ADDIS ABABA UNIVERSITY SCHOOL OF GRADUATE STUDIES DEPARTEMENT OF PROJECT MANAGEMENT

ASSESMENT OF PROJECT MANGMENT PRACTICE. THE CASE OF 20 ETHIOPIAN RESIDENT CHARITIES IN ADDIS ABABA

A RESEARCH PROJECT PRESENTED FOR THE FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS IN PROJECT MANGMENT

BY: Yonas Tesfaye Woldemariam

June 2018

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Approval Board Committee	**Signature**
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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Dereje Teklemariam, Ph.D. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree

_____

Yonas Tesfaye Date June,2018

LETTER OF CERTIFICATION

This is to certify that Yonas Tesfaye has conducted this project work entitled "Assessment of project management practice of Ethiopian resident charities in Addis Ababa" under my supervision.

This project work is original and suitable for the submission in partial fulfillment of the requirement for the award of Master of Arts Degree in Project Management.

Name of research advisor: Dereje Teklemariam (PhD)

Signature _____

Date_____

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ACRONYMS

- PM: Project Management
- PMI: Project Management Institute
- PMBOK: Project Management Body of Knowledge
- NGOs: Non-Governmental Organizations
- CSP: Civil Society Proclamation
- CSO: Civil Society Organizations
- OPM3: Organizational Project Management Maturity Model (OPM3**)**

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ABSTRACT

The study used Project management Institute's PM solution's Maturity model to assess the Project management practice level of 20 Ethiopian resident charities. The objective of this study was to assess project management practice and process maturity level of the Ethiopian resident charities. The study used standard questionnaires for project managers, the model uses levels 1-5 in increasing order. Level 1 is the lowest project performance of the organization without following a structured approach to implementing projects while level 5 is the highest performance by the organization with continuous improvement. The finding of the assessment indicated that the overall assessment of all project mangement process group is 2.28 with little variations among the process groups The findings of the study also revealed that the overall practice on maturity of project management knowledge areas is found to be 2.15 Among the knowledge areas Cost management is relatively better maturity level of 2.68. Quality, Human resource, and Risk management are the least matured areas with a level of 1.9,1.925 and 2.025respectively. There is no significance difference among the rest of the project management knowledge areas This shows, on average, the organization Project Management process and practice maturity is at the basic level. Thus, improvement efforts should be taken to improve the current level of project management practice of all the project management process group as well as all the PMBOK areas

Keywords: Project management practice, Project management body of knowledge areas, project management maturity, Ethiopian resident charities

1. INTRODUCTION

1.1Background of the Study

Project management practice can be applied in project based organizations as well as in business organizations. According to the Project Management Body of Knowledge (PMBoK) (PMI, 2013), project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. This application of knowledge requires the effective management of the project management processes. This is accomplished through the application and integration of the project management processes of initiation, planning, executing, monitoring and controlling and closing (PMI,2004).

Integrated and well-organized management processes like organizational project management are, therefore, very important for such projects and others. Organizational Project Management (OPM) is a strategy execution framework utilizing project, program, and portfolio management as well as organizational enabling practices to consistently and predictably deliver organizational strategy producing better performance, better results, and a sustainable competitive advantage (PMI, 2013).

An organization measures its capabilities, then plans and implements improvements towards the systematic achievement of best practices (PMI, 2013). One way of measuring capability or maturity of organization project management practices is deploying an assessment tool by using interviews and different maturity models. Different project management maturity models are developed to measure project management maturity of organizations.

In less developed countries the implementation of project management tools and techniques is still in its early phases of development. It is a relatively modern practice that attempts to achieve planned objectives within specific time and cost limits, through optimum use of resources and using an integrated planning and control system (Abbasiand Al-Mharmah, 2000). According to Schlitter (1999), project management has led a number of organizations to be more effective and efficient in the delivery of their products and services, to have more accurate budgeting and scheduling and improved productivity. The growth and acceptance of project management is continuing to increase as resources become scarce in less developed countries.

As more organizations adopt project management approaches and the demand for project managers grows, there is increasing interest in the competence of project managers and in standards for development and assessment of project management competence. Project management standards are being used extensively throughout the world in training and development, professional certification programs and corporate project management methodologies, based on the assumption that there is a positive relationship between stan Non-Governmental Organizations (NGOs) perform an important role in the economic development of developing countries. They provide services to society through welfare works for community development, assistance in national disasters and sustainable system development (Zahir, 2004).

The term, non-governmental organization (NGO) came into use in 1945 because of the need for the UN to differentiate in its charter between participation rights for intergovernmental specialized agencies and those for international private organizations. At the UN, virtually all types of private bodies can be recognized as NGOs (Ali, 2005).

The emergence of NGOs in Ethiopia was largely related to food aid and rehabilitation programs since 1974 famine but a much larger presence occurred after the 1984 drought. The intervention of NGOs at that time was limited to the provision of relief and welfare services, especially food aid. The number of NGOS has immensely increased since then, and their intervention areas have been expanded in the provision of basic services, including education, health and development of infrastructure. A few NGOs were also established to work on human rights, civic education, democracy and conflict issues. Moreover, NGOs working on development and service delivery have largely adopted the rights-based approach to development with a view to ensuring community ownership and sustainability of development programs (Users' manual for charities and societies law, 2011).

According to a recent statement by the Charities and Societies Agency of Ethiopia, about 1600CSOs have been reregistered under the new Charities and Societies Law. Of these, more than 1500 are Ethiopian resident and foreign charities working on development and welfare. Further, the Agency has also registered about 98 Ethiopian charities and societies which are allowed to work on human rights and conflict resolution (Users' Manual for the Charities and Societies Law, 2011).

Civil societies are geared toward the provision of some sort of benefits to the society and are citizen-based associations. These organizations are mobilizing financial resources from various

national and international voluntary agencies to work in a coordinated manner consistent with the requirements of the society (Mengesha *et al*, 2014) dards and effective workplace performance.

This research focuses on preliminary assessments of project management practices by project managers of Ethiopian Resident Charities.

"'*Ethiopian Residents Charities' or 'Ethiopian Residents Societies' shall mean those Charities or Societies that are formed under the laws of Ethiopia and which consist of members who reside in Ethiopia; and who receive more than 10% of their fund from foreign sources". [Article 2(3)]*

The assessments used to identify project management practices among selected Ethiopian Resident Charities operating in Addis Ababa. Results from these assessments will be interpreted in relation to the ongoing development of standards for project management. The PM solutions project management maturity model is one of the maturity model tools that was adopted and used to measure project management maturity level of Ethiopian Resident Charities

1.2Statement of the Problem

As local nongovernmental organizations (NGOs) assume a greater role in improving the well-being of the communities in which they operate, donors and government agencies are increasingly scrutinizing their performance and accountability. To effectively undertake development projects, the local NGOs must address a host of challenges, both internally and externally. These include inadequacies in a technical capacity, project status information, stakeholder involvement, cost estimates, resources, infrastructure, communications, and vendors and suppliers; a lack of understanding of the local socioeconomic and political environment; and disruptive interference from management. By adopting project management practices, supervisors and staff members of the local NGOs can efficiently mobilize all the resources at their disposal toward designing and implementing sustainable interventions, and thus guarantee the ongoing support of their benefactors (Mengesha *et al*, 2014)

Ethiopia has a long tradition of informal community-based organizations like the "idir" and "iqub" – self-help associations that operate at the local level and offer mutual socio-economic support to their members. Formal civil society – that is, organizations with legal personality – is a recent development. Civil society was slow to take root under the Ethiopian Empire regime (1137-1974). It was also severely restricted under the rule of the Derg (a military junta) (1974-91). Modern civil society organizations were first established as faith-based organizations in the 1930s, and beginning in the 1950s, welfare organizations like the Red Cross started to operate in Ethiopia. As

a result of the 1973-74 and 1984-1985 famines, many more non-governmental organizations (NGOs) emerged with a focus on relief and humanitarian services. It was after the down fall of the Derg regime in 1991 that saw NGO numbers substantially increase. (Chlkeba, 2012).

Civil society organizations have become important contributors to Ethiopia's political and economic revitalization. Major achievements of NGOs can be seen in the areas of health, food security, human rights, and poverty alleviation, just to name a few. Most recently, during the 2005 elections, NGOs supported voter education and monitored and observed the election process. The extent to which the CSP will affect civil society in Ethiopia has yet to be seen. (Chlkeba, 2012).

Projects, be it a government project, private project or NGO project, usually encounter many problems in developing countries in general and Ethiopia. Since projects are mostly initiated to increase organizational capabilities, meeting new demands, realizing new opportunities or to overcome the challenges faced due to very frequent change of organization's environment then it is more likely that problems could occur during execution of the project. (Mengesha *et al,* 2014)

In Ethiopia, 79.06 percent of projects had failed to meet their objectives. Moreover, 72 percent of projects financed by Development Bank of Ethiopia (2013) were under failure category. Implementation delay, overestimation of project return and poor manpower quality of projects were found to be statistically significant cause of project failures to meet their objectives

Unfortunately, adequate research had not been done in evaluating the effectiveness of project management processes on the performance of projects in Ethiopia. Investigating the relations between the extent of implementation of project management processes against that of project success or failure is mandatory in identifying and understanding which project management processes are highly effective then it will give a lesson to be drawn by other projects.

1.3 Research Questions

The Study is going to be guided by the following research questions:

Q.1 How mature are Ethiopian Resident Charities in terms of project management practice?

Q.2 What is the current level of project management maturity of the Ethiopian resident charities?

1.4 Research Objective

1.1.1 General objective

This study is an attempt to assess the level of project management practices in each of the nine PMBOK's areas in Non-Governmental organizations particularly Ethiopian Resident Charities

1.1.2 Specific Objectives

Specifically, the study tries to address the following key research objectives

- To assess Project management body of knowledge's process groups' maturity levels of the organization
- To assess the Project management body of knowledge's areas practices Maturity level of the organization.

1.5 Significance of the Study

The findings of this study would provide development partners to assist them in understanding the extent to which civil society organizations employ project management practices. This would also help them formulate sound policies and decision making. The findings would also provide to the individual local civil society organizations to improve the project management practices meaningfully when implementing projects with the benefit of improving the performance of the projects and their accountability to the stakeholders in terms of resource use and impact of the projects they implement.

1.6 The scope of the Study

The study mainly focusses on assessment of project management practice using a project management maturity model. A preliminary study is conducted to understand the general concept of maturity models and its application to organizations involved in projects. In this study, a five-level maturity model is used to assess the project management knowledge areas. A suitable model is chosen with the scope of the study. The scope of the study was limited to civil society organizations in Addis Ababa. The sampled civil society organizations may not represent the whole civil society organizations in Ethiopia.

1.7 Limitations of the Study

The study is an assessment of Ethiopian Resident Charities project management practices. Thus, the finding of this study cannot be taken as a generalization to all NGOs /Civil Societies. However, the recommendations which are based on the findings can be used as a source of information for other similar studies in analyzing the project management practices of NGOs/Civil Societies.

1.8 Ethical Considerations

The five principles for research ethics (Smith, 2003) are considered when conducting the research. These five principles are; the purpose of the research was stated frankly beforehand since contacting the organization. The subjects and the participants' intellectual property rights were clarified again before starting the interviews. Moreover, the confidentiality and privacy of the interviewees and organization were carefully respected. The identification of each interviewee in this research was concealed. The interviewees were also informed of their rights to decline to answer any questions they wish not to respond.

1.9Organization of The Research Report

Chapter (1): Introduction

This chapter contains an introduction which is intended to give an overview of the importance of project management, followed by the statement of the problem, the objectives of the research and research questions.

Chapter (2): Literature Review

This chapter review describes Project, Project Management, the project management Process group, Project Management Body of Knowledge areas and Project Management Maturity Models.

Chapter (3): Research Methodology

This chapter presents the research methodology, which explains how the investigation was done through, and the methods of data collection

Chapter (4): Data Analysis and Discussion

This chapter presents analysis and discussion of the questionnaire results and summarizes the inferences concerning the study questions that were stated in chapter one.

Chapter (5): Conclusions and Recommendations

This chapter concludes the study through an articulation of the research findings, puts recommendations and suggestions for future work

CHAPTER II.

2 REVIEW OF RELATED LITERATURE

2.1.1 Theoretical Review

2.1.2 Project Management

Project management has been developed and practiced for as long as humanity has settled on the face of the earth. It has been essentially involved in almost all the organizations including product or service development, technology advancement or construction of mega structures (Seymour and Hussein, 2014). In 1987, PMI published first PMBOK in an attempt to document all the standards procedures, tools and techniques related to the project management knowledge (Seymour and Hussein, 2014). Project Management Body of Knowledge (PMBOK) is a guideline to successfully apply the project management concepts and manage individual projects according to the defined project life cycle model (Project Management Institute, 2013).

According to PMBOK "Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements'' (Project Management Institute 2013, p. 5) Project is defined as "A project is a temporary endeavor undertaken to create a unique product, service, or results" (Project Management Institute 2013, p. 3). Project management is considered as a practical application of the project management guidelines, learnings, and integration of all the tools and techniques to achieve the end results of a project. A project is usually concluded once it has achieved the end results or the defined goals of the project. Project activities are usually repetitive during different phases of the project, but the end results should be novel i.e. unique for every project (Project Management Institute, 2013).

