	--	--	--	--

2.3 Project cost management

No	Project cost management processes	1	2	3	4	5
214	Cost management plan is developed (It is a plan that describes how the project costs will be planned, structured, and controlled along with tools and techniques to be used for cost management)					
215	The probable costs (HR, Equipment, Infrastructure...) required to complete project work are estimated and documented along with basis of estimates					
216	Project budget which includes the cost baseline and management reserve along with their source(s) are determined					
217	Cost breakdown based on periodic funding requirements is developed					
218	Project cost is monitored and any change to the cost baseline is managed					

2.4 Project monitoring and control

No	Project monitoring and control processes	1	2	3	4	5
219	Work performance metrics/indicators are well prepared during project planning					
220	Work performance information (plan Vs performance) regularly produced and communicated					
221	Correctness of deliverables is determined (verified)					
222	Deliverables that meet the acceptance criteria are formally signed off and approved by the customer or sponsor (validated)					
223	Change request is prepared for those deliverables that have not been formally accepted					

224	There is a change control system in place and any change request is processed according to the change control system					
225	Changes that occur during a project and their impact to the project in terms of time, cost, and risk are documented in change log and communicated to appropriate stakeholders					
226	Schedule and cost forecasts are updated and reissued based on work performance information provided as the project is executed					
227	Project management plan is updated as a result of change control process					
228	Project documents are updated as a result of change control process					
229	Organizational process assets which includes causes of variance, corrective action chosen and the reasons, and lessons learned from control process are updated					

Part III: Challenges of project management

Considering past and current project management in your organization please feedback your level of agreement to the existence of the following major challenges. Please use tick mark (X) on the space provided. Each scale represents the following rating:

(1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5=Strongly Agree)

No	Challenges of project management	1	2	3	4	5
301	Unfavorable Government laws and regulation					
302	Unfavorable Organizational culture and structure					
303	Unfavorable Organizational policies and procedures					
304	Weak executive management support					

305	Lack of experienced and trained personnel						
306	Unclear objective and scope						
307	Inadequate planning						
308	Lack of proper tools and techniques						
309	Balancing the competing constraints (time, cost, quality, scope)						
310	Beneficiaries changing requirements and specifications						
311	Inadequately defined roles and responsibilities among the team						
312	Lack of effective communication						
313	Unexpected events						
314	Low stakeholder commitment and engagement						
315	Weak monitoring and control						
316	Cost overrun						
317	Time shortage						