



**COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
DEPARTMENT OF PROJECT MANAGEMENT**

**An assessment of project planning practices performance for
the project success in Addis Ababa Housing Development
Corporation: The case in ‘project 06 branch office’**

A project work submitted to school of commerce in partial fulfillment of
requirements for the Degree of Masters of Arts in Project Management.

By: Balemlay Tsehay (GSE/6606/14)

Advisor: Seifu M. (PhD)

Addis Ababa, Ethiopia.

June, 2024

ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
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By: Balemlay Tsehay Biabile

Approved by board of Examiners:

Research advisor: Seifu M. (Dr.)

Signature: _____

External Examiner: _____

Signature: _____

Internal Examiners: _____

Signature: _____

DECLARATION

I, Balemlay Tsehay Biable, declare that this project work entitled “The assessment of project planning practices performance for the project success in Addis Ababa Housing Development Corporation: The case in ‘project 06 branch office’” is my original work, has not been presented earlier for the award of any degree to any other University and that all sources of materials used for the project work have been duly acknowledged. I have produced it independently except for the guidance and suggestion of my research advisors.

Name: Balemlay Tsehay Biable

Signature _____

Date: ____/____/2024

Addis Ababa University

Addis Ababa, Ethiopia.

LETTER OF CERTIFICATION

This is certify to that Balemlay Tsehay Biable has carried out this project work under my supervision on the topic of ‘An assessment of project planning practices performance for the project success in Addis Ababa Housing Development Corporation: The case in ‘project 06 branch office’. This work is original in its nature and it it’s suitable for submission in partial fulfillment of the requirement for the award of Master Degree in project management.

Name: Seifu M. (Dr.)

Signature _____

Date: _____ / _____ /2024

APPROVAL PAGE

The research project entitled “An assessment of project planning practices performance for the project success in Addis Ababa Housing Development Corporation: The case in ‘project 06 branch office is prepared and submitted by Balemlay Tsehay in partial fulfillment of the requirements for the degree of Master of Arts in Project Management, is hereby approved and accepted.

Approved by board of Examiners:

Research advisor: Seifu M. (Dr.)

Signature: _____

External Examiner: _____

Signature: _____

Internal Examiners: _____

Signature: _____

ACKNOWLEDGEMENTS

First and foremost, I would like to thank almighty God for helping me to begin this work and reach on the current status. I certainly could not have completed this endeavor without the help of respectful and cooperative staff members. Next to this, I would like to thank my mentor Dr. Seifu Mamo for his knowledgeable efforts, guidance, encouragement and inspiration to work on this specific topic of research.

Finally, I would like to thank the All the AAHDC project 06 branch office employees in particular the employees in Finance, planning and Budget department, contract and construction directorate and human resource teams. In relation to this, I would also like to extend my appreciation for my section group members for their updated information about the way of doing this research.

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ACRONYMS AND ABBREVIATIONS

ANOVA: Analysis of Variance

AAHDC: Addis Ababa Housing Development Corporation

IHDP: Integrated Housing Development Program

GDP: Gross Domestic Product

IBM: International Business Machine

PMI: Project Management Institute

PMIS: Project Management Information System

SPSS: Statistical Package for the Social Science

IV: Independent Variable

SWOT: Strength, Weakness, Opportunities and Threats

WBS: Work Breakdown Structure

DV: Dependent Variable

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ABSTRACT

This study examines the project planning practices in the context of Addis Ababa Housing Development Corporation, project 06 branch office. It includes key project 06 participants such as project employees, sub-contractors, and contractors. Data were collected through semi-structured questionnaires distributed to 54 key project 6 branch office employees, 4 sub-contractors and 5 contractors, with the total number of 63 respondents. In addition to semi-structured questionnaire, interview on some respondents was conducted to address the research more in detail. The major finding of this study shows that project operation in the branch office often fail to stay within the planned had a major impacts on project success, primarily due to improper project planning practices which accompanied by cost related factors, and scheduling issues. Moreover, it finds out that the project planning was not successfully implemented in the project branch office due to budget related factors in collaboration of other related factors. The project contract agreement signed between the client and the contractors was to complete within a maximum of two years, but this completion within two years plan was totally failed and it takes more than 8 years even though the project operation is underway on some blocks. By involving project team members and analyzing their contributions to the planning process, the research seeks to provide actionable recommendations for enhancing project planning in the studied organization. Additionally, the project branch office advised to collaborate with contractors and sub-contractors to expedite regular interim payments to mitigate delays and disputes between them. This assessment is not only contributes to the theoretical understanding of project planning but also offers practical insights for improving planning practices in similar organizational contexts.

Keywords: - Project branch office, Project Planning, Project Management, Project Success, Project cost

CHAPTER 1

INTRODUCTION

1.1 Background to the institution

The urbanization process in Ethiopia is rapidly expanding. Addis Ababa is one of the most expanding cities where economic activities are growing fast. The economic activity of the city is the main economic growth engine for Ethiopians and a major pillar in the country's vision to become a middle-income, carbon-neutral, and resilient economy by 2025. The coordinated and well-established housing development program is a city administration government-led and financed housing provision program for low and middle-income households in Addis Ababa, which later on expanded throughout the country. The program was launched in 1996 E.C. by the state minister of Arkebe Equbay, mayor of Addis Ababa city. He was a driving force behind this condominium program. The main goal of the institution was/is to build low-cost housing in Addis Ababa. The program is a large-scale approach to address the current housing shortage, the poor quality of the existing housing stock as well as the future housing demands due to continued urbanization. Within this program, specific projects are undertaken on either brownfield sites or slum areas that are cleared and residents re-housed. The common element of each project is the type of housing developed, condominium housing: multi-stored housing units for several households where communal areas are jointly owned and managed later on the last condominium programs dropped the communal houses (Rollink, 2011).

Therefore, the Addis Ababa Housing Development Corporation (AAHDC) was officially established in 1996 E.C. to address the above main issues. Currently, Addis Ababa's economy contributes over 29% of Ethiopia's urban GDP and 20% of the national urban development. AAHDC contributes a major role in the city's economic activities. This institution has passed various structures to resolve the issues raised in connection with project completion according to specified time and budget with a various number of employees and now, it is going to switch from 10 project branch office to only 4 project branches as it prepares for project closeout.

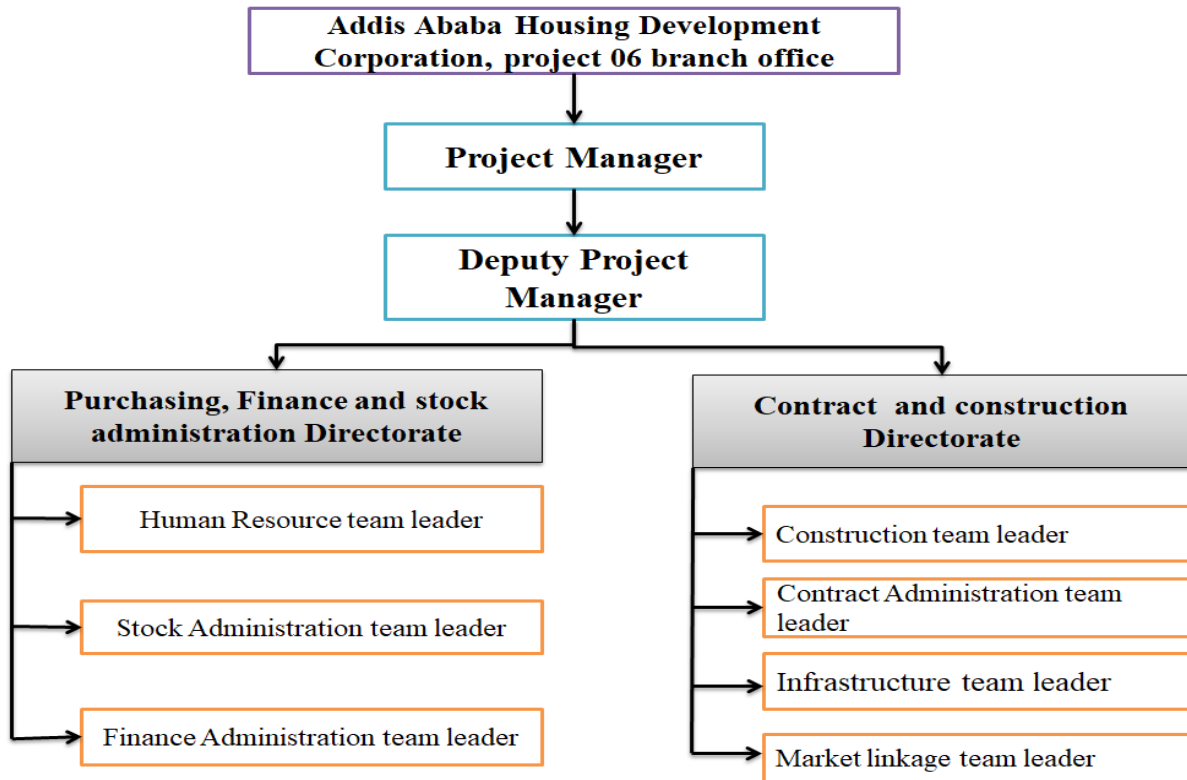


Figure 1 Structure of Project 06 branch office

1.2 Background of the study

A project management process group is a logical grouping of project management processes to achieve specific project objectives/deliverables. The project management process group generally incorporates five major phases. The five project management process groups are initiating, planning, Executing, monitoring & controlling and the last group is closing or project closure (PMI, 2021). Project planning is reflective thinking about the project's future in relationship to its present role in the design and execution of enterprise strategies. The project plan must be harmonious with the strategic plan of the enterprise, the functional plans, and, where appropriate, with the plans of the relevant stakeholders. Project planning is an important component of project management and a key characteristic for the success or completion of any project (Sohali, 2019). The purpose of project planning is to proactively develop an approach to create the project deliverables. The project deliverables drive the outcomes the project was undertaken to achieve. Project teams progressively elaborate initial project documents, such as a vision statement, project charter, business case, or similar documents to identify or define a

coordinated path to achieve the desired outcomes (PMI, 2021). According to the research paper (Edward, 2008) well-prepared project plan has a positive impact on the success of the projects. Many developing countries in the world are affected by poor planning in projects. Inappropriate/weakness in planning and implementation of projects has been identified as one of the main reasons for the disappointing results of projects in Africa (Sarim, 2005)

In Africa, theorists and practitioners in many disciplines are increasingly guarded of adopting wholesale, concepts of Western origin. There are several reasons behind this trend. Most vocal critics especially in humanities are concerned that Europe dominates Africa's world-view. This is seen as undesirable, unwelcome, and a reminder that year after political independence African countries are still in the shadow of their former colonial masters, intellectually, culturally, and economically (Rodney, 2015)

Planning is generally understood as the determination of actions, tasks, and all the other resources that are necessary to achieve the objectives. Some scholars have defined planning as the method of monitoring, directing, communicating, and cooperating between the stakeholders whereas project planning is the formulation of goals and objectives that explain the work that has to be done, the timeline for the project, and the necessary resources that are required to accomplish the objectives of the project. Moreover, projects are a result of strategic objectives that are set by the top management, while project planning is the determination of the procedure, policies, and programs to achieve those objectives. In another instance, project planning is defined as the establishment of a predetermined course of action for the forecasted environment According to the Project Management Institute; the planning process is the defining and refining of project objectives and the selection of the best alternatives to achieve these objectives (Muhammad, 2021)

Ethiopia as a nation is investing its limited/scarce resources with a view of improving the living standards and socio-economic condition of its citizens. Its ambition to become a middle-income economy and deliver shared and sustained prosperity is driven by the current government's 'Ten-Year Perspective Development Plan' (2021 – 2030), which supplements the existing vision for a 'Home-grown Economic Reform' agenda. This redirection sharpens the imperative for policy implementation that ensures inclusive job creation and makes further gains in reducing socio-economic inequalities, particularly in Ethiopia's rural areas, within which almost 80 percent of

the population resides (Desta, 2021). Following the year perspective development plan many projects are launched and will be launched to satisfy the ‘Ten-Year Perspective Development Plan’ (2021 – 2030). These projects are designed with the assumption of efficient and effective project management. Even though projects have such major contributions to the development of one’s nation’s economy, most of them fail to be completed as planned. Like that of other African countries, Ethiopia is also facing the problem of poor project planning.

