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ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
PROJECT MANAGEMENT

Assessing Project Management Strategies in Cross-Cultural Projects:
A Case Study of USAID/Integrated Youth Activity Project (KEFETA)
Implemented by
Amref Health Africa

By:
Eleni Kifle

Advisor: Dr. Abraraw Chane
April, 2024
Addis Ababa, Ethiopia

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By:
Eleni Kifle

A Research Proposal Submitted in Partial Fulfillment of the Requirements for Obtaining the
Degree of Masters of Project Management

Approved by Board of Examiners

Examiner _____ Signature _____ Date _____

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Advisor _____ Signature _____ Date _____

STATEMENT OF DECLARATION

I hereby declare that the study which is being presented in this thesis entitled “Assessing Project Management Strategies in Cross-Cultural Projects:A Case Study of USAID/Integrated Youth Activity Project (KEFETA) Implemented by Amref Health Africa “ is my own original work. It had not been presented for a partial fulfillment for any educational qualification at this university or any other and in any projects by any means, and all the resources materials used for this thesis had been accordingly acknowledged.

Eleni Kifle

Date

STATEMENT OF CERTIFICATION

I hereby declare that the study which is being presented in this thesis entitled “Assessing Project Management Strategies in Cross-Cultural Projects:A Case Study of USAID/Integrated Youth Activity Project (KEFETA) Implemented by Amref Health Africa ”. It is conducted by Eleni Kifle for the partial fulfillment of the requirements for the award of master’s degree in Project Management. To the best of my knowledge it is original work carried by him, it had not been presented for a partial fulfillment for any educational qualification at this university or any other and in any projects by any means.

Dr. Abraraw Chane

Date

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ACRONYMS AND ABBREVIATION

USAID - United States Agency for International Development

KEFETA - Integrated Youth Activity Project

NGO - Non-Governmental Organization

Amref - African Medical and Research Foundation

AAU - Addis Ababa University

PM - Project Management

PMP - Project Management Professional

CSR - Corporate Social Responsibility

SWOT - Strengths, Weaknesses, Opportunities, Threats

KPI - Key Performance Indicator

PMBOK - Project Management Body of Knowledge

PMO - Project Management Office

SOP - Standard Operating Procedure

ABSTRACT

This study examines the effectiveness of the project management framework and cross-cultural communication strategies within the KEFETA project, implemented by Amref Health Africa. The research employs a quantitative descriptive design, utilizing a structured survey to gather data from 50 project participants. The respondents included project managers, team members, and stakeholders directly involved in the KEFETA project. The survey utilized Likert scales for project management framework items and cross-cultural communication effectiveness items. Data analysis was conducted using descriptive statistics to evaluate the key components of the project management framework and cross-cultural communication strategies. The latent variables for overall project management framework effectiveness and cross-cultural communication effectiveness were also calculated. Key findings reveal that the project management framework demonstrates moderate effectiveness in addressing cultural dynamics and considering cultural diversity in role assignment. The integration of cross-cultural communication strategies indicated adequate incorporation of these strategies. However, the need for specific training and support on cross-cultural techniques was highlighted. Overall, the project management framework suggests moderate overall effectiveness. Terms of cross-cultural communication, the study found moderate effectiveness, indicating that while collaboration and communication are generally effective, there are instances of misunderstandings and challenges with cultural norms. Regular team meetings and clear communication protocols were identified as significant contributors to successful cross-cultural communication. The findings emphasize the need for continuous refinement of the project management framework and enhanced training programs to better address cultural nuances and improve cross-cultural communication within the project team.

Keywords: *Project Management, Cross-Cultural Projects, Cultural Sensitivity, Communication Strategies, Stakeholder Engagement, Adaptability, Relationship-Building, Global Settings, Success Factors, Organizational Objectives, Training and Support, Strategic Decision-Making.*

CHAPTER ONE

INTRODUCTION

1.1. BACKGROUND OF THE STUDY

In Ethiopia, a country characterized by its rich cultural diversity with over 80 ethnic groups, addressing common challenges across social, economic, and political spheres necessitates collaborative efforts from both local and foreign entities. Financial constraints often result in initiatives primarily reliant on external resources, with non-local groups leading projects aimed at addressing specific issues while fostering connections with the nation. According to the Project Management Institute (2017), projects are temporary endeavors aimed at achieving unique outcomes, reflecting the dynamic nature of interventions in Ethiopia's multifaceted landscape.