According to Kwak (2003), the fourth and the current era of project management belongs to the technological advancements. Technology is driving force for the change and introduction of several new methodologies in the field of project management which impacts the project manager's role. In 1996 and 1997 Prince2 and the critical chain Project management (CCPM) was introduced which generally based the calculation on the resources available rather focusing on the task to be performed (Seymour and Hussein, 2014).

Prince2 defines a standard project as "a temporary organization that is created for delivering one or more business products according to an agreed business case" (Hinde 2012, p. 2Prince2 defines a standard project as "a temporary organization that is created for delivering one or more business products according to an agreed business case" (Hinde 2012, p. 2).

According to Prince2 definition and terminologies, a group of people usually work together to achieve the agreed business objectives of the organization and then disperse after achieving those targets. There are certain characteristics which differentiate a project from daily business of an organization such as; it brings change, it must have a definite ending point, human resources are acquired from the cross-functional department, uniqueness to certain extend and a certain degree of uncertainty which turns to clarity as the project progresses (Hinde, 2012).

2.1.3 Project Management Process Groups

There are five project management process groups required in any project. The process groups have internal dependencies and are often iterated several times before a project is completed. A process group involves project management processes, which are linked together as the outcome of one process becomes the input in another (PMI, 2004).

The process groups are not to be considered as chronological project phases that end when a part or section of the project is completed. In large projects, with distinct phases or sub-projects, the process groups are repeated in every phase of the project and there are continuous interactions between the groups during the project (PMI, 2004).

The five process groups identified by PMI (2004) are described below;

- Initiating Process Group
- Planning Process Group
- Executing Process Group
- Monitoring and Controlling Process Group
- Closing Process Group

2.1.3.1 Initiation Process Group

The initiation of a new project is often done external to the project scope. The decision to start initiation is based on basic descriptions of the scope, deliverables, duration, and forecasts of resources required. This documentation is handled and further refined in the Initiation Process Group to facilitate the formal authorization to start a new project. When initiating a phase in a large, multiphase project, the processes are carried out to validate assumptions and decisions made in the original project charter (Gupta, Aha, Nau, & Munoz-Avila, 2008).

The project charter is developed by the project organization, but approval and funding are handled externally. By reviewing the initiation process at the start of each new phase or sub-project, the

project remains focused and start criteria is verified for each phase. The sub-project initiation processes also perform further validation and development of the project scope (PMBOK, 2004).

2.1.3.2 Planning Process Group

The main concern in the Planning Process Group is to develop and manage the project management plan. The planning processes include identifying, defining and managing all parts of the project management plan. These processes are continuously iterated as new information is discovered to keep the project management plan updated (PMBOK, 2004). An updated project management plan provides greater precision in the schedule, cost and resource requirements which increase the chances to meet the defined project scope. It is important that the project team involves stakeholders, who often have useful knowledge, in the project planning (Gupta, Aha, Nau, & Munoz-Avila, 2008). Demands and requests by stakeholders must also be addressed as early as possible in the planning processes. The importance of iterations in the Planning Process Group is based on that many risks often are easier to identify after most of the planning has been made. This means that the project team might have to reconsider the planning concerning schedule, cost or resources with aspects of new identified risks or opportunities (Gupta, Aha, Nau, & Munoz-Avila, 2008).

2.1.3.3 Executing Process Group

The Executing Process Group is the processes where the work defined in the project management plan is executed. The process group involves coordination of resources and integration of the activities according to the project management plan (Walker, 2007). There is always a need for some re-planning in a project, due to variances in activity duration, productivity etc. These changes in planning should be analyzed and when needed trigger an update request in the project management plan. Analysis of these types of changes is conducted by the Monitoring and Controlling Process Group (PMBOK, 2004).

2.1.3.4 Monitoring and Controlling Process Group

The processes used to observe and control the project execution in order to identify potential problems, and take corrective action, are included in the Monitoring and Controlling Process Group (PMBOK, 2004). When the project's performance is observed and measured regularly, differences against the project management plan is quickly identified. Identified problems or differences in the project are investigated and can result in an update of the project management plan. Through continuous monitoring, the project team gain insight into the whole project's progress and areas that require additional attention are highlighted (Guo-li, 2010).

2.1.3.5 Closing Process Group

The Closing Process Group includes the processes to formally close down all activities of a project phase or an entire project. The processes also include handing over the completed product or, if the project is terminated before completion, close the project and handle the contract closure (Briner, Hastings, & Geddes, 1996). When the Process Group is completed it verifies that all processes are completed and establishes that the project or project phase is finished (PMBOK, 2004).

2.2 Project Management Knowledge Areas

2.2.1 Project integration management

Project integration management is the processes that are used to coordinate the various elements of the project. Prioritizing between competing objectives and alternatives are an important task in the integration management. It consists of developing a project charter, develops preliminary project scope statement, develop project management plan, directs and manage project execution, monitor, and control project work, integrated change control and close project (PMI, 2004).

A new project should always start with the development of a project charter. If the project has an internal customer, the project charter is often developed as an informal process. In projects with external customers, the project charter development is a much more formal process (Gupta, Aha, Nau, & Munoz-Avila, 2008). The project charter is an authorization of the project, as a result of a customer request that needs to be responded (PMI, 2004).

An important part of the planning process in a project is the development of a project plan. The objective of the development of the project plan is to create a consistent, coherent document that can be used to guide project execution and control (Gupta, Aha, Nau, & Munoz-Avila, 2008). The plan should include general plans regarding all areas of the project, such as; project objectives, time schedule, budget, etc. (PMI, 2004).

The project plan is the main document developed in the planning process and it is therefore very important to allocate enough time and resources for this process. A project with a poor developed project plan is most likely to be poorly executed with high costs and delays as a result (Antvik & Sjöholm, 2007).

The integration between the different elements of the plan is a complex process and is therefore often required to be iterated 29 several times in order to reach a complete and integrated project plan (Antvik & Sjöholm, 2007). No matter how well and accurate a project is planned, there will always be problems, and factors that put the project at risk will always occur. In order to maintain

control and monitor the project effectively, it is important that the project team has a continuous insight to the health of the project (Briner, Hastings, & Geddes, 1996). The monitor and control work can be carried out through data collection, to identify trends of the project performance and to make sure that special attention is given to required activities (Antvik & Sjöholm, 2007).

The main focus in monitor and control should be on comparing actual project performance with the baseline defined in the project plan (PMI, 2004). The complicity of a project and the many factors that are involved makes it necessary for the project team to have an effective integrated control of changes (Gupta, Aha, Nau, & Munoz-Avila, 2008).

The integrated change control should focus on influencing the factors that create changes, determine that a change has occurred and managing changes when and as they occur. The main objective with integrated change control is to manage the performance baseline, either by rejecting or accepting changes and revise the project baseline (PMI, 2004). When changes occur at an early phase of the project it is not likely to be as expensive as if it is implemented at a later stage. Late changes often lead to much additional work, which makes the change much more expensive. This also highlights the importance for the project team to influence the factors that create changes in the project (Antvik & Sjöholm, 2007).

2.2.2 Project Scope Management Project

Scope management 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. It consists of five major processes; scope planning, scope definition, create WBS, scope verification and scope control (PMI, 2004). The importance of a well formulated scope of work has been shown several times in many projects. It is not unusual that a project is rushed into start without the proper planning and preparation. This often leads to problems for both suppliers and customers as extra costs and delays are likely to occur (Antvik & Sjöholm, 2007).

A clear project scope facilitates for the project organization to realize the actual magnitude of the work and creates an understanding for the achievements that are required in the project (Briner, Hastings, & Geddes, 1996). Scope planning is the process of elaborating on the work that is needed to deliver the product of the project. It should be based on the product description and product requirements from the customer (PMI, 2004).

The scope planning includes viewing different approaches to the project, in order to find the most suitable method for the current situation. The outcome from the scope planning is the scope management plan that mainly describes how the project scope will be managed and how scope

changes will be integrated into the project (Gupta, Aha, Nau, & Munoz-Avila, 2008). In the scope definition, the project's major deliverables and conditions documented in the scope statement are analyzed. The analysis should be based on needs and expectations from stakeholders, and thereby generate requirements of the project (Gupta, Aha, Nau, & Munoz-Avila, 2008). When more specified requirements are known, the deliverables are subdivided into smaller, more manageable groups, through the use of a Work Breakdown Structure, WBS. By dividing major tasks into smaller work packages, the accuracy of cost, time and resource estimates are improved. A WBS also makes it easier to assign clear responsibility to each group of tasks, which is necessary in order for the project organization to gain control of the project (Antvik & Sjöholm, 2007).

Scope verification is the work to obtain the stakeholder's acceptance for the project scope (Briner, Hastings, & Geddes, 1996). Deliverables and work results must be reviewed to ensure that it is completed satisfactorily in order to keep a good relationship with the customer (Walker, 2007). Scope verification differs from quality control in that it is mainly concerned with the acceptance of the work results, while quality control mainly focuses on the correctness of the work results (PMI, 2004).

2.2.3 Project Time Management

Project time management includes all processes that are required to ensure a timely completion of the project. Major processes in time management are activity definition, activity sequencing, activity resource estimating, activity duration estimating, schedule development and schedule control (PMI, 2004).

The time schedule is one of the most important plans in a project. The development of time schedules should be based on the previously developed WBS. The level of work in planning, monitoring and controlling schedules in a project is often directly reflected in the execution and outcome of the project (Antvik & Sjöholm, 2007).

In order to develop realistic and achievable schedules, it is important that activities are sequenced accurately. The activity sequencing involves identifying logical relationships and dependencies between the project activities (Guo-li, 2010). The process of activity resource estimation involves determining what resources and what quantity of each resource that will be used in the project. Required resources can be personnel, equipment, and material. This process also includes determining when each resource will be available to the project (PMI, 2004).

There are in general two methods of resource estimation; top-down and bottom up. If the project has limited detailed information, the top-down method is often used. It is carried out by the higher

management of the project and is based on experience from similar projects. The bottom-up method is also called qualitative based estimations and involves each specific work category in the process. The bottom-up method is more time consuming to perform, but often generates a more accurate result (Guo-li, 2010).

The activity duration estimation should be based on the project scope, required types of resources, estimated resource quantities and the availability of resources. The result of the process is later used to develop schedules. To get an accurate estimation of duration it should be carried out by a person or group who is familiar with the specific activity (Antvik & Sjöholm, 2007). The development of schedules is often carried out through the use of project management software. If the previous estimations are made correctly the schedule development mostly consists of aggregating the information into one document (Antvik & Sjöholm, 2007).

To develop an efficient schedule, it is important that the critical chain is identified and that the lags in the schedule is used to allocate the project's resources effectively (PMI, 2004). A time schedule without control is fairly useless to the project organization. The control must be carried out regularly and relatively often in order to detect deviations early. This makes it possible for the project team to take necessary actions to avoid longer delays (Antvik & Sjöholm, 2007). The schedule control and development must be an iterative process in order for the project team to have updated schedules throughout the project (Guo-li, 2010).

2.2.4 Project Cost Management

Project cost management includes the processes of cost estimating, cost budgeting and cost control. The main objective of cost management is to complete the project within the approved budget (PMBOK, 2004). The project budget is very important and influences all areas in both planning and execution of a project. It is important to keep track of total costs as well as costs for different work packages in a project (Guo-li, 2010).

A professionally developed budget does not only control the project costs but also creates good conditions for the development of a well-functioning cash flow in the project. The consequence of insufficient cash flow in a project is often connected to large extra costs and delays as there is a high risk for a temporary stop of the whole project (Antvik & Sjöholm, 2007).

The cost estimation should be based on the project scope, the WBS and be connected to the project plan. To reach a correct estimation it is important that each activity is estimated based on the conditions of the execution of the specific activity. Since there often are several factors that are

uncertain in a project, a reserve cost can be assigned to activities with a low level of detailed information or work packages with potential high financial risks (Adisa Olawale & Sun, 2010).

To gain financial control of the project it is important to carry out proper cost control. The pre-calculated budget is the baseline of the financial aspects in the project but it is only with an updated and accurate control of the costs that the budget can be used effectively in a project (Antvik & Sjöholm, 2007). Cost control should include a comparison of planned value and the actual cost of each work package, but also include analysis of the earned value for the costs spent on the project. A correct performed analysis of the current financial status is necessary in order to develop forecasts of future, and final, costs of the project (Guo-li, 2010).

2.2.5 Project Quality Management

Project quality management involves all processes and activities in the project organization to determine quality policies and control that the performed work is of a satisfying quality. The major processes in quality management are quality planning, quality assurance and quality control (PMI, 2004). The project team must identify which quality standards that are relevant to the project in order to perform quality control. The identified standards should be considered the baseline in the development of a quality plan. It is important that the quality plan not only consist of required levels of quality in different activities but also methods to achieve the requested quality (Wei & Yang, 2010). The objective of quality control is to ensure that the quality plan is implemented in the execution of the project and that established standards are met. In order to perform quality control, the project team must develop methods to monitor and control specific activities of the project. It is important that the implementation and control of the quality plan are carried out thoroughly since the quality plan otherwise will be of no use to the project organization (PMI, 2004).

2.2.6 Project Human Resources Management

Project human resources management is the processes used to ensure that the project organization is established in a way that provides the project with good conditions to succeed. Major processes in human resources management are human resource planning, acquire project team, develop project team and manage project team (PMI, 2004). In the early phases of a project, it is necessary for the project management to plan how the project team should be organized and determine what roles that are required (Al-Maghraby, 2008). Each role in the project team should be assigned to areas of responsibility, authority and required competence (Antvik & Sjöholm, 2007).