According to (Lemma, 2014) project success is highly determined by the performance of the project plan prepared. Although the country is trying to make its projects successful most of them are still either failing or delaying from their date of completion due to the problem of poor planning (Lemma, 2014). When we come to Addis Ababa housing project, is one of the few mega projects in Ethiopia that are currently sponsored by the Addis Ababa city administration. Ethiopia is affected by the same problem of poor project planning which in turn causes delays and increasing costs. According to (Tilahun, 2024) some projects fail due to the capacity of contractors and their level of project management skills. In the paper, it is stated that the level of knowledge of the contractors in project management determines the fate of the projects in Addis Ababa Housing Development Corporation project. According to previous studies conducted on it, poor project planning is one of the main reasons for the failure of completing projects within the specified time and budget. Therefore, this research will help to show the manifestation in the project planning practices of Addis Ababa Housing Development Corporation on the Project 06 branch office under the study and will help to fill some core issues to the institution. After assessing of the planning practices, this paper will recommend the best possible project planning practices to the concerned body.

1.3 Statement of the problem

Housing problem is one of the most challenging difficult aspects of urbanization process in the developing nations. In general, lack of proper project planning practices, appropriate financial system, legal and technical frameworks, political commitment among others, can be cited as the causes for not addressing the urban housing problem on the stated date.

Housing in Ethiopia is not only considered as a shelter. It is a means of social security and indicator of social status. As a result, the Addis Ababa city administration launched grand low-cost condominium housing projects through integrated housing development program (IHDP) in 1996 E.C to minimize housing shortage. In 2013 around a million residents of Addis Ababa registered for various condominium housing schemes and began to deposit in the state-owned Commercial Bank of Ethiopia the minimum saving required under each scheme.

Many researchers have been undertaken to assess and evaluate the implementation of the AAIHDP, mainly focused on its contribution towards employment opportunity, on addressing housing shortages. But, enough researches are not conducted to study the condominium housing construction project planning performance specifically in 20/80 condominium housing developments projects, in which majority of the people registered and waiting for the chance (Rollink, 2011). Based on the above fact this study attempted to study the impact of project planning performances of the AAHDC in project 06 branch office. Proper project planning is important to ensure an increase in its chance of success in meeting its goals within the stated budget and time while also meeting the beneficiary's expectation. The planning process is highly important, and project execution without proper development of a project plan often causes delays, high costs, and general execution problems in the project. Usually, projects fail due to problems in the selection, planning, execution, or control phases of a project. These and other interlinked problems become the major reasons of project planning practices in the project 6 branch office.

The contract agreement signed by project 6 branch office and contractors in 2009 E.C. stated that a contractor should complete his/her project according to the following plan; One G+7 block has to complete within 720 working days. One G+4 block has to complete within 540 working days. However, still the project planning as well as project operation is ongoing on some blocks. This clearly shows that the initial project plan was not successful due to various reasons.

1.4 Research questions

Based on the statement of the problem provided in the document, the research questions derived from it include:

1. What are the main challenges faced by the Addis Ababa Housing Development Corporations project 06 branch office in the performance of project planning?
2. What are the specific planning-related issues contribute to project delays and failures in the project 06 branch office?

1.5.1 General objective of the study

The general objective of this study was to explore the project planning practices in the context of Addis Ababa Housing Development Corporation, project 06 branch office.

1.5.2 Specific objectives of the study

1. To explore project planning practices of Addis Ababa housing development Corporation, project 06 branch office.
2. To answer questions related to the gaps in the project branch office.
3. To examine the extent of the project team participation in preparing the project plan.
4. To suggest better planning practices for the branch office.

1.6 Definitions of terms

Project: A temporary endeavor undertaken to create a unique product, or service (PMI, 2021)

Planning: A proposed means of accomplishing something (PMI, 2021)

Project planning practice: is the process in which schedule, workforce, milestone, equipment, as well as budget estimate are specified otherwise estimating to time, cost, effort, employees, and resources required in the execution of the project (Catherine, 2019)

Stakeholders: An individual or organization that may affect be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio (PMI, 2021)

1.7 Significance of the study

Finding the better project planning practices in the project branch office is one of the ways of finding challenges that trap the operation undertaken in the branch office. Thus, conducting this research has a significant impact, particularly for the institution. It is crucial to know what its project plan looks like by comparing it with the best practice. In addition to this, the branch office can use this assessment as a springboard to implement the gaps found under this

assessment and to know the actual planning practices of the project branch office. Investigating project planning practice under study also provides a significant usage for the student. It is important to elaborate the theoretical scheme related to project planning in deep as well as to highlight the courses given under the project management program which in turn valuable to see in a practical way and for future career development.

1.8 Delimitation and Limitation of the study

This study has the following major delimitations. Geographically this study covers only the planning practices of housing projects located at Addis Ababa city in the selected project 06 branch office five sites to assess the project planning practices of the organization. In the study even if there are many concepts related to project management that should be assessed too. In the project office, there are project managers, contractors, subcontractors, and professionals who participate in the process of project planning as well as in the operation.

1.9 Organization of the study report

The assessment consists of five chapters. The *first chapter* includes the introductory issues about the assessment, the statement of the problem, the purpose, an overview of the methodology, the research objective and the research questions to be answered, the definition of terms and concepts used in the study, and the significance of undertaking to make this assessment. The *second chapter* will be devoted to literature on the area under study to better understand concepts, theories, and models related to the project plan. The *third chapter* will devote to research methodology in a bit more detail than what is discussed in the introduction part while the *fourth chapter* is dedicated to data presentation, analysis, and findings. The final chapter or *chapter five* concludes the topic under discussion with concluding remarks and recommendations.

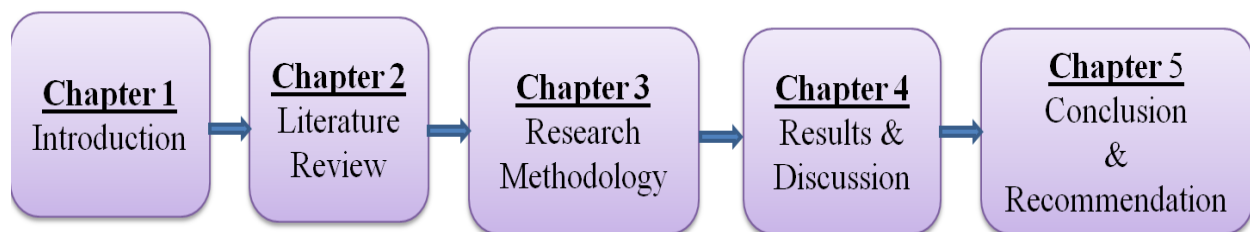


Figure 2 structure of the study

CHAPTER 2

REVIEW OF RELATED LITERATURE

2.1 Introduction

Projects are instrumental in driving social and economic development, but poor planning remains a key factor contributing to project failures in general (Mutesi, 2024). Africa is the home of many developing nations. Ethiopia is one of the few most fast economic developed nations in the East Africa region where the country is aiming to grow and boost its economy as much as possible. To achieve the growth as well as development of its economy through various sectors, our country is involved in many activities. Ethiopia as a nation is investing its limited/scarcce resources with a view of improving the living standards and socio-economic condition of its citizens. Its ambition to become a middle-income economy and deliver shared and sustained prosperity is driven by the government's 'Ten-Year Perspective Development Plan' which supplements the existing vision for a 'Home-grown Economic Reform' agenda. To achieve growth and development in many sectors, projects are necessary.

Therefore, numerous project types are underway in our country. The main objective of projects is to help achieve the desired deliverables or results. To achieve what is needed from projects there should be proper project management as well as a good and visionary project manager. The project manager is the key to establishing and maintaining a safe, respectful, nonjudgmental environment that allows the project team to communicate openly. One way to accomplish this is by modeling desired behaviors, such as transparency, integrity, respect, positive discourse, support, courage, and celebrating success (PMI, 2021)

One of the main responsibilities of the project manager is to properly plan the project. Because planning is the second phase of the project as it determines the success or failure of projects. Therefore, the role of project planning is highly important for any project to be completed successfully. Planning, in general, can best be described as the function of selecting the enterprise objectives and establishing the policies, procedures, and programs necessary for achieving them. Planning in a project environment may be described as establishing a predetermined course of action within a forecasted environment. It is also described as a proposed means of accomplishing something (PMI, 2021)

The project's requirements set the major milestones. If line managers cannot commit because the milestones are perceived as unrealistic, the project manager may have to develop alternatives, one of which may be to move the milestones. Upper-level management must become involved in the selection of alternatives. The project manager is the key to successful project planning. The project manager should be involved from project conception through execution. Project planning must be systematic, flexible enough to handle unique activities, disciplined through reviews and controls, and capable of accepting multifunctional inputs. Successful project managers realize that project planning is an iterative process and must be performed throughout the life of the project. One of the objectives of project planning is to completely define all work required (possibly through the development of a documented project plan) so that it will be readily identifiable to each project participant. The environment is the driving force for the project. The project manager needs to understand how change drivers are likely to influence the project. It may impact how they deliver the project, what they deliver, who is involved, and when it needs to be delivered (Litten, 2020)