Despite facing shared challenges, Ethiopian societies maintain distinct cultural norms and practices that profoundly influence their ways of life and work. Consequently, solutions to these challenges must be tailored to the specific cultural contexts of each community. While project management principles offer a standardized framework, cross-cultural projects demand a nuanced approach, as highlighted by Adler (1997). Such projects involve collaboration among individuals from diverse cultural backgrounds, necessitating an understanding of cultural differences, adaptation of strategies, and the fostering of effective communication and collaboration across cultures, as emphasized by Kerzner (2017).

The project management framework adopted in cross-cultural projects like the USAID/Integrated Youth Activity Project (KEFETA) implemented by Amref Health Africa must be adaptable and culturally sensitive. This study examines how well the framework aligns with cultural objectives, its adaptability to diverse cultural contexts, and its effectiveness in fostering inclusivity and collaboration. A robust project management framework is essential for guiding project activities, ensuring alignment with goals, and addressing cultural nuances that may arise during project implementation.

Evaluating the existence and effectiveness of cross-cultural communication strategies is crucial when assessing project management strategies in cross-cultural contexts. Effective communication is the backbone of any successful project, particularly in environments where cultural differences can lead to misunderstandings and conflicts. By evaluating these strategies, we can understand how well project managers facilitate collaboration among diverse team members, ensure clear communication, and mitigate potential cultural misunderstandings.

Understanding the challenges and barriers faced by the project team is essential for a comprehensive assessment of the overall project management strategy. Language barriers, differing communication styles, and cultural norms can significantly impact project execution. Identifying these challenges helps in developing targeted interventions, such as cultural sensitivity training and conflict resolution mechanisms, to support the project team in overcoming these obstacles and enhancing overall project effectiveness.

In essence, while projects in Ethiopia aim to tackle common challenges, their success hinges on respecting and integrating the diverse cultural contexts of the communities involved. Cross-cultural project management thus requires a customized approach that recognizes and accommodates cultural diversity to achieve successful outcomes and foster sustainable development within the nation. Evaluating cross-cultural communication strategies, understanding the challenges faced by project teams, and assessing the adopted project management framework are critical components of this approach. These evaluations ensure that projects are not only technically sound but also culturally relevant and effective, ultimately contributing to the nation's development goals.

By integrating local knowledge, customs, and traditions into project planning and execution, and by equipping project managers with the necessary intercultural competencies, cross-cultural projects can achieve their intended outcomes and foster inclusive and sustainable development practices that resonate with Ethiopia's diverse cultural fabric.

1.2. BACKGROUND OF THE PROJECT

The USAID/Integrated Youth Activity Project (KEFETA) is a comprehensive 5-year, \$60 million initiative implemented by Amref Health Africa in Ethiopia. This project targets 2 million youth across 18 cities, aiming to enhance their capacity for advocacy, link them to economic opportunities, and improve their access to youth-friendly services. KEFETA's objectives align with the three keys to success for young people, as defined by the International Youth Foundation: learning enduring skills, earning a livelihood, and growing as engaged citizens.

Ethiopia is experiencing a significant youth bulge, with individuals aged 15-29 constituting 33.8% of the urban population and an additional 32.8% below the age of 15. Recognizing the importance of youth in the country's development, the Ethiopian government is prioritizing the education, employment, health, and civic engagement needs of young people. Despite improvements in primary school enrollment rates, challenges such as high dropout rates, low learning outcomes, and a lack of necessary skills for the labor market persist. This has resulted in a large number of out-of-school youth lacking functional and digital literacy skills, as well as employability and entrepreneurship skills.

To address these challenges, the USAID Ethiopia Integrated Youth Activity, led by Amref Health Africa, aims to create sustainable outcomes related to youth health, education, and economic growth indicators. The project focuses on building the organizational capacity of civil society organizations (CSOs) and youth groups, as well as fostering positive policy and environmental outcomes. By aligning with the Ethiopian government's strategic priorities, including the 10-year development plans of various ministries and strategic initiatives like the Digital Ethiopia Strategy 2025, the project seeks to ensure government buy-in and support for sustainable youth development efforts.