It is important that a role with a defined area of responsibility also has the authority to make decisions within that area. Responsibility without authority makes it very hard for middle management to influence the work, which most likely will affect the project negatively (Walker, 2007). Staff changes, especially when key-roles are involved, often affect the project negatively in aspects of time, cost and team development. The project management should, therefore, strive to make as few changes as possible in keyroles of the project team (Al-Maghraby, 2008).

2.2.7 Project Communications Management

Project communications management is the processes used to ensure that required information is distributed to the right person at the right time. The major processes in communications management are communications planning, information distribution, performance reporting and manage stakeholders (PMI, 2004).

How communication in a project is handled must be planned in order to perform effective work and minimize the risks. A communication plan is necessary to ensure that both internal and external project communication is carried out effectively. The plan should contain details regarding what type of information that needs to be distributed, who needs to receive the information, the purpose of the information, the frequency of the distribution and the responsible person to issue the information (Ramsing, 2009).

The communication plan should also include what meetings are required within the project and a specification of participants, purpose, and frequency for each type of meeting (PMBOK, 2004). It is important that the project management performs frequently progress reports, mainly to inform clients and other stakeholders of the status of the project but also for the management team to keep control of all areas of the project.

A progress report should focus on deviations from the project plan and contain current status of the project, executed and planned actions, uncertainties, and forecasts regarding cost and time (Antvik & Sjöholm, 2007). When deviations from the baseline are identified in the progress report, the management team should include recommended corrective actions in order to bring the project in line with the project plan (Ramsing, 2009).

2.2.8 Project Risk Management

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 management includes risk management planning, risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning and risk monitoring and control (PMI, 2004). All projects have uncertainties that can either turn out to be an opportunity or a risk. Uncertainties often occur in areas where the management has little information of the current conditions. By effective management, many uncertainties can be evolved into an opportunity rather than a risk (Antvik & Sjöholm, 2007). Risk analysis is often carried out early in a project when the information is highly limited within several areas. To manage risks and opportunities effectively, the analysis must be iterated throughout the project as more and more information becomes clear to the management team (Kululanga & Kuotcha, 2010).

The purpose of a risk analysis is to gain control of the uncertainties in the project. When risks are identified it is therefore important that a strategy is developed in order to response to the risk (PMI, 2004). A response strategy can be to eliminate the probability or impact of a risk or to accept the risk and calculate with a potential extra cost if the risk occurs (Kululanga & Kuotcha, 2010)

A common, and effective, approach to analyze risks is to estimate the probability and impact of a risk. The risk response is then based on the combined value of each risk, which leads to a risk management where the response is in relation to the magnitude of the risk (Briner, Hastings, & Geddes, 1996).

2.2.9 Project Procurement Management

Project procurement management is the processes to control and administrate contracts and purchase orders from sources external to the project organization. The major processes in procurement management are plan purchases and acquisitions, plan to contract, request seller responses, select sellers, contract administration and contract closure (PMI, 2004). The planning of procurement management should be carried out early in the project and focus on analysis of which products or services that need to be purchased. After the initial planning, a procurement plan should be developed that includes all major procurements that are needed in the project (PMI, 2004).

A procurement plan is an important tool for efficient procurements throughout the project. It should be developed based on the project´s WBS and time schedule in order to include all procurements and to be timely integrated in the project. The procurement plan includes budgeted cost and required finish date for each procurement (Eriksson & Westerberg, 2011). Especially important is the identification of procurements with a long lead time, since they have to be initiated

early. A poorly developed procurement plan, or the lack of one, is likely to cause high procurement costs and in worst case even force the production to be stopped (Antvik & Sjöholm, 2007).

In larger projects, there is often a procurement manager assigned to control and handle procurement activities. The procurement manager is responsible to plan and execute purchases. An important part of the procurement manager's work is to evaluate quotes in order to achieve cost effective contractors (Eriksson & Westerberg, 2011). To keep control of the cost forecasts in the project the procurement manager must follow-up the actual cost in relation to budgeted cost for each purchase (Antvik & Sjöholm, 2007).

2.3 Project Management Maturity Models

In the recent past, the term 'maturity' was rarely used as a tool to access the organizational performance in doing different functions. But recently several organizations are undergoing this maturity concept and assessment to find different ways to enhance and standardize the organizational services. The first maturity model ''Capability Maturity Model'' is an outcome developed by software Engineering Institute to measure and evolve the organizational effectiveness in developing software with repeatable results (Crawford, 2007).

Capability maturity model was introduced to focus on every level of software project management comprises of people, process, and product (Kumta & Shah, 2002). It requires a complete change of project manager's approach towards software management. The initial level 1 is unpredictable and the variables are poorly controlled. In level 2, project managers exhibit their own models and existing practices to achieve success. Level 3 requires project managers to accept and follow organizational standard processes. Level 4 & 5 comprising of controlling the existing organizational standards and focus on process improvements respectively (Kumta & Shah, 2002).

There are several different kinds of project management maturity assessment models available, mostly inspired and based on the Capability Management Model developed for the software project management (Backlund et al., 2014). Khoshgoftar & Osman (2009) conducted a research between different maturity models (OPM3, CMMI, P3M3, PRINCE, BPMM & Kerzner's Project management maturity model) based upon different benefits and characteristics associated to these maturity model to find out a detailed and useful model. The results of the study show that among all the studied maturity models, OPM3 is most useful maturity model based upon several factors including multi-dimensional framework which cover projects, programs, and portfolios and reduce the gaps between executed projects and organizational strategies (Khoshgoftar & Osman, 2009). The study also presented that OPM3 provides most continuous and detailed approach to analyses

and find gaps in the maturity of an organization and is applicable to all industries (Khoshgoftar & Osman, 2009). Similarly, Yazici (2009) presented that OPM3 is mostly commonly used maturity model to identify, manage and improve the project management practices in an organization.

2.3.1 Organizational Project Management Maturity Model (OPM3):

The rapid change in technology, business, and economic conditions provide several opportunities and challenges to the organizations to survive and grow in changing the environment. Among other challenges for organizations, one of the key challenges is to remain focused and achieve strategic objectives while considering external factors (Project Management, 2008). Executing projects and practicing project management enable organizations to remain goal-focused and undertake to change the environment (Project Management, 2008).

In order to successfully implement project management practices and support the organizational strategies, PMI (Project Management Institute) introduced Organizational Project Management Maturity Model (OPM3) to create a framework to implement and control project management best practices in order to deliver organizational strategic objectives (Project Management, 2008). It is defined as "The OPM3 is a framework that provides an organization-wide view of portfolio management, program management, and project management to support achieving Best Practices within each of these domains. This holistic perspective is a powerful tool enabling successful execution of organizational strategies" (Project Management, 2008, p. 1) Enhancing organizational maturity is a progressive process which is achieved by undergoing several distinguished improvements at different stages of development and adapting project management culture.

There are several short-term benefits which can be associated with the organizational project management maturity such as improved project timelines, monitoring and controlling of project cost and schedule along with improved strategic decision makings. Long term benefits as a result of project management maturity are sustainable growth and increased profitability over the period of time (Crawford, 2007).

The basis for Organizational project management maturity assessment is Project Management Body of Knowledge, which is an excellent point of reference considering the wide acceptance of this standard and range of knowledge available for ten knowledge areas (Crawford, 2007). The model developed to assess the Project maturity is dependent upon ten knowledge areas explained in PMBOK and presented across five different stages of maturity as explained by Capability Maturity model (Crawford, 2007).

2.3.2 Levels of Project Management Maturity

The basis of Organizational Project Management Maturity Model (OPM3) is created by benchmarking already existed Capability Maturity Model (CMM) by Software Engineering Institute. CMM provides a model for assessing the organizational maturity in several areas and structure is widely acceptable (Crawford, 2007). The key components from ten knowledge areas are presented against the five levels of maturity assessment as shown in figure 2.1.

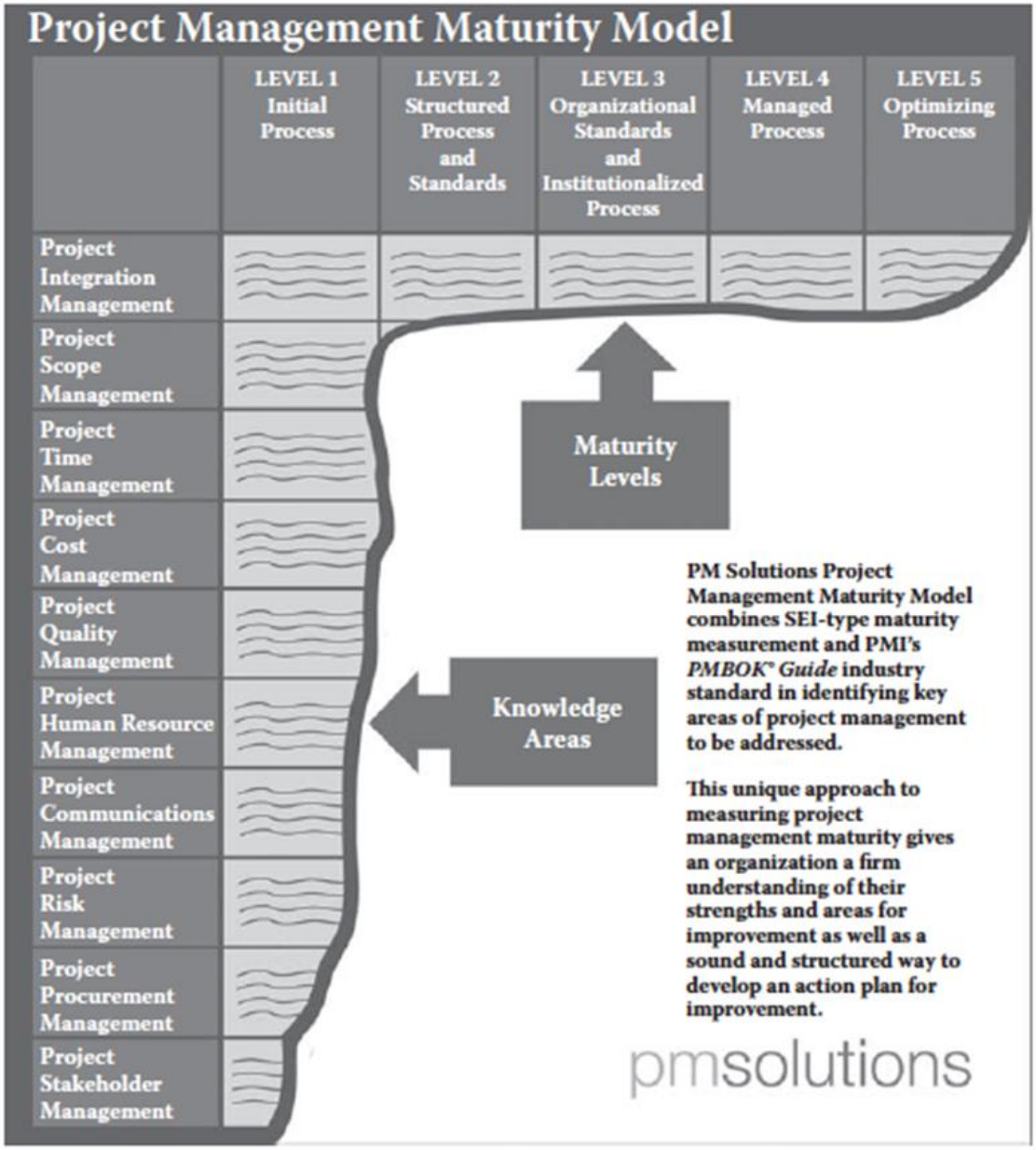

Figure 2.1: Project Management Practice Maturity Model ((Crawford, 2007)

There are five levels of Organizational Project Management Maturity Model define by Project Management Institute. All these levels are defined below:

Level 1 – **Initial Process**: In the first level of project management maturity, the process standards and practices are unavailable and project managers are not required to follow any process or standard to deliver project objectives. Project definition is known and accepted within the organization but documentation and metrics are informal and ad hoc based (Pennypacker, 2001).

Level 2 – **Structured Process and Standards**: In this level several project management practices and processes are available within the organization but they are not considered as organizational standards. Due to lack of involvement and inconsistency, the standards are not always followed and documentation exists only on basic processes (Pennypacker, 2001). 24

Level 3 – Organizational Standards and Institutionalized Process: In this level, the organization provides all the necessary standards and practices for project management. All the key stakeholders are considered the integral part. All these standard practices are procedures are implemented on almost all the project with at least minimal requirements (Pennypacker, 2001).

4 – Managed Process: Managed process includes the project management considering the past project performance and lessons learned which can be implied for related projects. The standard procedures and practices are implemented on all projects, decision is made based on the efficiency and effectiveness metrics. Project information is an integral part of the central system which helps in making strategic decisions (Pennypacker, 2001).

Level 5 – Optimizing Process: All the standard procedure and practices are implemented within the organization to improve project management activities. Lessons learned are recorded and examined to improve the project management standards and processes. The main focus of the organization is to improve continuously and foresee the future challenges along with managing the projects successfully. Earned value metrics are used to measure the project performance and for making organizational management decisions (Pennypacker, 2001). **The figure** 2below show below shows how the maturity increases along the continuum while considering the project, program and portfolio management.