2.2 Definition of planning

Planning is a very wide concept and different scholars define it in different ways. Planning is the process of thinking regarding the activities required to achieve a desired goal. It is based on foresight, the fundamental capacity of mental time travel. It is also a fundamental property of intelligent behavior. It involves the use of logic and imagination to visualize not only a desired result but the steps necessary to achieve that result (Wikipedia, 2009)

Planning is a continuous process of making entrepreneurial decisions with an eye to the future and methodically organizing the effort needed to carry out these decisions. Furthermore, systematic planning allows an organization to set goals. The alternative to systematic planning is decision-making based on history. This generally results in reactive management leading to crisis management, conflict management, and firefighting. Planning is determining what needs to be done, by whom, and by when, to fulfill one's assigned responsibility (Kerzner, 2009). Different scholars define it in different ways. The following is however, the commonly used definition of planning: "Planning is the process of deciding in advance about the short and long-run objectives of the organization and selecting courses of action for accomplishing them." the primary purpose of planning is to minimize the risk or obstacles surrounding future operations. From this point of view, planning can be defined as the process of preparing for change and coping with uncertainty

by formulating the means for attaining goals. The project planning process group, project execution process group, and project closing process group have significant contributions to the success of Ethiopian housing projects. Among these process groups, the project closing process group has a moderate contribution whereas the other two have a high contribution to the success of Ethiopian housing projects (Mengistu, 2023)

Planning is the foundation of management as it provides the entire basis from which all future management functions arise. It takes precedence over the other managerial functions like organizing, staffing, directing, and controlling because none of these functions can be practiced until there is a plan. However, it should be noted that the functions of management are interrelated in that no one function can exist without the other. In general, planning involves the determination of objectives, formulation of programs and courses of action for attaining them, development schedules and timing of action as well as assignment of responsibilities for their implementation.

2.2.1 Types of scope planning

The 4 types of scope planning: contingency, operational, Strategic, & Tactical

a. Contingency planning

It is the process of identifying potential risks or challenges that may arise and developing plans to mitigate or address them. It includes measures,

- ✓ Identifying potential disruptions to the development process, such as unexpected delays, and minimizing their impact on the timeline for launching the new software.
- ✓ Identifying potential IT issues, such as server outages or security breaches, and ensuring that the software remains accessible to customers and secure and sudden change in market conditions or a major competitor entering the market.

b. Operational planning

Operational planning is the process of defining specific actions and resources needed to achieve the goals set out in the strategic plan. The operational plan includes tasks such as:

- ✓ Allocating development resources and setting goals for developing the new features.
- ✓ Developing a budget for testing and quality assurance efforts.
- ✓ Assigning staff members to oversee the development and testing of the new features

c. Strategic planning

Can be defined as a company's direction and goals and allocating its resources to pursue them. It consists of analyzing the competitive environment and identifying external and internal factors that can affect the organization.

d. Tactical planning

It develops plans and actions to achieve the goals set out in the operational plan. It involves breaking down the larger goals and objectives into smaller, more manageable tasks that can be completed within a shorter time frame, typically ranging from a few weeks to a few months. Tactical planning includes developing content marketing campaigns, promoting new features, and assigning tasks to developers.

2.2.2 The planning process

Planning is a systematic and scientific way of doing things and forecasting future. When we plan for a given project we have to follow some systematic and scientific ways. Different processes are used by different scholars for planning. According to Alexander the planning process involves the following major steps. The process of planning refers to the specific steps followed in developing organizational plans the following are the major steps that a planning process should follow.

i. Understanding the existing situation

The influence of the external environment is of great concern in planning. The organization is required to analyze the following and other environmental situations while involved in the planning process.

- ✓ Analyze the economic situation and analyze the political situation and analyze the social and cultural situations.

Moreover, planning requires a realistic diagnosis of the existing **SWOT** (strengths, weaknesses, opportunities, and threats) of the organization.

ii. Forecasting

Planning is deciding about what is to be done in the future. As a result, it becomes essential to have information about what the future would look like. Thus, the manager is required to make certain assumptions based on forecasts of the future to plan properly.

iii. Establishing objectives/goals

The next step of the planning process is to identify the objectives/goals of the organization. Objectives also need to be measurable. Thus, scheduled completion dates, quantity standards, cost limitations, and quality specifications, should be established in advance.

iv. Determine and evaluate alternative plans (course of action)

Next to the establishment of objectives, alternative plans are developed and thoroughly evaluated. Thus, once alternative courses of action are determined, they must be evaluated.

v. Selecting the plan (course of action) and formulating derivative plans

The selection of one course of action to face future challenges introduces inflexibility in the planning process. Therefore, since the future is uncertain, the adoption of several courses of action becomes essential.

vi. Implementing the plan

After the optimum alternative plan or course of action has been selected, the manager is required to develop an action plan to implement it.

vii. Controlling and evaluating the results

Once the plan is implemented, the manager is responsible to monitor and evaluate the progress made. He/she may be required to make the necessary modifications based on the evaluation results. It is likely that plans to be affected by environmental factors. In such a situation, modification of plans becomes very essential.

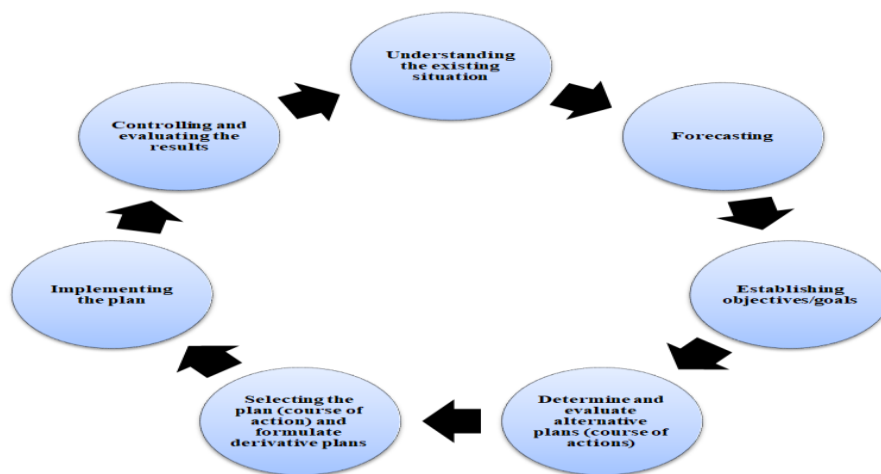


Figure 3 Planning Process

Planning involves the following major nine steps.

- 1. Identify overall objectives:-** doing anything we need to identify our objectives. So we need to specify and determine what we want to achieve.
- 2. List the assumptions:** - There are things that we will consider things that will have an impact on our plan. So we should list all the factors that we assume will have an impact on our plan.
- 3. Define the work effort:** - We have to clearly define the amount and type of effort that we need to achieve the plan that we have set to meet our objectives.
- 4. Define the tasks and products in detail:** - After we specifically determine the effort needed we also have to specify the type of activities that we have to accomplish to achieve the planned objectives and to do the work specified.
- 5. Estimate the work effort:** - This is all about estimating the work effort that we need to exert while implementing of the plan.
- 6. Select resources:** - We need also resources to accomplish the works and efforts that we defined and specified. So we have to identify and select the amount and type of resources that we needed to achieve our plan.
- 7. Develop the schedule:** - Having identified the resources that we need to implement the plan we also have to develop a timetable for each activity that we will do and for the objective that we will achieve.
- 8. Estimate costs:** - We need to estimate the cost that we will incur in implementing the plan. So after we identify the budget we also have to estimate the cost of implementing the plan to achieve the objective.
- 9. Secure approval and funding:** - Finally we have to get the approval of the concerned party and we have to ask for a fund to implement the plan.

2.3 Definition of a project

Many authors and references have defined the project in different ways emphasizing its different aspects. Summarizing those definitions given, this paper defines a project as a temporary endeavor (that has a definite beginning and end time) undertaken following a specific cycle of Initiation, Definition, Planning, Execution, and Closeout to create a unique product, service, or

result through novel organization and coordination of human, material and financial resources (PMI, 2021). A project is a sequence of finite dependent activities whose successful completion results in the delivery of the expected business value of the project (Robert, 2019)

A project is a set of tasks to be finished within a certain time to achieve a goal. Projects often vary in complexity, from simple tasks like organizing an event to large-scale initiatives like building infrastructure or developing software. Key elements or characteristics of a project include defining objectives, allocating resources, establishing a timeline, and monitoring progress. Effective project management involves planning, executing, and controlling these elements to ensure successful completion while adhering to budget, time, and quality constraints, ultimately delivering the intended result or product. It is a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification. In general, a project is a unique, well-defined effort to produce specified results within a set timeframe, at a given cost, in a multifunctional environment, and under special management. A project is a temporary endeavor undertaken to create a unique product or service. So projects are an activities that are conducted to achieve something new that was not present before, which is temporary, or with a defined time limit and quality (PMI, 2021)

2.4 What is a project's success?

Project success has been historically defined as a project that meets its objectives under budget and schedule. Defining dimensions of success is more difficult and some can only be evaluated years after the project has been completed, and for many organizations, these types of evaluations are difficult to do due to lack of funding (Siles, 2024)

Projects are time-bound activities that are carried out by organizations to achieve strategic objectives within limited resources (Wikipedia, 2009). At times, project managers consider a project to be closed when they achieve the major objectives of the project, whereas in other instances, if the project does not exceed the time, cost, and quality constraints, it is deemed to be successful. However, a few scholars believe that a project is only successful if it fulfills the requirements of the key stakeholders. However, it is still unclear which of these opinions about project success is true. Practices in projects also have an impact on the success of public sector projects. Moreover, project success is considered a multidimensional (Muhammad, 2021)

Table 1 Dimensions of project success

Construct	Coverage	Dimension
Project success	Common elements	✓ Time ✓ Cost ✓ Quality
	Unknown elements	✓ Organizational benefits ✓ Failure potential ✓ Stakeholders satisfaction

How to measure project success?

Projects often have different measurements for success. Depending on a client's needs and our internal resources, we might strive for success in different areas, like completing our project under budget and within schedule.

The following six ways are important to measure success

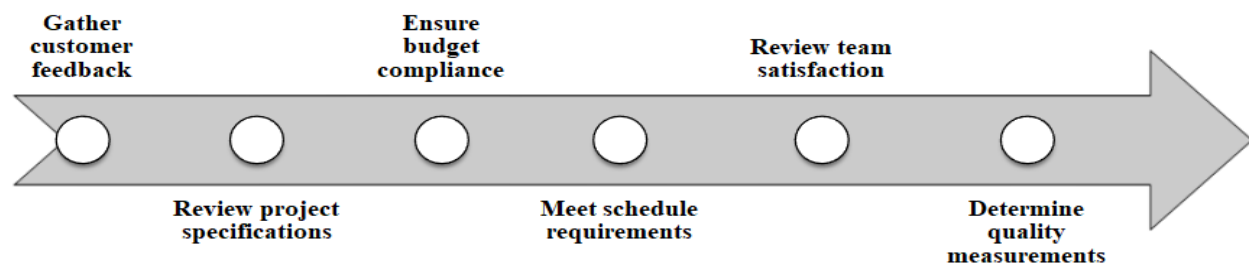


Figure 4 ways of measuring project success

A successful project comprises all the six issues listed above. If one is failed to be achieved then it is difficult to say the project is completed successfully. So one of the main reasons for planning projects is to identify the right stakeholders (customers), to determine and identify the quality of the output of the project, and to have lessons learned. So planning is very influential in the success of the projects.

2.5 Definition of a project plan

Project planning is a discipline addressing how to complete a project in a certain timeframe, usually with defined stages and designated resources. One view of project planning divides the activity into these steps (Ben, 2021)

- ✓ setting measurable objectives, identifying deliverables and scheduling and planning tasks

The project plan is a more specific term for the case of projects. As seen above in the definition of planning project plan also is a means of achieving something. It is a guideline or map for the project execution. Some of the views of the scholars on the project plan are as follows. The project plan is a formal approved document used to manage project execution. The project plan is also called an integrated management plan because it comprises other specific plans (PMI, 2021) Project planning and management a key frameworks for the successful completion of any project. Planning is a procedural step in project management, where appropriate and standard documents are required to create an intact and comprehensive project. Knowledge, skills, tools, and techniques are applied to various project activities to meet the project requirements. Planning without management is of no use. To develop a successful project, different project management techniques have been widely established in areas such as planning and control.

The most important responsibilities of a project manager are planning, integrating, and executing plans. Almost all projects, because of their relatively short duration and often prioritized control of resources, require formal, detailed planning. The integration of the planning activities is necessary because each functional unit may develop its planning documentation with little regard for other functional units. Planning, in general, can best be described as the function of selecting the enterprise objectives and establishing the policies, procedures, and programs necessary for achieving them. Planning in a project environment may be described as establishing a predetermined course of action within a forecasted environment. The project's requirements set the major milestones. If line managers cannot commit because the milestones are perceived as unrealistic, the project manager may have to develop alternatives, one of which may be to move the milestones. Upper-level management must become involved in the selection of alternatives (Kerzner, 2009)

The project manager is the key to successful project planning. The project manager should be involved from project conception through execution. Project planning must be systematic, flexible enough to handle unique activities, disciplined through reviews and controls, and capable of accepting multifunctional inputs. Successful project managers realize that project planning is an iterative process and must be performed throughout the life of the project (Kerzner, 2009). Without proper planning, programs, and projects can start "behind the eight ball." Consequences of poor planning include project initiation without defined requirements, wild enthusiasm disillusionment, chaos, search for the guilty, punishment of the innocent, and

promotion of the nonparticipants (Kerzner, 2009). There are four basic reasons for project planning: to eliminate or reduce uncertainty, to improve the efficiency of the operation, to obtain a better understanding of the objectives, and to provide a basis for monitoring and controlling work. Planning is a continuous process of making entrepreneurial decisions with an eye to the future and methodically organizing the effort needed to carry out these decisions. Furthermore, systematic planning allows an organization to set goals. The alternative to systematic planning is decision-making based on history. This generally results in reactive management leading to crisis management, conflict management, and firefighting (Kerzner, 2009)

2.5.1 Tools and techniques of a project plan development.

As we have seen in the above project plan is not an easy task. It needs the effort of different people and some systematic ways of doing it. Some different tools and techniques can be used for preparing project plans. Some of these tools and techniques are described as follows.

2.5.1.1 Project planning methodology

We cannot simply prepare a project plan without applying some form of methodology. Methodology is an approach that is used to facilitate the preparation of the project plan. A project planning methodology is any structured approach used to guide the project team during the development of the plan. It may be as simple as standard forms and templates or as complex as a series of required simulations. Most planning methodologies make use of a combination of hard tools such as project management software, and soft tools such as facilitated startup meetings (PMI, 2021)

2.5.1.2 Stakeholders Skill and Knowledge

One of the techniques for preparing a sound project plan is the involvement of different stakeholders in the project. From doing so it is possible to get so many ideas and skills which help in preparing a sound project plan. The project management team must create an environment in which the stakeholders can contribute appropriately.

2.5.1.3 Project Management Information System (PMIS)

A project management information system is one of the tools and techniques of the project plan. It is software which is applied for different purposes throughout the project. It helps to create a sound and consistent plan. PMIS helps project managers to make decisions that are less risky and

costly. It helps them in the different phases of the project. PMIS helps project managers in the selecting, planning, organizing, and controlling phases of the project (Jalal, 2011)

2.5.2 Components of a project plan

The project plan is an aggregation of different specific plans. These specific plans include a project integration management plan, project scope management plan, project time management plan, project procurement management plan, project communications plan, project human resource management plan, project quality management plan, project cost management plan, project risk management plan, project stakeholder management plan and value chain management plan.

2.5.2.1 Project Integration Plan

A project integration plan helps to coordinate the various elements of the project and it is an important part of planning processes. The objective of the development of the project plan is used to create a consistent, coherent document that can be used to guide project execution and control (Gupta, 2008)

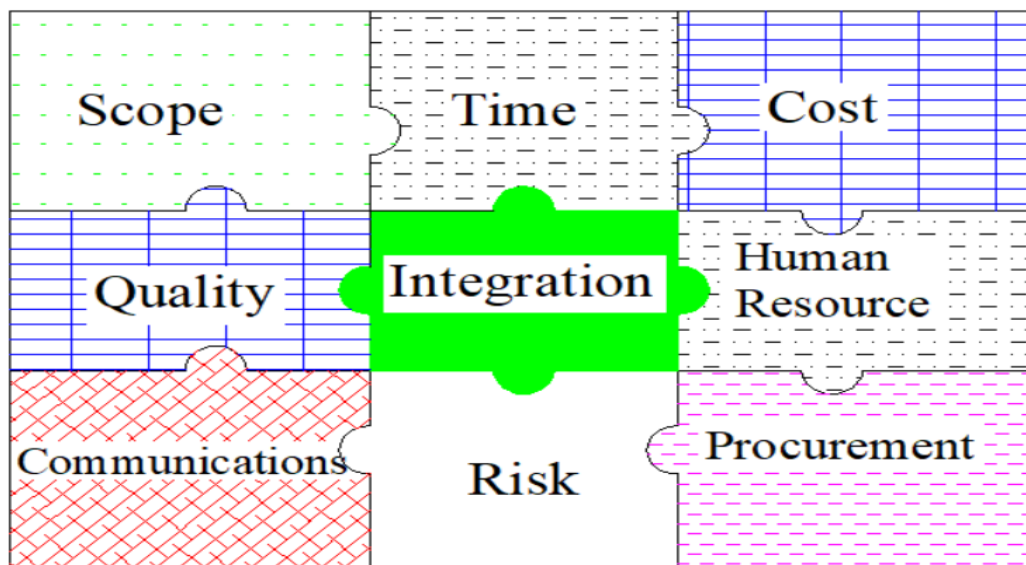


Figure 5 Project Management Integration Frameworks

As we can see from the below figure integration management works on the integration of all the areas are integrated into a single whole. So the project integration plan helps us to know how to integrate the different parts of the project into a single entity

2.5.2.2 Project Scope Management Plan

It is a process to ensure that the project includes all the work required, and excludes the work that is not required, to complete the project successfully. This planning knowledge area consists of scope planning, and scope definition, and creates

2.5.2.3 Project time management plan

All projects have a defined time to be completed when begin. The sponsor as well as the contractor will be benefited if a given project is completed as per the scheduled time. To complete it there should be a proper project time management plan. Project time management is the process that describes how to monitor and control time spent within a project (PMI, 2021)

2.5.2.4 Project Cost Management Plan

Project cost is the main issue in projects. Every activity in the project needs some resources and spending. So this spending of each activity should be estimated and forecasted so that the budget of the project can be determined. Project information that forms the basis of a progress monitoring and cost management system includes a detailed description of client objectives, project requirements, quality expectations, resource constraints, funding structure, acceptance test details, administrative milestones, and the anticipated delivery date (Parviz, 2002)

2.5.2.5 Project Quality Management

Quality management is the process for ensuring that all project activities necessary to design, plan, and implement a project are effective and efficient concerning the purpose of the objective and its performance. Quality management is a continuous process that starts and ends with the project Plan. So having a good project plan is very essential for any project because failing to complete the project below what is specified is one of the indicators of project failure.

2.5.2.6 Project Human Resources Management Plan

Projects are run by humans. Any project may have different resources including human and material resources. Even if any project has whatever amount and type of resources it cannot be executed without human knowledge and skill. So there should be a well-prepared human resource management plan for every project

2.5.2.7 Project Communications Management Plan

A project communication plan is a system designed to ensure that are required information is distributed to the right person at the right time. Project plans are deliverables. A project communication plan is a plan that explains in detail how information in the project is transferred from one point into another. A well-prepared communication plan is highly important for the success of any project (Pritchard, 2014).

2.5.2.8 Project Risk Management Plan

In projects, different kinds of risks and uncertainties are an obstacle to achieving the objective of the project. So in any project, this risk and uncertainty should be planned before the execution of the project. As one part of the project management body of knowledge areas, the main objectives of project risk management is to increase the probability and impact of events that are positive to the project and decrease the probability and impact of events that are negative to the project. Risk planning includes risk identification, qualitative and quantitative risk analysis, and risk response planning (PMI, 2021)

2.5.2.9 Procurement Management Plan

Procurement management is one of the most important bodies of knowledge areas in project management and which is one of the most important part in determining the success of a given project. So preparing a good project procurement plan is very essential. If properly planned it increases the probability of the success of a project and if not, it may be one of the failure factors in projects (Jeffrey, 2007) defined it as a set of processes interlinking vendors, producers, and customers along the supply chain with its attendant work activities, actors, organizations and technologies. The project management body of knowledge areas is summarized in the picture below. As we can see from these processes the planning part includes the upper part. So the project plan should include all those explained in the diagram which is in the next page.

2.6 Empirical evidences

The theoretical part of this paper shows that project management plan is a very essential factor for the successful completion of projects. It is impossible to determine what is needed for projects to be completed as per the defined budget, cost, time and quality if there is no a properly defined project plan. When we come to the empirical literature review, a paper by (Lemma, 2014) Indicates that project success is highly determined by the quality of the project plan. The probability of successfully completing a given project will be high if it has a well-established

plan. A research paper by (Yadav, 2014) states that project planning and management is a key framework for the successful completion of any project. So from the reviewed literature project plan is an aggregate of specific plans that are developed from each knowledge area. In addition, preparing a sound project plan is a very important factor for completing of any project.