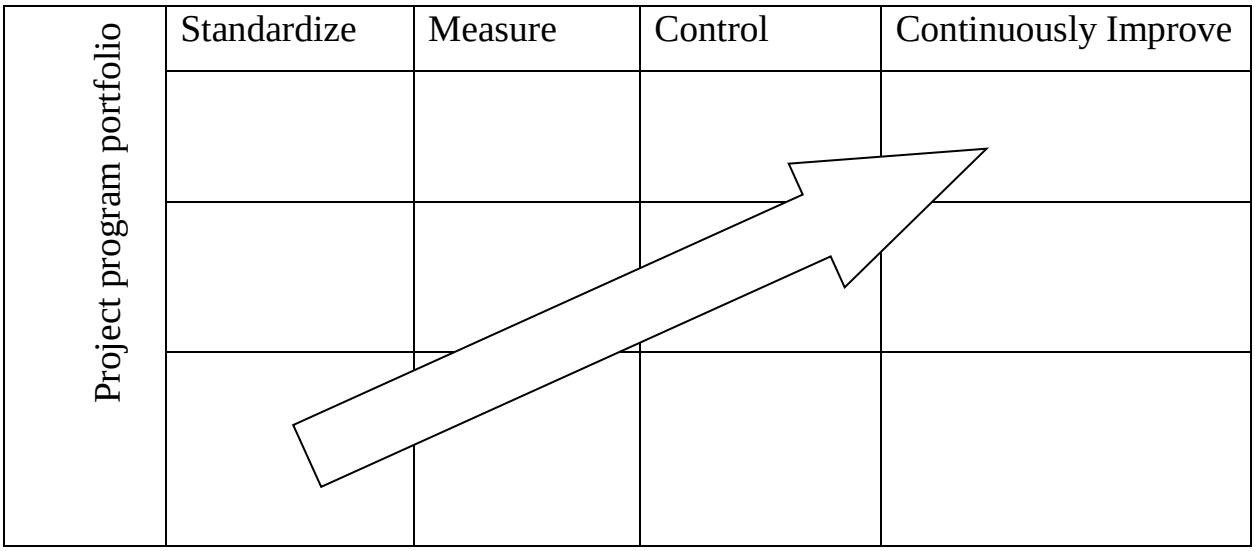

Figure 2.2: Project Management Practice Maturity Continuum (PMI 2007)

2.4 Empirical review

2.4.1 Findings of previous Research

A number of studies have been done on project maturity assessment in organizations e.g. Ibbs & Kwak, 2000. In their studies of different types of the industry i.e. Information Systems, Information Management and movement, High tech manufacturing in the United States of America, they found that High tech manufacturing had the highest knowledge maturity of 3.4 while the level of maturity for Engineering Construction companies was 3.3. The lowest was Information Systems with 3.0. In this study, Ibbs & Kwak compared maturity level with project performance and showed that it was possible to correlate project maturity with project performance.

A major study of project management maturity at a global level was conducted by Price Water House Coopers in 2004 in which two hundred responses were gathered from a balanced group of companies from thirty different countries across the globe. Some of the relevant key findings for the study were as follows: That there was a positive correlation between project maturity and project performance. A higher project management level would most likely deliver superior performance in terms of overall project delivery and business benefits; that the current level of maturity is 2.5 indicating that the current state of project management in organizations is at the level of informal processes; that many of the project failures are due to an imbalanced organization; Organizational structure has a big influence in overall project performance. Organization structure influences the performance and outcome of projects

2.4.2 Conceptual Framework

According to Cleland & Ireland, project management is being embraced, to some extent, by most organizations as the best way to develop and deliver new or improved products, services, and organizational process changes. It has been a continuous effort of researchers and practitioners to look for ways to develop and improve organizations‟ PM capability so that organizations may be able to benefit from project management. The improvement of PM capability of an organization can be realized in many ways (training, mentoring, benchmarking, the use of new tools and techniques and use of maturity model, etc). Project Management Maturity models are just one such means that organizations can use in their pursuit of improving their Project Management capability (Cleland & Ireland, 2002).

According to Cooke-Davies (2005), the use of maturity models provides frame work for the purposeful and progressive development of project management capability of repeatedly delivering successful projects. Generally, maturity models help an organization knows how mature its project management practice is; that is, it helps the organization measure the degree to which it is executing Project management against the practice of its peers in the industry in general or best practice in the industry (Man, 2007). In addition, maturity models help frame improvement efforts by identifying priority area and suggesting improvement subjects.

3 CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodology used in the collection of data and describes the research design, data collection methods, sampling techniques, data analysis and data interpretation.

3.2 Description of the study Area/Organization

The federal Charities and Societies agency has registered 3037 charities and societies organization as of September accordance with proclamation No.621/2009.The proclamation recognizes three forms of CSOs which may be established as either charities or societies and "Forging charities or societies "based on the place, incorporation, source of funding or the nationality of the place of residence of their founders(Chlkeba,2012). Thus, the study focuses only on purposively selected 20 Ethiopian residents Charites located and operating in Addis Ababa.

3.3 Research Approach and Design

The research is explanatory research and attempts to explain the extent of PM process and practice in Ethiopian Resident Charities. The reason behind using this study design is because the researcher is interested in explaining the existing situation under study. Standard questionnaires were used to assess the degree of project management practice of the organization through selected project managers of the selected Ethiopian resident Charites. Furthermore, the instrument has two parts: the first part collected information on the demographic profile of the respondents, whilst the second part sought information on the level of project management practice of respondents.

This study used quantitative approach and conducted mainly to assess the project management practice level thereby setting the benchmark to measure the performance of the organization. Assessing the maturity level of the organization helps to recommend future project implementation improvement efforts**.**

3.4 Data Type and Source

3.4.1 Data type

For this assessment, both primary and secondary data were used. Primary data was obtained through questionnaires and interviews by using purposive sampling techniques by identifying those staffs related to Project management process. The program managers were the major source of the data for this study and this process has assisted to get first-hand information about their practical project management experience.

3.4.2 Data source

The data collection method used was questionnaire survey. In order to achieve the objective of the study, the researcher used both primary and secondary data source. The primary data were obtained from employees of selected Ethiopian resident charities who are managing projects. Secondary data were collected by consulting different, articles, Journals.

3.5 Target population and Sample

3.5.1 Target population

The federal Charities and Societies agency has registered 3037 charities and societies organization as of September 2014 in accordance with proclamation No.621/2009.The proclamation recognizes three forms of CSOs which may be established as either charities or societies and "Forging charities or societies "based on the place, incorporation, source of funding or the nationality of the place of residence of their founders (Chlkeba, 2012). Thus, the study focuses only on 20 purposively selected Ethiopian resident Charites located and operating in Addis Ababa. The respondents are project manager of these selected organizations.

3.5.2 Sample size determination

The purposive sampling procedure was used in selecting the sample for the study. These will be managers representing Ethiopian resident charities located in Addis Ababa. The sample was made up of 20 respondents selected purposively selected Ethiopian resident charities

3.5.3 Sampling selection procedure

In performing (questionnaire) surveys, the major concerns are typically the sample size, data collection procedures, analysis, and measurement. However, the credibility of the respondents is also considered an important factor in this research. Due to the descriptive nature of the research without the intention of making a generalization at this stage, it was considered acceptable to implement purposive sampling. In the case where the goal of the research is not to generalize but to obtain insights into a phenomenon, individuals, or events, then the researcher can purposefully select individuals, groups, and settings that maximize understanding of the underlying phenomenon (Onwuegbuzie and Collins, 2007).

The targeted respondents are project managers working for the Ethiopian resident charities. Geographically, these targeted respondents are based in Addis Ababa and involved with managing different development projects. The main intention of interviewing these senior project managers in this research project is to gain further understanding of the way Ethiopian resident charities practice project management

3.6 Data Collection Methods and tools

Among the different data collection method, Questionnaire was selected and used mainly due its lower cost and time. Questions were prepared on the bases of The Project Management Body of Knowledge areas. Each of the knowledge areas was again subdivided in to components and a total of 51 questions were prepared and the questionnaire was administered for the Mangers of the Ethiopian resident charities.

3.6.1 Methodology

The research utilizes descriptive techniques in analyzing the issues and research questions that have been raised in this study. The data for the analysis of the findings will be generated from both primary and secondary data sources. Primary data will be collected through questionnaire and interview, NGO/Civil Society leaders and managers, coordinators and Project Officer as well as staff will be key informants who play an active role in managing projects in their respective organizations. The secondary data will be gathered from desk reviews of relevant documents pertaining to project management.

The project management practice assessment was done through following steps:

- Document review;
- Assessing project management practices at selected Ethiopian Resident Charities and conducting face to face interviews;
- Evaluate the gathered information and determine the maturity level of each knowledge area through using the five levels of PM maturity model

3.7 Data Analysis and Presentation

3.7.1 Data analysis

The data collected was analyzed through descriptive statics. Mean and Percentage was used to calculate the project management maturity level of the organization. Calculating the response rank of each knowledge areas and process groups were undertaken for each respondent by calculating the mean. Taking the mean of all respondents finally indicates the maturity level of the organization. All the knowledge areas were assessed to have equal weight because the relative weight for the contribution of the different knowledge areas due to the absence of significant inters rater-agreement. The project management practice and process maturity level of the organization were assessed as per internationally recognized standards which indicates where the organization is. This guides to propose on how to improve the level of maturity to meet project goals. This, in

turn, opens the door for the organization and other researchers for further research considering the emerging field of study of Project Management.

4 CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Assessment of project management practice maturity level

The project management practice maturity assessment has been undertaken applying the nine Project management body of knowledge areas. Those are Integration management, Time management, Cost management, Scope management, Quality management, Communication management, Human resource management, Procurement management and Risk management. The five PMBOK process groups which are under study are Project Initiating group, Project Planning group, Project executing group, Project monitoring and controlling group and Project closing group. The assessment is done in two dimensions of PMBOK practice maturity dimension and process maturity dimension.

4.1.1 PMBOK Maturity level practice

The overall maturity of Project management body of knowledge areas practice maturity is 2.15 which shows the studied organizations is at the basic level of maturity. As can be seen in figure 4.2 the knowledge areas of Cost management, (2.67) have shown the comparatively higher level of maturity compared with other PM knowledge areas. This knowledge area is more or less being performed in better maturity by the organization. Whereas the remaining 8 knowledge areas of are comparatively at a lower level and could be considered to be performed informally by the organization. The result of each knowledge area is discussed in detail in the following subsequent section. The analysis calculation on how the maturity level of PMBOK was determined is shown in appendix IV part in the table.

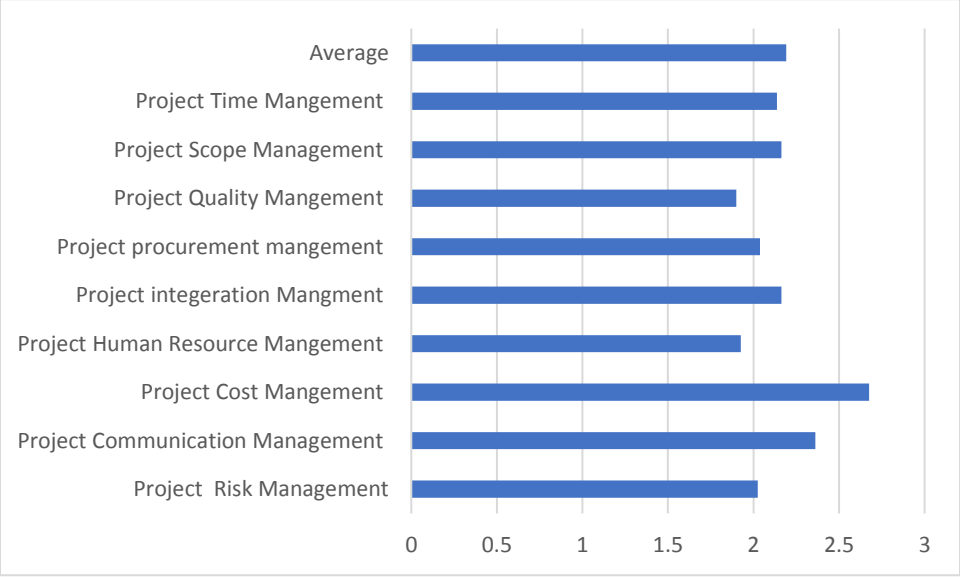

Figure 4.2: Result of Project management practice maturity level of PMBOK

4.2 Maturity level across PMBOK areas

4.2.1 Project scope management maturity

According to PMI, 2004 Scope management 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. It consists of five major processes; scope planning, scope definition, create WBS, scope verification, and scope control). The importance of a well formulated scope of work has been shown several times in many projects. A clear project scope facilitates for the project organization to realize the actual magnitude of the work and creates an understanding for the achievements that are required in the project.

The overall scope management practice maturity is found to be 2.16 The maturity assessment indicates that the scope management practice maturity is found to be at structured level. According to the result of the study, the organization practice / perform scope management on structured bases.