There are lots of reasons why projects are failed. The reasons include poor planning; there are different reasons for projects to fail. Among these; Poor project planning, inconsistently defined resource, unclear objectives, lack of detail control, lack of transparency, lack of communication, change of direction, lack of monitoring, unrealistic expectations, poorly assigned roles, and unrealistic due dates

2.7 Benefits of Measuring the Project Performance

Projects generally intend to contribute to certain strategic organizational objectives by using activities and resources to create intangible and tangible project outcomes that satisfy the needs of stakeholders. Both 'project management success and 'product successes are desired as elements that contribute to overall project success. This is necessary for single projects to also adhere to wider organizational goals, meaning that there is a connection between the parent organization's strategy and the individual project (Korhonen, 2023). Therefore, it is important to measure project performance in the agreed areas, at the agreed intervals, and to give feedback to the project team.

2.8. Factors Affecting Performance

Cost, time, and quality are the three most important pillars of a project. Some scholars indicate that procurement selection criteria of cost, time, quality, project characteristics, and external environmental factors have effects on project performance which guides efforts to improve the performance of the construction industry in the future.

2.8.1 Cost factors

Cost is the most important consideration for a construction project and can be considered one of the most important indicators of project success. Because of the complex nature of the construction industry, building project costs need to be effectively managed and controlled so that projects are completed within budget (Zhao, 2017)

2.8.2. Time Factors

Time is money to owners, builders, and users of the constructed facility. A project delay refers to an unforeseen circumstance that causes a setback in the planned schedule of a project. This could mean tasks and milestones are not completed within the established deadlines, leading to an overall extension of the project's timeline beyond what was originally forecasted. Identifying these delays early is crucial for several reasons.

2.8.3. Quality Factors

Quality performance measurement tools are the techniques used to collect, analyze, and report data related to quality performance indicators. These tools can help you monitor and control the quality performance of your project, as well as identify any issues or opportunities for improvement. Examples of quality performance measurement tools include checklists and histograms. Checklists are lists of items or tasks that need to be completed or verified for a deliverable or a process.

2.9 Conceptual framework

As shown in the below diagram from the different literature reviewed the researcher developed the following conceptual framework. The project plan is an aggregate plan that includes all mentioned in the below figure. So this conceptual framework demonstrates project plan should include each specific project plan from each knowledge area

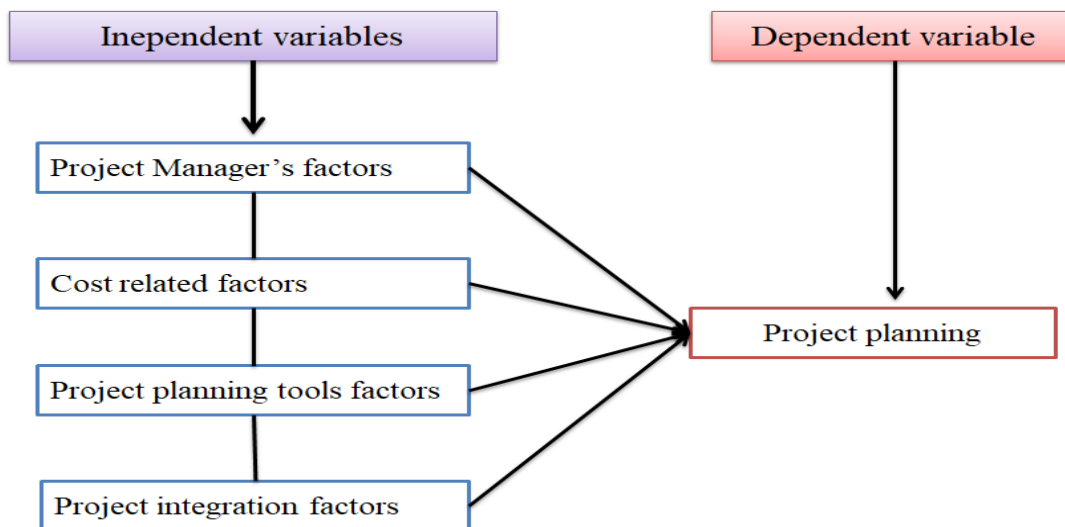


Figure 6 Conceptual framework of the study

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research design

The purpose of this research was to study the project planning practices of the organization/project 06 branch office/ under study. Descriptive research design was applied to explain what the current project planning practice looks like in the Project 06 branch office. In addition to this, explanatory research also used to address the views of respondents audio reflections. I was choosing this research design because descriptive research is an approach used to accurately and systematically describe the situation. It can answer where, what, when, and how questions. This type of research can help us understand how to determine the root cause of a certain situation and fill gaps in missing information. This type of research is a way of collecting qualitative data or information that analyzes patterns. It also examines the cause-and-effect relationship. It is recognized from other types of research due to a few distinct components. It helps from theories, provides insight on why and how, uses primary and secondary information, etc. There are also some types of descriptive research; in-depth interviews, focus groups, observations, are the prominent ones

3.2 Data type and source

For conducting the study both quantitative and qualitative data were used. Qualitative data collected from the project procedures and manuals were used to study the current planning practice of the study organization. As a source, both primary and secondary sources of data are used. For collecting the primary data self-administered survey questionnaires were addressed for the current project staff and project management staff of the case study organization. Secondary data was collected from annual reports which are both published and unpublished.

3.3 Sampling design and procedure

In this research, the researcher considers employees who are working now in the organization in the selected five sites. These five sites are Furi Hana, Wetader, Jemo Gara, Bereket, and Fanuel. I selected these sites because I believed that it was possible to get most of the needed information for the study and because of the convenience in location for my workplace. There are many contractors, sub-contractors, small, and medium enterprises in all five project sites.

How to calculate sample size?

- i. Determine the total population
- ii. Decide the margin of error
- iii. Choose confidence level
- iv. Pick a standard of deviation
- v. Complete the calculation

Therefore, based on the data obtained from Addis Ababa Housing Development Corporation from the Project 06 branch office, there were 62 employees project branch office members, and randomly 4 sub-contractors and 5 contractors were selected from these five sites. Because it is impossible to include the total population in the study will select some representative samples of the population. The sample size of the study was determined based on the simplified formula proposed by Slovin's by considering the above size of target population.

$$n = \frac{N}{1 + N \times (e^2)}$$

Where, n = sample size (Number of samples), N = is the population size and, e = is the level of precision. A 95% confidence level and $e = 0.05$ is assumed for determining the sample size for this study accordingly, the sample size for the study is calculated as follows. So: $N = 62$

$$n = \frac{62}{1 + 50 \times (0.05 \times 0.05)} + (\text{Subcontractors and contractors})$$

$$n = 54 + (4 + 5) = 63$$

Therefore, the sample size of this study will be conducted on 63 (54 staff, to an additional 4 sub-contractors and 5 contractors) that had directly related with the project.

3.4 Methods of Data collection and instrument used

The data collection will administered by using both Primary and Secondary data sources. The Primary data was collected using a questionnaire and key informant interview guide and it was the main method for data collection. It will contain a close-ended questions with five Likert-scale from (strongly agree to strongly disagree) and will be distributed to all the concerned respondents. Primary data will be collected using close-ended standard a questionnaire specifically designed to capture responses to assess the practices of the organization. Primary data collected using questionnaire is used to assess and analyze the planning practice of the

Addis Ababa Housing Development Corporation Project 06 branch office, to assess the level of awareness of staff about the project plan, to assess the project planning tools that are applied, and finally to assess the level of staff participation in preparing the project plan.

3.5 Methods of data analysis

After the data was gathered by using questionnaire (which is prepared using the Likert-scale), it was edited, classified, and tabulated by using different techniques. Both in house and field editing made and data analysis done using SPSS for the data collected using the questionnaire. Descriptive statistics such as standard deviation, mean, frequency and percentage is used to analyze the data that was obtained from the questionnaire.

3.6 Validity and Reliability Tests

The major data collection instruments employed in this research project were questionnaires and interviews which were checked for validity and reliability by testing the questionnaire first with selected sample respondents and then modifying the questionnaire and interview questions on the based on feedback.

3.7 Ethical Issues

The term ethics refers to the philosophical study of the concepts of moral right and wrong and moral good and bad. Research ethics involves the application of fundamental ethical principles to research activities which include the design and implementation of research, respect towards society and others, the use of resources and research outputs, scientific misconduct, and regulation of research. Thus, ethics are standards of behavior that guide the moral choices about our behavior and our relationship with others. This will be done through obtaining consent before the research; ensuring confidentiality of data obtained and learning more about the organization's culture and project before the research and where necessary absolute sensitivity and caution will be exercised.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

Under this chapter the results and discussion of the questionnaire survey related to the assessment of project planning practices performance of the project 06 branch office in AAHDC. In addition to this, investigations on cost, time, quality, and management-related factors that affect the performance of project work in 06 branch office from the owner's viewpoint are going to be made.

4.2. Background Information of the Respondents

Descriptions of the demographic characteristics of the target population give some basic information about the sex, age, educational status, work responsibility, and experience of the respondents. Since demographic characteristics of a given population have their implication on the performance of the project.

Table 2 background Information of the Respondents

Sex of Respondents			
Sex	Frequency	Percent	Cumulative Percent
Male	38	60.3	60.3
Female	25	39.7	100.0
Total	63	100.0	
Age of Respondents			
Age	Frequency	Percent	Cumulative Percent
20-30	25	39.7	39.7
31-40	27	42.9	82.5
41-50	8	12.7	95.2
above 50	3	4.8	100.0
Total	63	100.0	
Education Level of Respondents			
Education Level	Frequency	Percent	Cumulative Percent
Diploma	6	9.5	9.5

1st Degree	38	60.3	69.8
Master's Degree	19	30.2	100.0
Total	63	100.0	
Work Experience of Respondents			
Work Experience	Frequency	Percent	Cumulative Percent
0-5	12	19.0	19.0
6-10	23	36.5	55.6
11-15	19	30.2	85.7
16-20	9	14.3	100.0
Total	63	100.0	

Source: own survey using IBM SPSS

4.2.1. Respondents by Sex

The data presented in Table 2 demonstrates that there was a disparity in the representation of both females and males in the survey are 39.7 % and 60.3% respectively

4.2.2. Age Bracket

The age bracket in this study refers to the range between two particular ages. The researcher required the respondents to identify the age bracket for analysis. The result of the survey showed that 42.9% of the total respondents' age lay down between the age 31-40 and 37.9% of the total respondent's age lay down between the ages of 20-30 which showed that the collection of employees was reproductive age group.

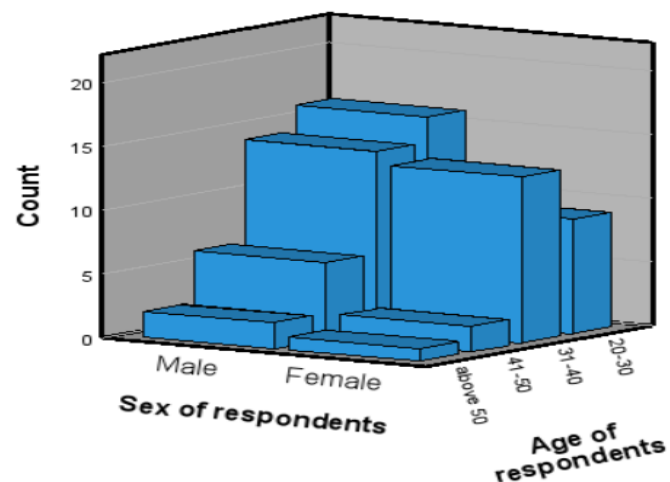


Figure 7 3D Bar graph of sex and age of respondents

4.2.3 Education Background

In the above table shows the findings on the level of education attained by the respondents. The study found that, the majority of the respondents had attained a first degree; represented 60.3% of the total respondents and 30.2 % of the total respondents had attained a master's degree. It can be observed that the projects contain staff with various qualifications at different levels. The education qualifications of the respondents suggest the availability of sufficient educational qualifications to make the information acquired reliable.

4.2.4 Work Experience of the Respondents

In Table 2 represents the findings of the work experience of respondents in their institution. The majority of the respondents had 6-10 years of experience which covers 36.5%. The second highest work experience was that 11-15 almost covers 30.2% of the total respondents. The project contains senior staff members who know the branch office work very well

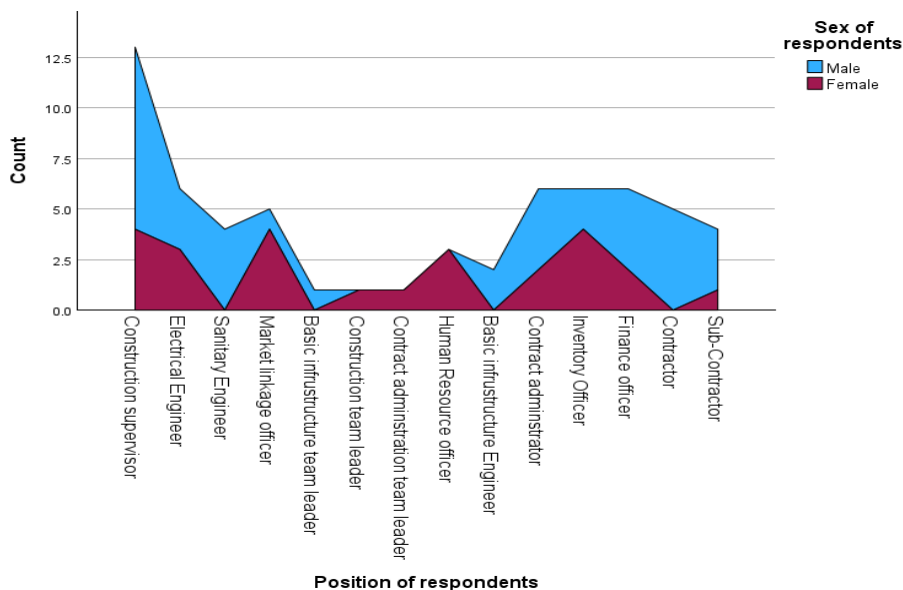


Figure 8 Position of respondents with their respective gender

4.2.5 Position of Respondents

The project branch office mainly organized various types of discipline engineers. Most of the engineers were civil engineers where majority of them were positioned as construction supervisors. Other employees working actively in the Project 06 branch office having various qualifications. The included sub-contractors and contractors were somehow skilled in managing their project site work.

4.3 Body of knowledge areas planning practice in AAHDC project 06 branch office

4.3.1 Leadership factors

Table 3 leadership factors in planning

Items	Response	Frequency	Percent	Cumulative Percent
Project Managers are well experienced in planning project works	Disagree	8	12.7	12.7
	Neutral	35	55.6	68.3
	Agree	14	22.2	90.5
	Strongly agree	6	9.5	100.0
	Total	63	100.0	
	Mean	3.29		
	Standard Deviation	0.83		
Project managers and contractors were well communicating during planning phase	Strongly Disagree	1	1.6	1.6
	Disagree	6	9.5	11.1
	Neutral	25	39.7	50.8
	Agree	26	41.3	92.1
	Strongly agree	5	7.9	100.0
	Total	63	100.0	
	Mean	3.4		
	Standard Deviation	0.84		
Project managers were involved in planning phase of the project	Strongly Disagree	1	1.6	1.6
	Disagree	17	27.0	28.6
	Neutral	33	52.4	81.0
	Agree	8	12.7	93.7
	Strongly agree	4	6.3	100.0
	Total	63	100.0	
	Mean	2.95		
	Standard Deviation	0.85		

Source: own survey using IBM SPSS

As we can see from the above table 3 impact of project planning practice performance, based on the view of respondents, the project managers leading the branch office have enough experience to lead the project office. 31.7% of the total respondents agreed that the project branch office managers have better experience in leading the project works.

There was also smooth communication between the contractors of the project work and the branch manager during the planning stage 49.2% of the total respondents believed that there was good communication between the two parties. Contrary to the above items, the item the

involvement of project managers in the planning phase of the project was low. As we can see from the above table, 28.6% of the total respondents believed that project managers were less involved in planning phase of the project.

4.3.2 Project planning-related factors

Table 4 Project planning practices in the branch office

Items	Response	Frequency	Percent	Cumulative Percent
More effort was spent in the planning stage compared to other stages	Disagree	18	28.6	28.6
	Neutral	34	54.0	82.5
	Agree	10	15.9	98.4
	Strongly agree	1	1.6	100.0
	Total	63	100.0	
	Mean	2.90		
	Standard Deviation	0.71		
Team members were well experienced in the planning process	Disagree	12	19.0	19.0
	Neutral	35	55.6	74.6
	Agree	10	15.9	90.5
	Strongly agree	6	9.5	100.0
	Total	63	100.0	
	Mean	3.16		
	Standard Deviation	0.85		
Team members were well committed in planning stage	Strongly Disagree	1	1.6	1.6
	Disagree	7	11.1	12.7
	Neutral	29	46.0	58.7
	Agree	23	36.5	95.2
	Strongly agree	3	4.8	100.0
	Total	63	100.0	
	Mean	3.32		
	Standard Deviation	0.80		
Project teams are aware of the existence of the project plan	Disagree	9	14.3	14.3
	Neutral	34	54.0	68.3
	Agree	18	28.57	96.87
	Strongly agree	2	3.2	100.0
	Total	63	100.0	
	Mean	3.21		
	Standard Deviation	0.72		
	Strongly Disagree	1	1.6	1.6

Projects are completed according to the original plan	Disagree	25	39.7	41.3
	Neutral	36	57.1	98.4
	Agree	1	1.6	100.0
	Total	63	100.0	
	Mean	2.59		
	Standard Deviation	0.56		
Training was given for project teams about the use of planning	Disagree	5	7.9	7.9
	Neutral	29	46.0	54.0
	Agree	26	41.3	95.2
	Strongly agree	3	4.8	100.0
	Total	63	100.0	
	Mean	3.43		
	Standard Deviation	0.71		

Source: own survey using IBM SPSS

From the above table 4 that the respondent's response suggests that the effort spent in planning stage compared to other stages was low. In the previous section, respondents believe that the project branch office project managers are less involved in the planning stage. It clearly indicates that the less effort of project managers involved in the planning stage, the less involvement in the planning phase of the project.

About to team members, they are well experienced and well committed in the planning stage of the project and they are also aware of the existence of the project plan. Under this issue, the majority of the respondents argued that project teams are good enough in planning stage in the project branch office. Moreover, the project branch office has good experience in relation to giving training for project teams about the use of planning. It gives overall training when new entrants of project team members joined the project. However, in the question given to the respondents about whether the project works were completed according to the original plan or not, most of the respondents argued that the project wasn't completed based on the original plan.

4.3.3 Cost factors of the project office

Table 5 cost factors on project planning performance

Items		Frequency	Percent	Cumulative Percent
Resource for project is determined	Strongly Disagree	2	3.2	3.2
	Disagree	21	33.3	36.5
	Neutral	31	49.2	85.7

	Agree	8	12.7	98.4
	Strongly agree	1	1.6	100.0
	Total	63	100.0	
	Mean	2.76		
	Std. Deviation	0.78		
The project is completed within the planned budget	Strongly Disagree	4	6.3	6.3
	Disagree	21	33.3	39.7
	Neutral	38	60.3	100.0
	Total	63	100.0	
	Mean	2.54		
	Std. Deviation	0.62		
Resource needed the project is determined and planed	Strongly Disagree	2	3.2	3.2
	Disagree	7	11.1	14.3
	Neutral	27	42.9	57.1
	Agree	22	34.9	92.1
	Strongly agree	5	7.9	100.0
	Total	63	100.0	
	Mean	3.33		
	Std. Deviation	0.90		
Project cost planning is well made.	Disagree	21	33.3	33.3
	Neutral	34	54.0	87.3
	Agree	8	12.7	100.0
	Total	63	100.0	
	Mean	2.79		
	Std. Deviation	0.65		

Source: own survey using IBM SPSS

From the above table 5 and according to the respondents view, the project branch office has no better determination of resource. As we can see from the above table, 36.5% of the total respondents believed that the resource for project isn't determined. Most of the respondents argued that was due to the project branch office is a government sponsored institution. In relation to the resource needed for the project was determined and planed, 42.8% of the total respondents believed that the resource needed for the project works were determined and planned whereas, project cost planning wasn't well made based on the perception of respondents.