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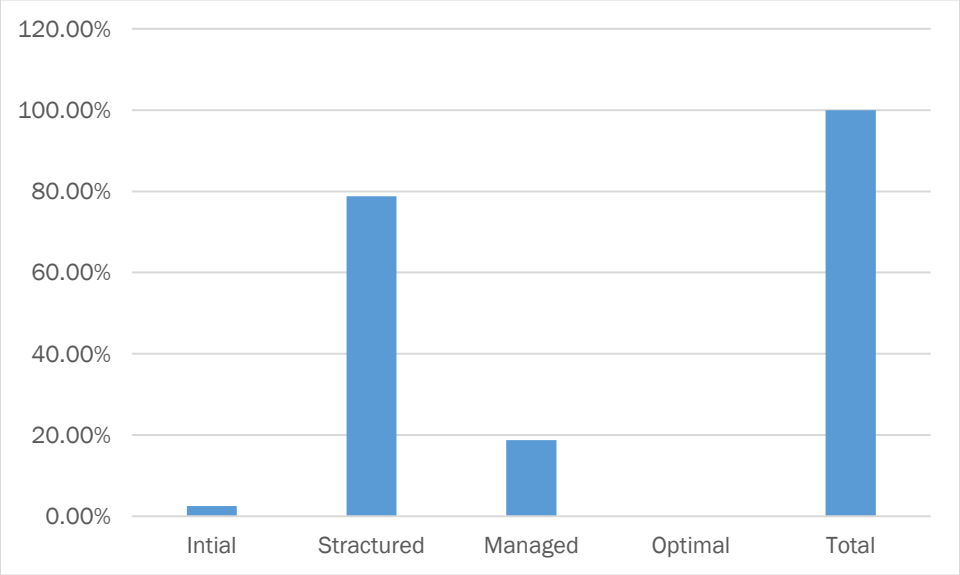

Figure 4.3: Result of project Scope Management (%)

4.2.2 Project integration management

Project integration management is the processes that are used to coordinate the various elements of the project. Prioritizing between competing objectives and alternatives are an important task in the integration management. It consists of developing a project charter, develops preliminary project scope statement, develops project management plan, directs and manage project execution, monitor, and control project work, integrated change control, and close project.

The Project Integration management practice maturity of participating respondents. The overall integration management practice maturity is found to be 2.16. The maturity assessment shows that the integration management practice maturity is found to be at a basic level

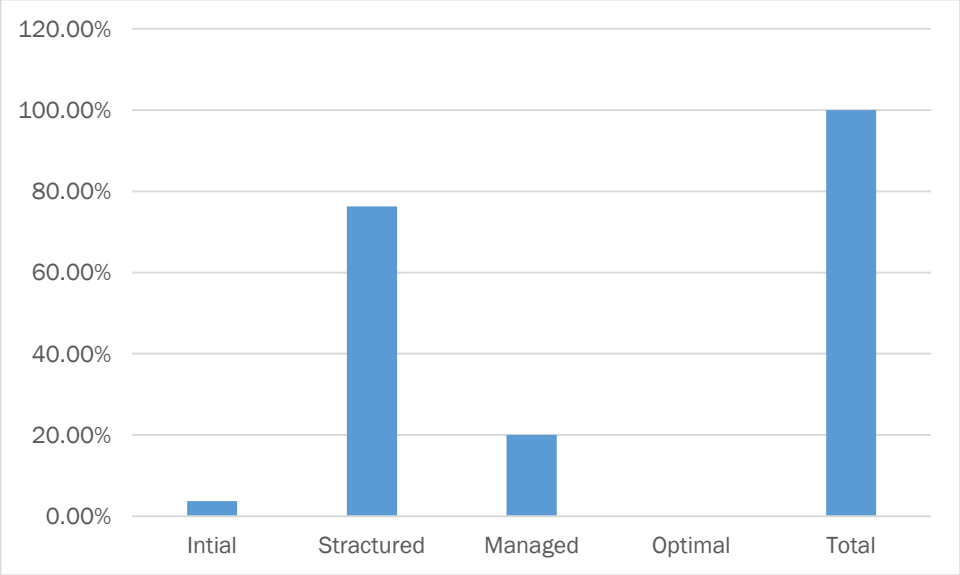

Figure 4.4 Result of Project integration Management (%)

4.2.3 Project time management

Project time management includes all processes that are required to ensure a timely completion of the project. Major processes in time management are activity definition, activity sequencing, activity resource estimating, activity duration estimating, schedule development and schedule control

The time schedule is one of the most important plans in a project. The development of time schedules should be based on the previously developed WBS. The level of work in planning, monitoring and controlling schedules in a project is often directly reflected in the execution and outcome of the project

Overall, the time management practice maturity of the studied Ethiopian resident charities is found to be the 2.137which show it is performed less formal. Figure 4.5. below shows the time management practice maturity of participating respondents. The Time management could be at basic level. According to the result of the study the organizations under study perform time management inconstantly Due to lack of involvement and inconsistency, the standards are not always followed and documentation exists only on basic processes

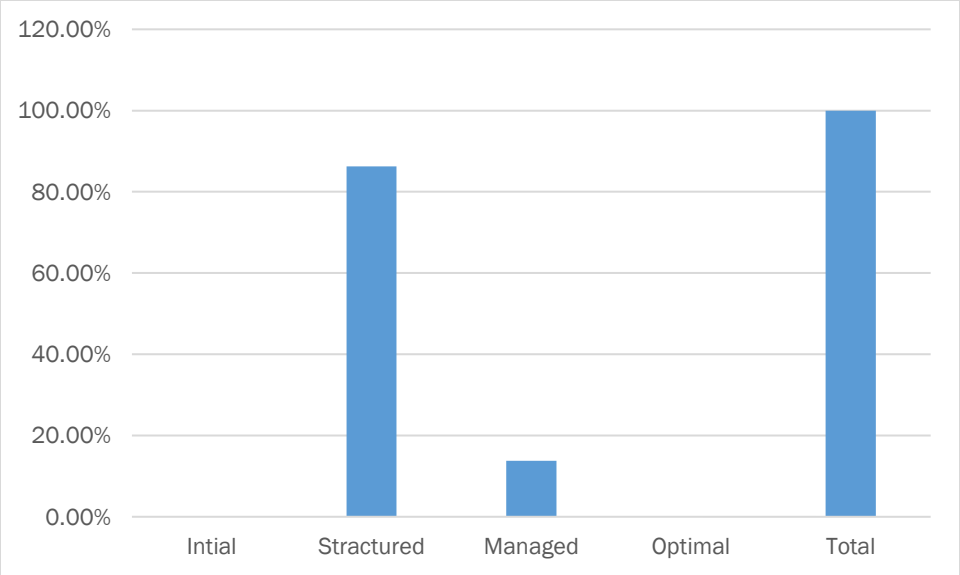

Figure 4.5 Result of Time management (%)

4.2.4 Project Cost management

Project cost management includes the processes of cost estimating, cost budgeting and cost control. The main objective of cost management is to complete the project within the approved budget (PMBOK, 2004). The project budget is very important and influences all areas in both planning and execution of a project. It is important to keep track of total costs as well as costs for different work packages in a project.

The findings of the assessment indicate that project Cost management is considered to be more important than managing other knowledge areas. In addition, the maturity of Cost management practice is higher compared to others. The overall cost management practice maturity of the organization is found to be 2.67 which means on average the organization performs cost management formally. Generally, the cost management could be at better maturity. All the standard practices are procedures are implemented on almost all of the project.

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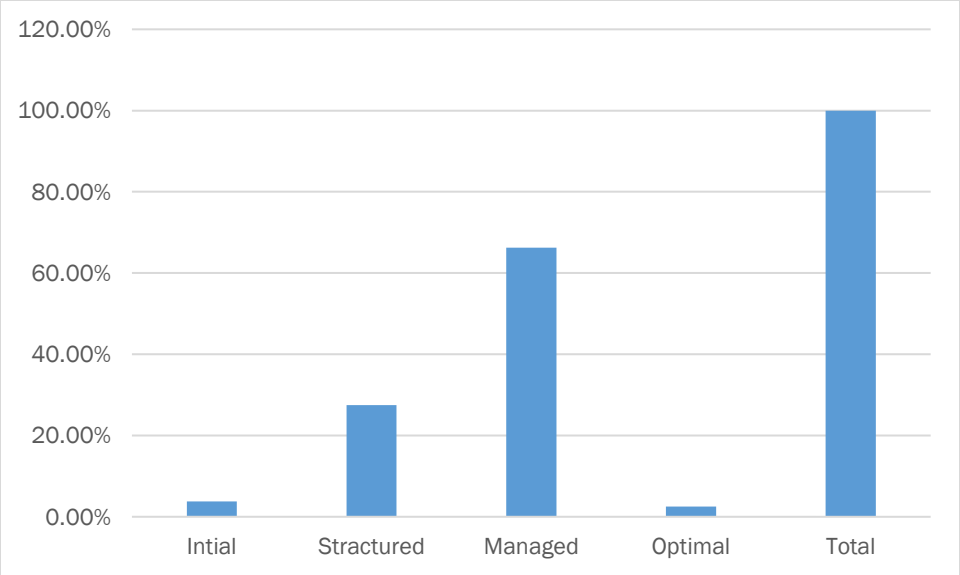

Figure 4.6: Project cost magnet assessment result (%)

4.2.5 Project quality management

Project quality management involves all processes and activities in the project organization to determine quality policies and control that the performed work is of a satisfying quality. The major processes in quality management are quality planning, quality assurance, and quality control. The project team must identify which quality standards that are relevant to the project in order to perform quality control. The identified standards should be considered the baseline in the development of a quality plan. It is important that the quality plan not only consist of required levels of quality in different activities but also methods to achieve the requested quality).

The overall quality management practice of the studied organizations is found to be somewhat at a basic level with a score of 1.9. According to the findings of this research, Project quality management is the least practiced knowledge areas. Figure 4.7 shows the quality management practice maturity of participants. Majority of respondents are considering project quality management is practiced informally falling slightly below the basic level

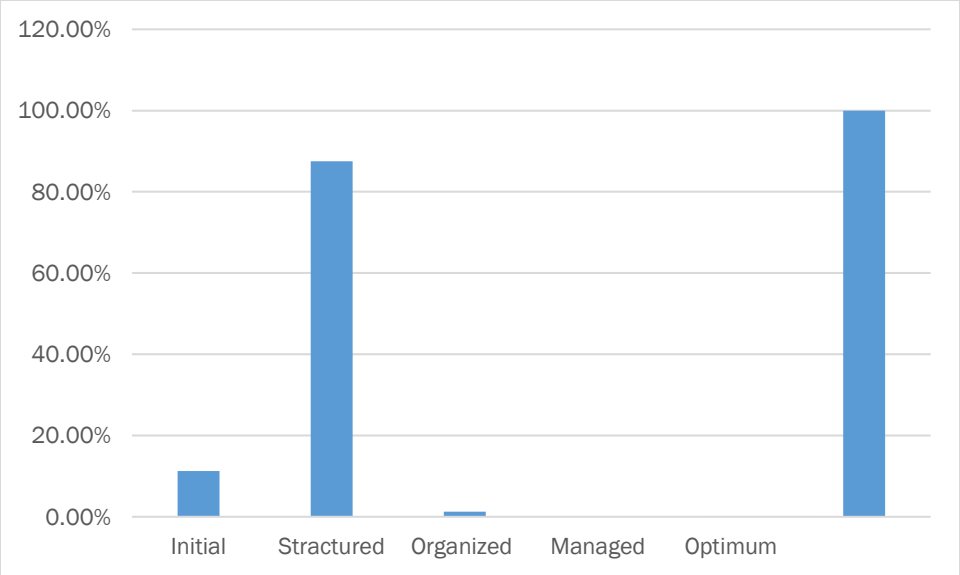

Figure 4.7 Result of Project Quality Management (%)

4.2.6 Project procurement management

Project procurement management is the processes to control and administrate contracts and purchase orders from sources external to the project organization. The major processes in procurement management are plan purchases, acquisitions, plan contracting, request seller responses, select sellers, contract administration and contract closure.

A procurement plan is an important tool for efficient procurements throughout the project. It should be developed based on the project´s WBS and time schedule in order to include all procurements and to be timely integrated into the project. The finding of the assessment indicated that the project procurement management is at level 2. In this level, several project management practices and processes are available within the organization but they are not considered as organizational standards.

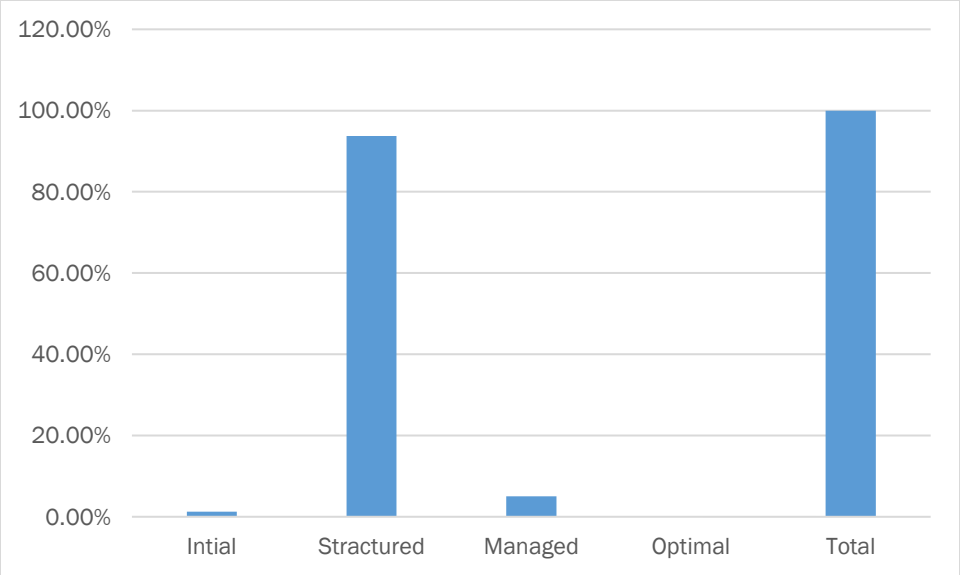

Figure 4.8: Result of Project Procurement Management (%)

4.2.7 Project communications management

Project communications management is the processes used to ensure that required information is distributed to the right person at the right time. The major processes in communications management according to PMBOK are communications planning, information distribution, performance reporting and manage stakeholders. A communication plan is necessary to ensure that both internal and external project communication is carried out effectively. The plan should contain details regarding what type of information that needs to be distributed, who needs to receive the information, the purpose of the information, the frequency of the distribution and the responsible person to issue the information

The finding of the assessment indicated that the project procurement management is at level 2.36 which is relatively better next to project cost management.