4.3.4 Planning tools related factors

Table 6 planning tools practices in the branch office

Items	Response	Frequency	Percent	Cumulative Percent
Project planning tools are applied while planning is prepared	Strongly Disagree	1	1.6	1.6
	Disagree	18	28.6	30.2
	Neutral	32	50.8	81.0
	Agree	10	15.9	96.8
	Strongly agree	2	3.2	100.0
	Total	63	100.0	
	Mean	2.90		
	St. Deviation	0.80		
Work break down is used while in planning	Strongly Disagree	2	3.2	3.2
	Disagree	12	19.0	22.2
	Neutral	26	41.3	63.5
	Agree	20	31.7	95.2
	Strongly agree	3	4.8	100.0
	Total	63	100.0	
	Mean	3.16		
	St. Deviation	0.90		
Gant chart is applicable while planning in projects	Strongly Disagree	1	1.6	1.6
	Disagree	19	30.2	31.7
	Neutral	35	55.6	87.3
	Agree	6	9.5	96.8
	Strongly agree	2	3.2	100.0
	Total	63	100.0	
	Mean	2.83		
	St. Deviation	0.75		
Project management software is applicable in planning process	Strongly Disagree	1	1.6	1.6
	Disagree	23	36.5	38.1
	Neutral	39	61.9	100.0
	Total	63	100.0	
	Mean	2.60		
	St. Deviation	0.52		
SWOT analysis is used in strategic planning	Disagree	7	11.1	11.1
	Neutral	30	47.6	58.7
	Agree	23	36.5	95.2
	Strongly agree	3	4.8	100.0
	Total	63	100.0	
	Mean	3.35		
	St. Deviation	0.74		
Integrated project	Disagree	22	34.9	34.9

schedule is prepared	Neutral	34	54.0	88.9
	Agree	6	9.5	98.4
	Strongly agree	1	1.6	100.0
	Total	63	100.0	
	Mean	2.78		
	St. Deviation	0.68		

Source: own survey using IBM SPSS

According to the respondents view, the project branch office use of planning tools when project planning was prepared wasn't satisfactory. From the total respondents 30.2% of them were believed that the project office wasn't using project planning tools. Contrary to this, 19.2% of the total respondents agreed up on the use of planning tools while project planning was prepared.

Work breakdown structure was used by the project branch office while its planning was prepared. 36.5% of the total respondents believes that the project branch office uses work breakdown structure. From the total respondents 22.2% of them are believed that the project office isn't using work breakdown structure when project planning is prepared.

In relation to Gant chart, 31.5% of the total respondents didn't believe that the project branch office isn't using Gant chart when project planning is prepared. But, 12.7% of them agreed up on the use of Gant chart.

Project management software isn't applicable in planning process of project branch office. As we can see from the above table 6, 38.1% of the total respondents believe that the project branch office isn't utilizing project management software. But, the project branch office uses SWOT analysis when project planning was underway.

According to their view on SWOT analysis, 41.3% of the total respondents agreed up on the use of SWOT analysis. Finally, in relation to integrated project schedule the branch office hasn't sufficient or enough preparation on it while project planning is prepared. 34.9% of the total respondents didn't believe that the project branch office haven't integrated project schedule. But, 11.1% of them agreed up on that there is integrated project schedule is prepared when the project office planning is prepared.

4.3.5 Other related project factors

Table 7 project integration factors on project planning

Project integration related factors on project planning									
Items		Quality planning is performed in project operation	Human resource planning is performed	Procurement plan is prepared	Communication planning is well prepared	The project scope is well defined before execution	Project risk management plan is prepared	Duration of each activity is well determined and planned	Project risks are identified during the initiation phase
N	Valid	63	63	63	63	63	63	63	63
	Missing	0	0	0	0	0	0	0	0
Mean		2.79	3.22	3.02	3.08	2.87	2.63	3.27	2.52
Std. Deviation		0.806	0.728	0.793	0.809	0.707	0.809	0.723	0.618

Source: own survey using IBM SPSS

From the above table 7 according to the respondents' view, as we can see from the table, the factors related to project integration is that quality planning operation, project scope definition before the project work execution, project risk management plan and identification of project risks items are low in the project planning practice under the branch office. On the other hand, the items of human resource planning, procurement plan, communication plan preparation and determination of each activity are good compare to others project integration items listed in the table.

4.5 Inferential Statistics

Table 8 Inferential descriptive statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Project Planning Factors	18.6032	2.20366	63
Management Factors	9.6825	1.59460	63
Cost Factors	11.4286	1.76630	63
Planning Tool Factors	17.6190	2.49146	63
Project Integration Factors	23.4127	2.79767	63

Table 9 inferential statistics correlations

Correlations						
		Project Planning Factors	Management Factors	Cost Factors	Planning Tool Factors	Project Integration Factors
Pearson Correlation	Project Planning Factors	1.000	.381	.670	.645	.587
	Management Factors	.381	1.000	.564	.639	.431
	Cost Factors	.670	.564	1.000	.756	.600
	Planning Tool Factors	.645	.639	.756	1.000	.657
	Project Integration Factors	.587	.431	.600	.657	1.000
Sig. (1-tailed)	Project Planning Factors	.	.001	<.001	<.001	<.001
	Management Factors	.001	.	.000	.000	.000
	Cost Factors	.000	.000	.	.000	.000
	Planning Tool Factors	.000	.000	.000	.	.000
	Project Integration Factors	.000	.000	.000	.000	.
N	Project Planning Factors	63	63	63	63	63
	Management Factors	63	63	63	63	63
	Cost Factors	63	63	63	63	63
	Planning Tool Factors	63	63	63	63	63
	Project Integration Factors	63	63	63	63	63

Majority of the Pearson's values are in acceptable range. All the items have positive correlation

Table 10 Model Summary of Inferential statistics

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.726 ^a	.527	.494	1.56739	2.418
a. Predictors: (Constant), Project Integration Factors, Management Factors, Cost Factors, Planning Tool Factors					
b. Dependent Variable: Project Planning Factors					

The combined correlation shows that the combined R-value shows the correlation between IV and DV. The value of R 0.726 is in the acceptable range R-square. R-Square shows that the total variation for the DV that could be explained by the IV. R-Square Value greater than 0.5 is enough to show the relationship between the IV and DV. Therefore, 0.527 is good

Table 11 ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	158.590	4	39.648	16.139	<.001 ^b
	Residual	142.489	58	2.457		
	Total	301.079	62			
a. Dependent Variable: Project Planning Factors						
b. Predictors: (Constant), Project Integration Factors, Management Factors, Cost Factors, Planning Tool Factors						

Source: own survey using IBM SPSS

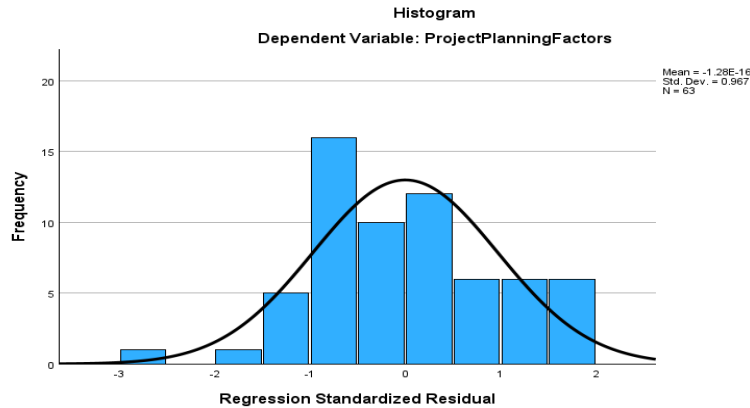
It shows the goodness of model whether fit or not. Its value should be less than 0.005. So we found less than 0.001 that is less than the maximum value.

Table 12 Coefficients of inferential statistics

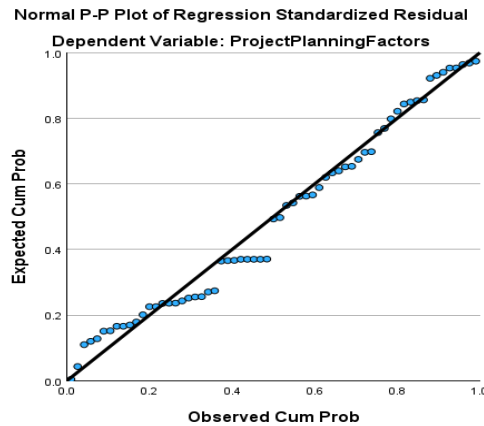
Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coeff.	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Er	Beta			LB	UB	Tol.	VIF
1	(Constant)	6.170	1.772		3.482	<.001	2.623	9.717		
	Management Factors	-.153	.164	-.110	-.927	.358	-.48	.177	.576	1.74
	Cost Factors	.493	.178	.395	2.76	.008	.14	.850	.399	2.507
	Planning Tool Factors	.242	.143	.274	1.70	.095	-.04	.528	.314	3.187
	Project Integration Factors	.171	.097	.218	1.776	.081	-.02	.365	.543	1.840
a. Dependent Variable: Project Planning Factors										

Source: own survey using IBM SPSS

This table shows that the strength of relationship between the two variables. From the table we found that cost factors have a significant impact on the planning performance of the project branch office. All t-values are greater than one, shows the effect of cost factor is have more significant value. The value of B is highest for cost factors, the confidence interval for cost factors also don't include 0, which shows strong relationship between the two variables.



This is the assumption of normality. Most of the bars are found under the curve, which implies that the assumption is satisfied. It is also found between -3 and 3. Therefore, the data shows that the normality assumption is satisfied



The P-P plot shows that the standard residuals are found on the line and nearly to the line of the graph. The assumption can be considered satisfied.

Table 13 Cronbach's Alpha reliability test result

Scale: All variables			
Case Processing Summary			
		N	%
Cases	Valid	63	100.0
	Excluded	0	.0
	Total	63	100.0
Reliability Statistics(Cronbach's Alpha)			
0.841			

CHAPTER 5

FINDINGS OF THE STUDY, CONCLUSION AND RECOMMENDATION

5.1 Findings of the study

- ✓ Cost-related factors have major impacts on project success. According to the respondent's/employees views, the resource determination for the project branch office is low/poor. On the other hand, the planning practice of using the determined resource for the success of the project branch office is good. There is a clear difference between these two items; that is inability to work through in an integrated and collaborative way is poor.
- ✓ Regarding the project manager's experience in leading project works, the selected project branch office has exercised good management practices. The project managers are well experienced in planning project works. Experience with eligible knowledge is vital for the project's success.
- ✓ Communication is one of the major elements of effective project management. Thus, there was good communication between the branch project managers and contractors in the planning phase.
- ✓ The involvement of project managers in the planning phase is low/poor. The branch Project managers as their hierarchy is highest in the structure of the institution play a vital role in both the failure and success of the project.
- ✓ About to the effort spent in the planning stage compared to other stages (implementation, execution, controlling, and evaluation) is that somehow resembles to poor level. Thus, the commitment of the project team and project managers wasn't satisfactory.
- ✓ The project team members in general are well experienced. As we found from the tabular synthesis about the demographic of respondents, the majority of employee work experience is ten years and above. The other issue was that project teams were well aware of the existence of project planning in the branch office. In addition to this, their commitment to the project planning stage is good.

- ✓ Project works weren't completed according to the initial plan of the project branch office. There are numerous reasons for the incomplete of the project work based on the original plan.
- ✓ The project branch office has a good trend about training. It gives training on planning for new entrants' employees as well as on some specific software related to engineering.
- ✓ In this project branch office, the works to be planned and what is done are quite different regarding to completion of works within the planned budget. The majority of respondents argued there was insufficient usage of the planned budget while the project work was underway. Not only this one but there is no well-made project cost planning. These factors tend to low usage of properly planned budget in the project branch office.
- ✓ Project planning tools are vital in the preparation of project planning. Based on the view of respondents, there is low or improper use of project planning tools in the branch office when project planning is prepared. In contrast, work breakdown structure usage in the office is good when compared to other project management tools. The use of Gantt chart in the project branch office wasn't good and exercised this tool insufficient way.
- ✓ The other question raised for the respondents is whether project management software is applicable in the planning process or not in general is that, most of them saw this as there was no applicability of project management while the branch office prepared its planning.
- ✓ Finally in this sub-section, the question raised to the respondents is whether the project branch office is preparing an integrated project schedule or not. From the table above, the respondent argued that the integrated project schedule in the branch office was low.
- ✓ Project integration-related questions were distributed and the following results were found. About quality planning in the branch office, most of the respondents argued that there was not enough quality planning operation in the project branch office. The other point raised here is about the project scope definition. The result shown in the table about this item is not satisfactory. In addition to these two items discussed in the late above, project branch office don't enough projects risk management plan and poor level of project risk identification is practiced.

5.2 Conclusion

Based on the analysis made in Chapter 4 summary of the major findings of the study has been discussed in above. This study has been conducted on the impact of the project planning practice of Addis Ababa Housing Development Corporation in projects 06 branch office. In this study, I tried to see the most important components of good project planning practices and tried to analyze the study based on the best practices which are explained in the book named PMI and in the recent version of various journals.

To assess the planning practice of the study organization different points are raised and discussed. There are different specific components of a project plan. These include a leadership and management plan, project resource and cost plan, project integrated schedule, and project integration plan. Conclusions were made regarding these variables and the project plan in the study conducted.

- ✓ Project cost planning is conducted in the project branch office. Cost-related factors had major impacts on project success. According to the respondent's/employees views, the resource determination for the project branch office was low/poor. On the other hand, the planning practice of using the determined resource for the success of the project branch office was good. But, the preparation of cost planning is not adequate as there is an unexpected price escalation of construction materials.
- ✓ The project team members in general are well experienced. As we found from the tabular synthesis about the demographic of respondents, the majority of employee work experience is ten years and above. Experience in project work is very important so that the branch project office is rich in experienced employees.
- ✓ Based on the view of respondents, there was low or improper use of project planning tools in the branch office when project planning is prepared. In contrast, work breakdown structure usage in the office is good when compared to other project management tools. Overall, the branch office hasn't enough experience utilizing project management tools while in the planning process.
- ✓ The project managers were well experienced and these Project managers' experience in the selected project branch office was good in planning project management practices. Project managers are key players in their position where they communicate with

external/outside stakeholders and in preparing strategic project plans. They are also key players in mobilizing project teams while project operation is underway.

- ✓ Risk has the potential to abort the project branch office activities. Regarding project risk plans the organization under study has a poor project risk planning practice. Risks were not properly identified, prioritized, and planned even if the project risk plan was one of the most important components of integrated and the whole project plan. So the practice in risk planning was poor.
- ✓ In the study organization the communication plan wasn't that satisfactory or it was not well planned. There is no well-established system for transferring and disseminating information to the concerned bodies in the project. The result of the analysis confirms that the communication system of the study organization is not adequate. Some efforts were made to narrow the gap of communication through some social media platform groups.
- ✓ Based on the data collected from the sample respondents from the projects there is no well-organized project quality management plan. The project branch office could suffer from low quality of project deliverables/houses.
- ✓ Project procurement planning practice of the study organization can be said well, but this power resides in the head office. There is no fast reallocate of employees when they leave the project branch office. Overall, the procurement practices and plans are more formal.
- ✓ The scope planning is well done in the branch office. Following this, all the activities are well defined in the project plan stage. As a result, the project branch office has better experience. The branch office is good in participating project team members. Planning should be participatory and inclusive. Thus, in the institution project team members are good at participating in the project plan.
- ✓ Project planning tools are applied in somehow wasn't good condition. The two most commonly used project planning tools WBS and Gant chart are used in planning the projects in reverse way. The WBS is better used than that of Gantt chart of the study organization.

5.3 Recommendation

Some scholars said that preparing the best planning is almost the completion of half of the work to be done. Thus, the project plan is one of the most important factors that determine the success of a given project. A well-defined plan is very important for the success of a given project. It is also contributes positively to the success of a project. On the other hand, failing to properly plan projects is the main reason for the failure of the majority of projects. Based on the study findings, I would like to suggest the following major points.

- ✓ Before launching the project extensive and proper effort should spend in the planning stage compared to other stages as planning is a core phase of project activities.
- ✓ Risk plan should be incorporated while planning is underway in the project branch office. For example, the withdrawal of contractors from the construction of houses due to political for the project as a result of a change of government delay will occur and in, turn affect all other integrated schedules of the project activities. So the project branch office should be given serious attention to items in planning.
- ✓ The project branch office is advised to reinforce the capacity of project team members to use the project management software even though some planning tools and techniques are applicable in a limited manner, it is important to use them all in a more advanced way while preparing the project plan.
- ✓ Project team members are aware of the existing project plan in the project office; it doesn't mean that all project team members clearly understand the planning process. So capacity building using various training sessions can be increasing their knowledge. If the project branch office takes into consideration the recommendations, it would be possible to support the organizational performance. Training is given in moderately; but as the technologies and innovations are dramatically increased in each successive year, employees should customize themselves with these technological findings and innovations. Moreover, most of the project team members are from a technological background, and adapting themselves to technological innovations is good for their project operation.
- ✓ Project quality management plan should be given serious attention. Many people claim the quality of 20/80 condominium houses. Lots of factors can be raised on this but as

much as possible the project branch office has to plan and implement the best project quality management plan.

- ✓ Project cost planning is conducted in the project branch office. Cost-related factors have major impacts on project success. The resource determination for the project branch office is low/poor. On the other hand, the planning practice of using the determined resource for the success of project branch office is good. But, the preparation of cost planning was not adequate as there was an unexpected price escalation of construction materials. Therefore, the project branch office has to give serious attention in relation to cost issues of the project operations. Currently, the price escalation of construction materials is not stable. Thus, the branch office has to set direction on how to give supplementary agreements for contractors and sub-contractors based on of market value construction materials. Preparing a good cost management plan is one of the most essential inputs in preparing a good project plan.

5.4 Suggestion for future study

Future studies in the area of the impact of project planning practices performance for the project success in Addis Ababa Housing Development Corporation: ‘the case in project 06 branch office’ should consider the following ideas. Wide range of data: as this study is limited to only in project 06 branch office, the data represents only the project 06 branch office. The geographic area for this study is on the five project sites. Future studies aim to collect data from all branch office to ensures the general findings. Using broader sample, researchers can catch up more comprehensive understanding of the factors affecting the project planning performance across all over the branch offices. Study gaps future researchers should build upon the findings of this study by addressing the identified gaps in this research. Different types of studies can conduct to find the best project planning practices. By addressing these suggestions; future research endeavors can contribute to advancing knowledge and understanding in the field the areas of project planning to be more and more effective in project deliverables.

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APPENDIX I

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE DEPARTMENT OF PROJECT MANAGEMENT



QUESTIONNAIRE FOR SURVEY

IN TITLE OF ‘ THE IMPACT OF PROJECT PLANNING PRACTICES PERFORMANCE FOR THE PROJECT SUCCESS IN
ADDIS ABABA HOUSING DEVELOPMENT CORPORATION: THE CASE IN ‘PROJECT 06 BRANCH OFFICE’

Dear and esteemed respondents;

The purpose of this questionnaire is to collect information for the study that assesses the project planning practices of Addis Ababa housing development Corporation (AAHDC) in project 06 branch office. The study is for the requirement of achieving master’s degree in project management. Your response to each question is highly valuable for the effectiveness of this study. I would like to assure you that your response to the questionnaire would be kept confidential and it has no any intention without for academic purpose. Please don’t write your name or any personal identifier on the questionnaire. For further clarification needed, please contact me by phone number provided below.

Thank you for your assistance

Balemelay Tsehay

Phone: - +251910984352

Instructions: Please consider the project activities in AAHDC project 06 branch office that you are participated and answer the following questions. For each of the questions, please tick [✓] in the space provided that most suite answer using the given scale. Please also answer all the questions to enhance the objectivity of the research.

PART I: PERSONAL DETAILS OF THE RESPONDENT

Q.1. Sex: Male ☐ Female ☐

Q.2. Age: 20-30 ☐ 31-40 ☐ 41-50 ☐ 50 and above ☐

Q.3. what is your level of education?

Certificate ☐ Diploma ☐ 1st Degree ☐ Master’s Degree ☐

Others (specify)

Q.4. How long have you been working with AAHDC in project 06 branch?

0-5 years ☐ 6-10 years ☐ 11-15 years ☐ 16-20 years ☐

Q.5 what is your position in project 06 branch office?

.....
.....

PART II:-

The following questions are presented on a five-point Likert scale.

If you completely disagree with the item, thick $\sqrt{1}$ (strongly disagree)

If you moderately disagree with the item, thick $\sqrt{2}$ (disagree)

If you don't have any information with the item, thick $\sqrt{3}$ (neutral)

If you moderately agree with the item, thick $\sqrt{4}$ (agree)

If the item matches with the item, thick $\sqrt{5}$ (strongly agree)

S.N	Question items	Scale				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
LF1	Project Managers are well experienced in planning project works					
LF2	Project managers and contractors were well communicating during planning phase					
LF3	Project managers were involved in planning phase of the project					
PPF1	More effort was spent in planning stage compared to other stages					
PPF2	Team members were well experienced in planning process					
PPF3	Team members were well committed in planning stage					
PPF4	Project teams are aware of the existence of the project plan					
PPF5	Projects are completed according to the original plan					
PPF6	Training was given for project teams about the use of planning					

CF1	Resource for project is determined					
CF2	The project is completed within the planned budget					
CF3	Resource needed the project is determined and planed					
CF4	Project cost planning is well made.					
PTF1	Project planning tools are applied while planning is prepared					
PTF2	Work break down is used while in planning					
PTF3	Gant chart is applicable while planning in projects					
PTF4	Project management software is applicable in planning process					
PTF5	SWOT analysis is used in strategic planning					
PTF6	Integrated project schedule prepared					
PIF1	Quality planning is performed in project operation					
PIF2	Human resource planning is performed					
PIF3	Procurement plan is prepared					
PIF4	Communication planning is well prepared					
PIF5	The project scope is well defined before execution					
PIF6	Project risk management plan is prepared					
PIF7	Duration of each activity is well determined and planned					
PIF8	Project risks are identified during the initiation phase					

APPENDIX II



Figure 9 some of the blocks under construction in Furi Hana Site



Figure 10 Project branch office deliverables



Figure 11 Project site visiting by project managers and project operation in the Bereket site