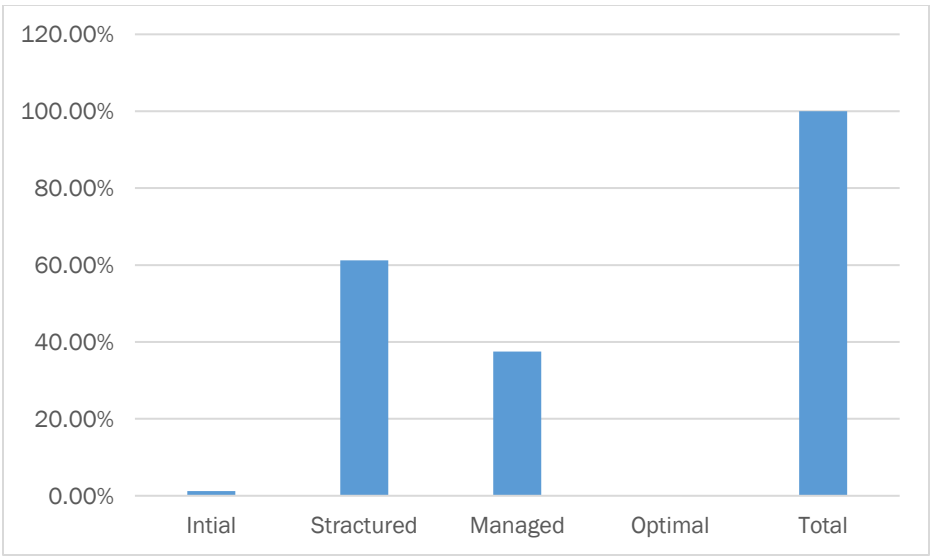

Figure 4.9 Result of project communication management (%)

4.2.8 Project human resources management

Project human resources management is the processes used to ensure that the project organization is established in a way that provides the project with good conditions to succeed. Major processes in human resources management are human resource planning, acquire project team, develop project team and manage the project team. The findings of the study show that project human resource is1.92 which is the second lest practice next to project quality management.

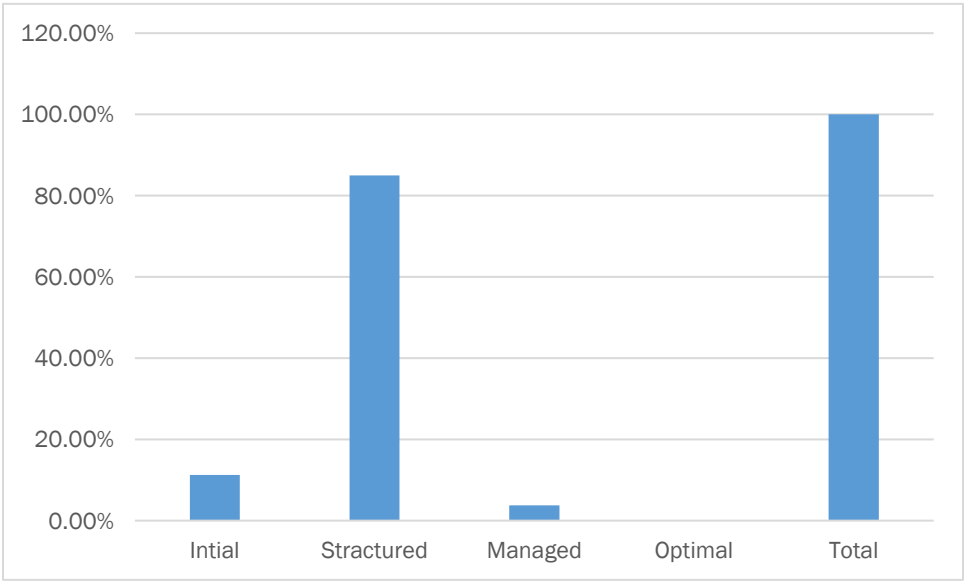

Figure:4.10 Results of Project Human Resource Management (%)

4.2.9 Project risk management include

According to PMBOK Risk management include risk management planning, risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning and risk monitoring and control). All projects have uncertainties that can either turn out to be an opportunity or a risk. Uncertainties often occur in areas where the management has little information of the current conditions. By effective management, many uncertainties can be evolved into an opportunity rather than a risk.

The purpose of a risk analysis is to gain control of the uncertainties in the project. When risks are identified it is therefore important that a strategy is developed in order to response to the risk. A response strategy can be to eliminate the probability or impact of a risk, or to accept the risk and calculate with a potential extra cost if the risk occurs. The findings of the assessment revel that project risk management is at 2.025 which is at a basic level. The figure (4.11) below shows the percentage of respondents.

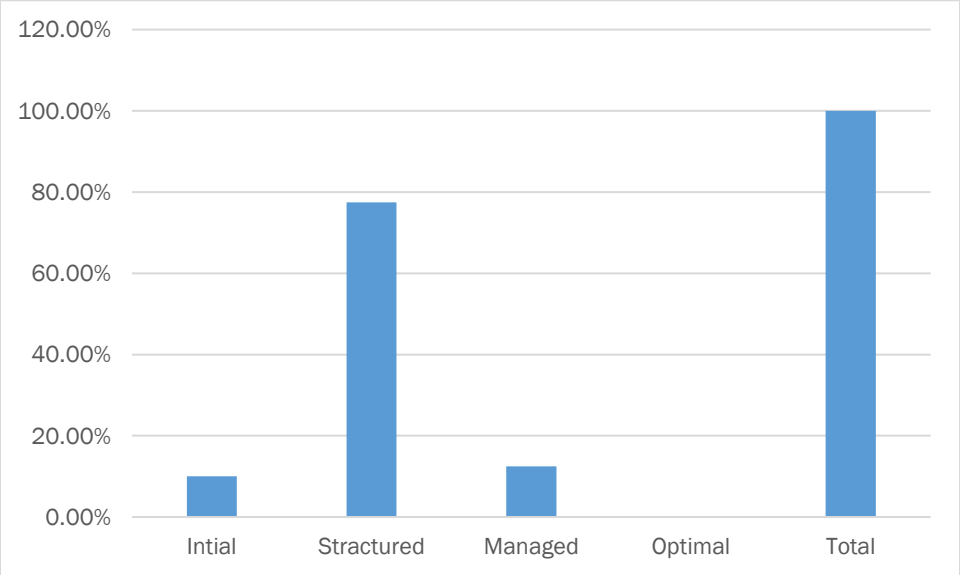

Figure: the 4.11Assesment result of risk management (%)

Table 4.1 Detail Result of the PMBOK areas

	PMBOK areas	Project Management Practice Level				
		Initial	Structured	Managed	Optimal	Grand Total
1	**Project Scope Management**					
	1.1 The importance of project scope management in your organization	0.00%	70.00%	30.00%	0.00%	100.00%
	1.2 Definition of Project scope and definition of all works in projects	0.00%	95.00%	5.00%	0.00%	100.00%
	1.3 Quality or Work Breakdown Structures prepared in defining scope in your project	5.00%	80.00%	15.00%	0.00%	100.00%
	1.4 Effort of Monitoring and Controlling scope in your project	5.00%	70.00%	25.00%	0.00%	100.00%
	Project Scope Management Total	**2.50%**	**78.75%**	**18.75%**	**0.00%**	**100.00%**
2	**Project integration Management**					
	2.1 Standard project management process and Methodologies	15.00%	75.00%	10.00%	0.00%	100.00%
	2.2 Developed project Management Plan and change control work	0.00%	65.00%	35.00%	0.00%	100.00%
	2.3 Solid Knowledge of Project Management	0.00%	70.00%	30.00%	0.00%	100.00%
	2.4 Support of Management in Project Management	0.00%	95.00%	5.00%	0.00%	100.00%
	Project integration Management Total	**3.75%**	**76.25%**	**20.00%**	**0.00%**	**100.00%**
3	**Project Time Management**					
	3.1 Schedule or plan prepared for your project	0.00%	95.00%	5.00%	0.00%	100.00%
	3.2 Estimate of resources needed scheduled separately	0.00%	80.00%	20.00%	0.00%	100.00%

	3.3 WBS used when defining the schedule activities	0.00%	90.00%	10.00%	0.00%	100.00%
	3.4 Progress of Project activities continuously monitored and controlled	0.00%	80.00%	20.00%	0.00%	100.00%
	Project Time Management Total	**0.00%**	**86.25%**	**13.75%**	**0.00%**	**100.00%**
	Project Cost Management					
4	4.1 Estimate of detail cost for project	0.00%	20.00%	75.00%	5.00%	100.00%
	4.2 Estimate if detail cost of projects	5.00%	35.00%	55.00%	5.00%	100.00%
	4.3 Efficiency of projects Meeting project cost	5.00%	20.00%	75.00%	0.00%	100.00%
	4.4 Effort of monitoring and controlling project cost	5.00%	35.00%	60.00%	0.00%	100.00%
	Project Cost Management Total	**3.75%**	**27.50%**	**66.25%**	**2.50%**	**100.00%**
	Project Quality Management					
5	5.1 Quality Management policies and procedures and guidelines	10.00%	90.00%	0.00%	0.00%	100.00%
	5.2 Implementation of quality assurance	0.00%	95.00%	5.00%	0.00%	100.00%
	5.3Project inspection and control of quality	0.00%	100.00%	0.00%	0.00%	100.00%
	5.4 Quality department or employees specializing in quality management	35.00%	65.00%	0.00%	0.00%	100.00%
	Project Quality Management Total	**11.25%**	**87.50%**	**1.25%**	**0.00%**	**100.00%**
6	**Project procurement management**					
	6.1 Planning for procurement of goods and services needed for your project	0.00%	100.00%	0.00%	0.00%	100.00%

	6.2 Slandered procurement document for your organization such as standard purchase order, supplier agreement	5.00%	95.00%	0.00%	0.00%	100.00%
	6.3 Contract management / administration process	0.00%	80.00%	20.00%	0.00%	100.00%
	6.4 Status claim management	0.00%	100.00%	0.00%	0.00%	100.00%
	Project procurement management Total	**1.25%**	**93.75%**	**5.00%**	**0.00%**	**100.00%**
7	**Project Communication Management**					
	7.1 Plan/strategy prepared and to address communication needs	5.00%	90.00%	5.00%	0.00%	100.00%
	7.2 System of collecting and distributing project information	0.00%	45.00%	55.00%	0.00%	100.00%
	7.3 Performance reports and prepared and provided relevant stakeholders	0.00%	55.00%	45.00%	0.00%	100.00%
	7.4 Slandered format for preparation of reports	0.00%	55.00%	45.00%	0.00%	100.00%
	Project Communication Management Total	**1.25%**	**61.25%**	**37.50%**	**0.00%**	**100.00%**
8	**Project Human Resource Management**					
	8.1 Planning for acquisition and management of human resources	30.00%	70.00%	0.00%	0.00%	100.00%
	8.2 Organizational structure of your project	0.00%	95.00%	5.00%	0.00%	100.00%
	8.3 Training/formal or informal for capacity building of project team members	5.00%	85.00%	10.00%	0.00%	100.00%
	8.4 Human resources cost and time formally tracked, monitored in your project	10.00%	90.00%	0.00%	0.00%	100.00%

	Project Human Resource Management Total	**11.25%**	**85.00%**	**3.75%**	**0.00%**	**100.00%**
9	**Project Risk Management**					
	9.1 Identification and documentation of risk	0.00%	60.00%	40.00%	0.00%	100.00%
	9.2 Risk analysis to determine their impact	0.00%	95.00%	5.00%	0.00%	100.00%
	9.3 Detail risk response plan or identified and analyzed risks	10.00%	85.00%	5.00%	0.00%	100.00%
	9.4 Monitoring and controlling of project risk	30.00%	70.00%	0.00%	0.00%	100.00%
	Project Risk Management Total	**10.00%**	**77.50%**	**12.50%**	**0.00%**	**100.00%**

4.3 Maturity of Project management process groups

There are five project management process groups required in any project. The process groups have internal dependencies and are often iterated several times before a project is completed. A process group involves project management processes, which are linked together as the outcome of one process becomes the input in another

The process groups are not to be considered as chronological project phases that end when a part or section of the project is completed. In large projects, with distinct phases or sub-projects, the process groups are repeated in every phase of the project and there are continuous interactions between the groups during the project.

4.3.1 Project management process group maturity level

The project management process maturity level of the organization is at basic process striving to reach the industry standards. The research finding indicates that overall maturity of the process dimension of Ethiopian resident charities project management is found to be at level 2.28. The finding of the assessment indicated that the overall assessment of all process group is at level 2 whit littlie variations among the process groups and each of the results of the assessment is indicated below.

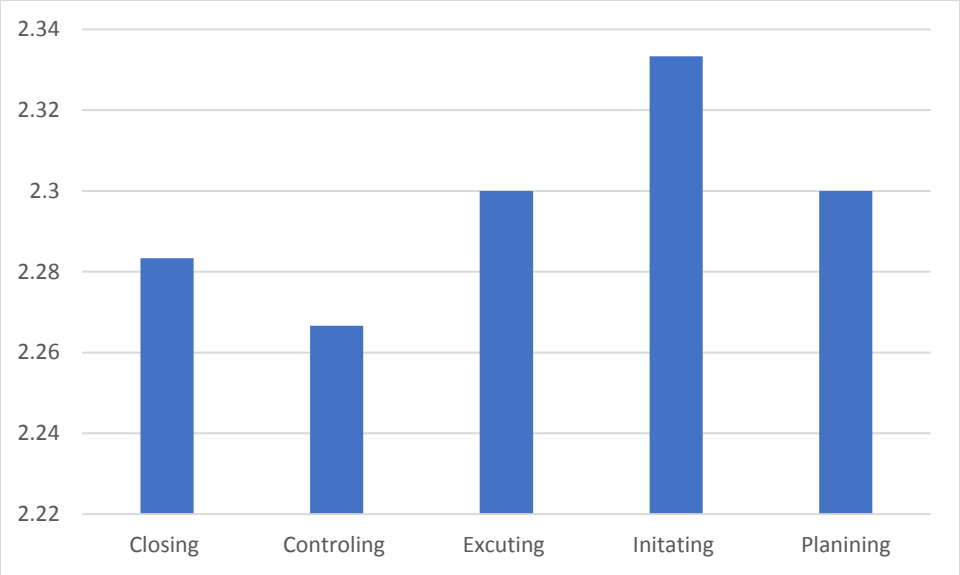

Figure 4.3.1: Project management process group maturity level

4.3.2 Project Initiation process group

The initiation of a new project is often done external to the project scope. The decision to start initiation is based on basic descriptions of the scope, deliverables, duration and forecasts of resources required. This documentation is handled and further refined in the Initiation Process Group to facilitate the formal authorization to start a new project. When initiating a phase in a large, multiphase project, the processes are carried out to validate assumptions and decisions made in the original project charter.

The overall process maturity level of project initiation was found to be 2.33 Project/organization defined, standard or generic Project management Process, Policy or direction or guide line that requires or recommends planning and performing projects and Identification of all stake holders are being done with medium maturity

4.3.3 Planning Process Group

The main concern in the Planning Process Group is to develop and manage the project management plan. The planning processes include identifying, defining and managing all parts of the project management plan. These processes are continuously iterated as new information is discovered in order to keep the project management plan updated the overall process maturity level of project planning shows at 2.2. The planning process group is the least compared to another process group.

4.3.4 Executing Process Group

The Executing Process Group is the processes where the work defined in the project management plan is executed. The process group involves coordination of resources and integration of the activities according to the project management plan. The overall process maturity level of project execution of the Ethiopian resident charities is 2.3. The organization/project coordinates resources needed to perform project activities; Knowledge or experience of Peoples involved in performing projects is at a medium level. But, executing and initating process group is relatively better matured group among the five processes.

4.3.5 Monitoring and Controlling Process Group

The processes used to observe and control the project execution in order to identify potential problems, and take corrective action, are included in the Monitoring and Controlling Process. Through continuous monitoring, the project team gain insight into the whole project's progress and areas that require additional attention are highlighted. The overall process maturity level of project monitoring and control is found out to be 2.27. Project monitoring, controlling and review the process to ensure that it meets standards and procedures in the process description/the plan/. The result shows this process group practice is at a basic level. However, compared to the other process group it is the highest.

4.3.6 Closing Process Group

The Closing Process Group includes the processes to formally close down all activities of a project phase or an entire project. The processes also include handing over the completed product or, if the project is terminated before completion, close the project and handle the contract closure (Briner, Hastings, & Geddes, 1996). When the Process Group is completed it verifies that all processes are completed and establishes that the project or project phase is finished.

The overall process maturity level of project closing shows at 2.29 Effectiveness of Contract closes out procedures is somehow at the basic stage which shows Project collection of data and lessons learned from planning and performing for the purpose of future use in the improvement of the process is at some low to medium maturity.

Table: 4.2 Detail Results of the Project Management Process groups

	Project management Process groups	Project Management Practice Level				
		Initial	Structured	Managed	Optimal	Grand Total
	Initiating					
1	1.1 Project organizations defined, standard or generic project management process	5.00%	50.00%	45.00%	0.00%	100.00%
	1.2 Policy direction or guideline that requires or recommends planning and performing projects	0.00%	70.00%	30.00%	0.00%	100.00%
	1.3 Identification of all stakeholders	0.00%	70.00%	30.00%	0.00%	100.00%
	initiating Total	**1.67%**	**63.33%**	**35.00%**	**0.00%**	**100.00%**
2	**Planning**					
	2.1 Comprehensive planning to perform projects to achieve goals	0.00%	80.00%	20.00%	0.00%	100.00%
	2.2 Tailored or adopted organizational guideline to the need of the specific project	5.00%	55.00%	40.00%	0.00%	100.00%
	2.3 Risk management plan	10.00%	70.00%	20.00%	0.00%	100.00%
	Planning Total	**5.00%**	**68.33%**	**26.67%**	**0.00%**	**100.00%**
3	**Exciting**					
	3.1 organization of project resources needed to perform project activities	0.00%	75.00%	25.00%	0.00%	100.00%
	3.2 Knowledge or experience of people involved in performing projects	0.00%	45.00%	55.00%	0.00%	100.00%
	3.3 Performance of quality assurance	5.00%	80.00%	15.00%	0.00%	100.00%
	Exciting Total	**1.67%**	**66.67%**	**31.67%**	**0.00%**	**100.00%**
4	**Controlling**					
	4.1 Project monitoring, controlling and review process to ensure that it complies standard procedure	5.00%	45.00%	50.00%	0.00%	100.00%
	4.2 Updating plan or taking remedial measures after controlling process	5.00%	70.00%	25.00%	0.00%	100.00%
	4.3 Project scope control	5.00%	75.00%	20.00%	0.00%	100.00%
	Controlling Total	**5.00%**	**63.33%**	**31.67%**	**0.00%**	**100.00%**
5	5.1 Effectiveness of project contract closeout procedure	10.00%	75.00%	15.00%	0.00%	100.00%
	5.2 Project collection of data and lessons learned from planning and performing for future uses in the improvement of the process	10.00%	40.00%	50.00%	0.00%	100.00%
	5.3 Effectiveness of closing project phase	0.00%	60.00%	40.00%	0.00%	100.00%
	Closing Total	**6.67%**	**58.33%**	**35.00%**	**0.00%**	**100.00%**

4.4 Discussion

The research has tried to assess the PM maturity of selected Ethiopian resident charities. Thus, in this regard, this research result has found the following major points.

Generally, the Ethiopian resident charities Project management practice and project management process group practice maturity are found to be at basic level. The average maturity of 2.28 for the Project management process maturity and 2.155 for PMBOK practice maturity dimensions. In this level (2) many project management processes exist in the organization, but they are not considered organizational standards. Documentation exists on these basic processes and management supports the implementation of project management, but there is neither consistent understanding, involvement, no organizational mandate to comply with all projects. Functional management is involved in the project management of larger, more visible projects and these are typically executed in a systematic fashion. There are basic metrics to track project cost, schedule, and technical performance, although data may be collected/correlated manually. Information available for managing the project is often a mix between summary level data and detailed level data.

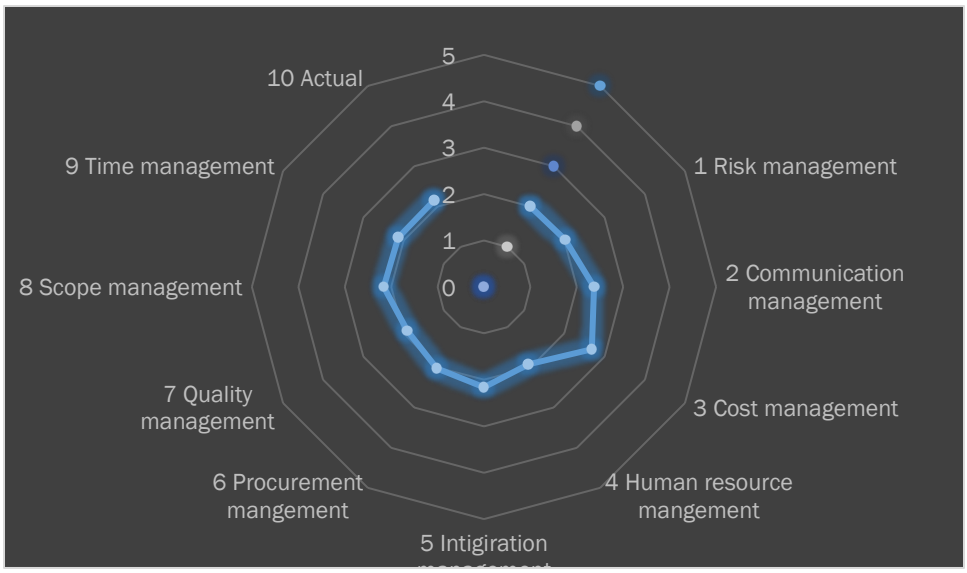

Figure:4.3.6 Actual results of the maturity level of each knowledge areas

From the findings of the study, it is concluded that all of the knowledge areas are at maturity level 2 while a few of them are below level 2. This indicates that all organizational standards and processes were not applied to all knowledge areas.

As we can see from the resulting project management project cost management is high compared to the other knowledge areas followed by the project communication management. There no significance variations in the remaining project management body of knowledge areas. In the project management process group, the initiation and execution process group are relatively mature than the other four project management group. Similar to the PMBOK practice assessment findings there is no significant variations among the five project management process groups.

5 CHAPTER FIVE
5.1 CONCLUSION AND RECOMMENDATION

5.1.1 Conclusion

The project management maturity level in the studied Ethiopian resident charities was found to be 2.26 (2.28 Project Management process groups and 2.154 for PMBOK areas) which seem to indicate that the studied organizations are at basic level. Many of these Ethiopian resident Charites have adopted project management methodologies however in terms of applying and using these project management tools and techniques is non- consistent as a result they often end up with poor performance. Thus, it is important to assess the project management practice periodically and based on the assessment result to develop an action plan to improve project management practice thereby improve performance

5.1.2 Recommendations

The main aim of this research was to a benchmark project management practice maturity in Ethiopian resident charities and to incite for further in-depth investigation by other interested researchers. This research is not full-fledged but gives clue about the current state of project management in the studied organizations and contribute to Project management knowledge. Hence the following recommendations are made.

- Undertake project management assessment practice on periodic bases, develop an action plan and implement them accordingly. This helps the organizations to improve their performance thereby increase performance
- Conduct more analytical research to investigate the project management practice maturity of the civil society organization in generals and Ethiopian resident Charites in particular
- Undertake in-depth research to determine in detail how each of the n PM knowledge areas is being performed by the Ethiopian resident charities so as to be able to prepare a detailed improvement framework.
- Conduct large nationwide further research to get the clearer picture of project management practice of the organization questionnaire through active involvement of academicians and practitioners using focus group discussion, interview, and further extensive literature review

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7 APPENDIX

Appendix I: Appendix III: Questionnaire

Appendix II: Individual respondents PMBOK assessment result

Appendix III: Individual respondents process group assessment result

Appendix IV: Detail result of the project management process groups

Appendix V: Detail result of the PMOK areas

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

GRADUATE PROGRAM IN PROJECT MANAGEMENT

QUATIONNAIRE

TITLE OF THE THESIS "Assessment of project management practice maturity the case of 20 Ethiopian resident Charities

Dear Participant,

We would like to extend our deep appreciation to your institution and the staff for the willingness and cooperation in undertaking this valuable research. We ask your kind cooperation in answering the questions as truthfully and as completely as possible. The questionnaire should take approximately 15-20 minutes to complete. We value your honest and detailed responses. Be assured that all answers you provide will be kept in the strictest confidentiality. For further questions pertaining to this project, please contact Addis Ababa University, School of Commerce Department of Project Management.

Thank you for your cooperation

Yonas Tesfaye

Questionnaire

Part one- General Information

Direction: Please provide the required information on the space provided

Name of the person filling the questionnaire (Optional)----------

1. Position/role in the company----------
2. Have you received any project Management related training? A. yes B. No

   If yes what was the highest level of training you received?

   A. Masters level B. Bachelors C. Certificate D. Short - term training

   E. As a course in the related program of study F, Others

4. How Many years of work Experience

A)1-5 B) 6-10 C)10-15 D)16-20 E)20+

Part two – Project management practice maturity questions

General direction

Answer all the Questions that follow based on your knowledge of the practice of Project Management in the project you are participating in or in the organization you are working. Please choose the ascending maturity level one up to five based on the key characteristics which were taken from project management maturity model (Crawford, J.K., 2006).

Level 1 – **Initial Process**: In the first level of project management maturity, the process standards and practices are unavailable and project managers are not required to follow any process or standard to deliver project objectives. Project definition is known and accepted by the organization but documentation and metrics are informal and ad hoc based (Pennypacker, 2001).

Level 2 – **Structured Process and Standards**: In this level several project management practices and processes are available within the organization but they are not considered as organizational standards. Due to lack of involvement and inconsistency, the standards are not always followed and documentation exists only on basic processes (Pennypacker, 2001). 24 Level

3 – Organizational Standards and Institutionalized Process: In this level, the organization provides all the necessary standards and practices for project management. All the key stakeholders are considered the integral part. All these standard practices are procedures are implemented on almost all the project with at least minimal requirements (Pennypacker, 2001). Level

4 – Managed Process: Managed process includes the project management considering the past project performance and lessons learned which can be implied for related projects. The standard procedures and practices are implemented on all projects, the decision is made based on the efficiency and effectiveness metrics. Project information is an integral part of the central system which helps in making strategic decisions (Pennypacker, 2001).

Level 5 – Optimizing Process: All the standard procedure and practices are implemented within the organization to improve project management activities. Lessons learned are recorded and examined to improve the project management standards and processes. The main focus of the organization is to improve continuously and foresee the future challenges along with managing the projects successfully. Earned value metrics are used to measure the project performance and for making organizational management decisions (Pennypacker, 2001). The figure below show below shows how the maturity increases along the continuum while considering the project, program and portfolio management.

	Project management practice maturity levels							
	1	2		4	5		6	7
	Initial	Structured	organization Slandered	Managed	Optimum		NA	Remark
Project Scope Management								
1.1 The importance of project scope management in your organization								
1.2 Definition of Project scope and definition of all works in projects								
1,3 Quality or Work Breakdown Structures prepared in defining scope in your project								
1.4Effort of Monitoring and Controlling scope in your project								
Project integration Management								
2.1 Standard project management process and Methodologies								
2.2 Developed project Management Plan and change control work								
2.3 Solid Knowledge of Project Management								
2.4 Support of Management in Project Management								
Project Time Management								
3.1 Schedule or plan prepared for your project								
3.2 Estimate of resources needed scheduled separately								
3.3 WBS used when defining the schedule activities								
3.4 Progress of Project activities continuously monitored and controlled								
Project Cost Management								
4.1 Estimate of detail cost for project								
4.2 Estimate if detail cost of projects								
4.3 Efficiency of projects Meeting project cost								
4.4 Effort of monitoring and controlling project cost								
Project Quality Management								
5.1 Quality Management policies and procedures and guidelines								
5.2 Implementation of quality assurance								
5.3Project inspection and control of quality								
5.4 Quality department or employees specializing in quality management								
Project procurement management								

6.1 Planning for procurement of goods and services needed for your project									
6.2 standard procurement document for your organization such as standard purchase order, supplier agreement									
6.3 Contract management / administration process									
6.4S Status claim management									
Project Communication Management									
7.1 Plan/strategy prepared and to address communication needs									
7.2 System of collecting and distributing project information									
7.3Performance reports and prepared and provided relevant stakeholders									
7.4 standard format for preparation of reports									
Project Human Resource Management									
8.1 Planning for acquisition and management of human resources									
8.2 Organizational structure of your project									
8.3Training/formal or informal for capacity building of project team members									
8.4 Human resources cost and time formally tracked, monitored in your project									
Project Risk Management									
9.1Identification and documentation of risk									
9.2 Risk analysis to determine their impact									
9.3Detail risk response plan or identified and analyzed risks									
9.4 Monitoring and controlling of project risk									
Project Management Process groups		Project Management Practice Maturity Level							
Imitating									
1.1 Project organizations defined, standard or genric project management process		1	2	3	4	5		6	7
1.2 Policy direction or guideline that requires or recommends planning and performing projects									
1.3 Identification of all stakeholders									
Planning									
2.1 Comprehensive planning to perform projects to achieve goals									
2.2Tailored or adopted organizational guideline to the need of the specific project									
2.3Risk management plan									
Exciting									
3.1 organization of project resources needed to perform project activities									

3.2 Knowledge or experience of people involved in performing projects									
3.3Performance of quality assurance									
Controlling									
4.1 Project monitoring, controlling and review process to ensure that it complies standard procedure									
4.2Updating plan or taking remedial measures after controlling process									
4.3Project scope control									
Closing									
5.1 Effectiveness of project contract closeout procedure									
5.2 Project collection of data and lessons learned from planning and performing for future uses in the improvement of the process									
5.3 Effectiveness of closing project phase									

			Project Mangement Body of Knowledge Areas									
Respondents	**Sex**	**Educational level**	**Project Scope Management**	**Project integration**	**Project Time Management**	**Project Cost Management**	**Project Quality Management**	**Project procurement**	**Project Communication**	**Project Human Resource**	**Project Risk Management**	**Total Average**
1	**M**	**BA**	2.25	2.25	2.00	2.50	2.00	2.00	2.50	1.75	2.00	**2.13**
2	**M**	**BA**	2.00	2.50	2.00	2.75	2.00	2.00	2.00	1.25	1.50	**2.00**
3	**M**	**MA**	2.00	2.25	2.25	3.00	2.00	2.00	2.00	1.75	2.00	**2.16**
4	**M**	**BA**	2.25	1.75	2.25	1.25	1.50	1.75	2.00	1.50	1.50	**1.69**
5	**M**	**MA**	2.25	2.25	2.25	2.75	1.75	2.25	2.25	2.00	2.25	**2.22**
6	**M**	**MA**	2.50	2.25	2.25	2.50	2.25	2.00	2.75	2.25	2.25	**2.31**
7	**F**	**MA**	2.25	2.50	2.25	2.50	2.00	2.25	2.50	2.25	2.25	**2.31**
8	**M**	**BA**	2.25	2.50	2.25	2.50	2.00	2.25	2.75	2.00	2.25	**2.31**
9	**M**	**BA**	2.25	2.25	2.00	2.25	1.75	2.00	2.75	2.00	2.00	**2.13**
10	**M**	**MA**	2.50	2.25	2.00	2.50	2.00	2.25	2.25	2.25	2.25	**2.22**
11	**M**	**MA**	2.00	2.25	2.00	2.50	2.00	2.00	3.00	2.00	2.25	**2.25**
12	**M**	**MA**	2.25	2.00	2.25	2.75	1.75	2.00	2.00	2.00	2.25	**2.13**
13	**M**	**MA**	2.50	2.00	2.00	2.75	2.00	2.00	2.75	2.00	2.00	**2.19**
14	**F**	**MA**	2.25	2.00	2.25	3.00	1.75	2.00	2.50	2.00	2.00	**2.19**
15	**M**	**BA**	2.00	2.50	2.50	2.75	2.00	2.00	2.00	2.00	2.00	**2.22**
16	**M**	**MA**	2.00	1.75	2.00	3.00	1.75	2.00	2.75	2.00	1.75	**2.13**
17	**M**	**MA**	2.25	2.00	2.00	2.75	1.75	2.00	2.50	2.00	2.25	**2.16**
18	**M**	**BA**	1.75	2.00	2.25	3.00	1.75	2.00	2.00	1.75	2.25	**2.13**
19	**M**	**MA**	1.75	2.00	2.00	3.50	2.00	2.00	1.75	1.75	1.75	**2.09**
20	**M**	**BA**	2.00	2.00	2.00	3.00	2.00	2.00	2.25	2.00	1.75	**2.13**

Table 4: Individual respondent PM process group assessment result

			Project management process groups					Total Average
Respondent	**Sex**	**Education**	**Imitating**	**Planning**	**Executing**	**Controlling**	**Closing**	
1	M	BA	3.00	2.33	2.00	2.33	3.00	2.53
2	M	BA	2.67	2.00	2.00	2.00	1.33	2.00
3	M	MA	2.33	2.33	2.00	2.33	2.33	2.27
4	M	BA	2.33	2.33	2.00	2.33	2.33	2.27
5	M	MA	2.33	2.33	2.33	2.67	2.33	2.40
6	M	MA	2.67	2.33	2.67	2.33	2.67	2.53
7	F	MA	2.33	2.33	2.67	2.33	2.67	2.47
8	M	BA	2.33	2.33	2.33	2.33	2.67	2.40
9	M	BA	2.67	2.33	2.67	2.33	2.00	2.40
10	M	MA	2.67	2.33	2.33	2.33	2.67	2.47
11	M	MA	2.00	2.00	2.67	2.67	2.33	2.33
12	M	MA	2.33	3.00	3.00	2.33	2.00	2.53
13	M	MA	2.00	2.33	2.00	3.00	2.67	2.40
14	F	MA	2.00	2.33	2.33	2.33	2.33	2.27
15	M	BA	1.67	1.67	1.67	1.00	1.33	1.47
16	M	MA	2.67	2.00	2.33	2.33	2.33	2.33
17	M	MA	2.67	2.00	2.33	2.33	2.67	2.40
18	M	BA	2.00	2.00	2.33	2.00	2.00	2.07
19	M	MA	2.00	2.00	2.33	2.00	2.00	2.07
20	M	BA	2.00	2.00	2.00	2.00	2.00	2.00

Table: Project Mangement Process Group Maturity Level

Initiating	**Mean**
1.1 Project organizations defined, standered generic projcet mangement process	2.4
1.2 Policy direction or guideline that requires or recommends planning and performing projects	2.3
1.3 Identification of all stakeholders	2.3
initiating Total	**2.333333**
Planning	
2.1 Comprehensive planning to perform projects to achieve goals	2.2
2.2 Tailored or adopted organizational guideline to the need of the specific project	2.35
2.3 Risk management plan	2.1
Planning Total	**2.216667**
Executing	
3.1 organization of project resources needed to perform project activities	2.25
3.2 Knowledge or experience of people involved in performing projects	2.55
3.3 Performance of quality assurance	2.1
Executing Total	**2.3**
Controlling	
4.1 Project monitoring, controlling and review process to ensure that it complies standard procedure	2.45
4.2 Updating plan or taking remedial measures after controlling process	2.2
4.3 Project scope control	2.15
Controlling Total	**2.266667**
Closing	
5.1 Effectiveness of project contract closeout procedure	2.05
5.2 Project collection of data and lessons learned from planning and performing for future uses in improvement of the process	2.4
5.3 Effectiveness of closing project phase	2.4
Closing Total	**2.283333**
Total Average project Mangement process groups	**2.28**

Table: Project Management Body of Knowledge Maturity level

Project Management Body of Knowledge Areas	Mean
Project Scope Management	
1.1 The importance of project scope management in your organization	2.3
1.2 Definition of Project scope and definition of all works in projects	2.05
1.3 Quality or Work Breakdown Strictures prepared in defining scope in your project	2.1
1.4 Effort of Monitoring and Controlling scope in your project	2.2
Project Scope Management Total	**2.1625**
Project integration Mangement	
2.1 Standard project mangement process and Methodologies	1.95
2.2 Developed project Mangement Plan and change control work	2.35
2.3 Solid Knowledge of Project Mangement	2.3
2.4 Support of Mangement in Project Mangement	2.05
Project integration Mangement Total	**2.1625**
Project Time Mangement	
3.1 Schedule or plan prepared for your project	2.05
3.2 Estimate of resources needed scheduled separately	2.2
3.3 WBS used when defining the schedule activities	2.1
3.4 Progress of Project activities continuously monitored and controlled	2.2
Project Time Mangement Total	**2.1375**
Project Cost Mangement	
4.1 Estimate of detail cost for project	2.85
4.2 Estimate if detail cost of projects	2.6
4.3 Efficiency of projects Meeting project cost	2.7
4.4 Effort of monitoring and controlling project cost	2.55
Project Cost Mangement Total	**2.675**
Project Quality Mangement	
5.1 Quality Mangement policies and procedures and guidelines	1.9
5.2 Implementation of quality assurance	2.05
5.3Project inspection and control of quality	2
5.4 Quality department or employees specializing in quality management	1.65
Project Quality Mangement Total	**1.9**
Project procurement mangement	
6.1 Planning for procurement of goods and services needed for your project	2
6.2 Slandered procurement document for your organization such as standard purchase order, supplier agreement	1.95
6.3 Contract management / administration process	2.2
6.4 Status claim management	2
Project procurement mangement Total	**2.0375**
Project Communication Management	
7.1 Plan/strategy prepared and to address communication needs	2

7.2 System of collecting and distributing project information	2.55
7.3 Performance reports and prepared and provided relevant stakeholders	2.45
7.4 standard format for preparation of reports	2.45
Project Communication Management Total	**2.3625**
Project Human Resource Mangement	
8.1 Planning for acquisition and management of human resources	1.7
8.2 Organizational structure of your project	2.05
8.3 Training/formal or informal for capacity building of project team members	2.05
8.4 Human resources cost and time formally tracked, monitored in your project	1.9
Project Human Resource Mangement Total	**1.925**
Project Risk Management	
9.1 Identification and documentation of risk	2.4
9.2 Risk analysis to determine their impact	2.05
9.3 Detail risk response plan or identified and analyzed risks	1.95
9.4 Monitoring and controlling of project risk	1.7
Project Risk Management Total	**2.025**
Total average	**2.154**