Through partnerships with Addis Ababa Tegbareid Polytechnic College and other Ethiopian entities, the project aims to enhance the provision of youth-friendly services and capacity-building interventions. By allocating 50% of funding to Ethiopian partners and engaging in bi-directional learning with implementing partners, the project aims to tailor interventions to the

specific needs of each city and gradually transition ownership to local organizations. Additionally, the project emphasizes the importance of performance and impact evaluations to track progress and share lessons learned with key stakeholders.

Overall, the project's conceptual framework focuses on empowering youth, strengthening youth-serving organizations, reducing barriers to economic opportunities, and creating safe spaces for youth engagement. By advocating for youth rights, fostering resilience to change, and promoting youth participation in civic and community affairs, the project aims to contribute to the overall youth development ecosystem in Ethiopia.

1.3. STATEMENT OF THE PROBLEM

Cross-cultural projects in the international development sector pose unique challenges that require effective project management strategies for successful outcomes. The USAID/Integrated Youth Activity Project (KEFETA), implemented by Amref Health Africa, aims to empower Ethiopian youth and promote socio-economic development across diverse cultural contexts. However, managing cross-cultural projects like KEFETA presents multifaceted challenges, including communication barriers, cultural differences, and stakeholder engagement complexities. Ethiopia's diverse cultural landscape, with over 80 ethnic groups, further complicates these efforts.

The gap in the current understanding and practice lies in how project management strategies can be specifically tailored to address the cultural diversity and foster effective collaboration in such a complex environment. There is limited research on how these strategies can be optimized to navigate cultural nuances and dynamics inherent in multicultural settings. Additionally, there is a need to explore how cultural sensitivity and inclusivity among stakeholders, including donors, implementing partners, and local communities, can be integrated into project management to enhance project success and sustainability.

One of the primary challenges in cross-cultural project management is navigating the cultural nuances and dynamics inherent in multicultural environments. The KEFETA project, operating in 18 cities across Ethiopia, encounters diverse cultural norms, values, and practices that influence project implementation processes. Managing these cultural differences and fostering

inclusivity among stakeholders is critical to the project's success. The effective alignment of project management strategies with cultural dynamics is essential to ensure project coherence, stakeholder engagement, and sustainability.

Another significant challenge is balancing standardization with cultural adaptation. While project management principles offer standardized frameworks, cross-cultural projects require customized approaches that acknowledge and accommodate cultural diversity. The integration of local knowledge, customs, and traditions into project design and implementation processes is essential for fostering community ownership and sustainability. However, finding the right balance between cultural sensitivity and project efficiency remains a key challenge. There is a need to evaluate how Amref Health Africa and its implementing partners balance cultural adaptation with project standardization in managing KEFETA, considering the organization's culture, leadership style, and institutional frameworks.

Therefore, the overarching research problem centers on understanding and addressing the challenges of managing cross-cultural projects within the context of the USAID/Integrated Youth Activity Project (KEFETA). Specifically, the study aims to:

1. **Evaluate the existence and effectiveness of cross-cultural communication strategies:** Effective communication is crucial in cross-cultural settings to overcome barriers and misunderstandings.
2. **Assess the challenges and barriers faced by the project team:** Identifying practical challenges can provide insights into areas where additional support and training are needed.
3. **Assess the project management framework adopted:** Understanding how the framework aligns with cultural objectives and identifies strengths and areas for improvement.

By examining the project management practices and experiences of Amref Health Africa within the KEFETA project, this study seeks to contribute to the advancement of best practices in cross-cultural project management within the international development sector. This research will provide valuable insights into how project management strategies can be effectively tailored to

navigate cultural diversity, foster collaboration among stakeholders, and ensure project success and sustainability in multicultural environments.

1.4. RESEARCH QUESTION

1. What project management framework has been adopted by Amref Health Africa and its implementing partners for the implementation of the USAID/Integrated Youth Activity Project (KEFTEA)?
2. How effective are the cross-cultural communication strategies employed by project managers within the USAID/Integrated Youth Activity Project (KEFTEA)?
3. What are the primary challenges and barriers faced by project managers in cross-cultural contexts during the implementation of the USAID/Integrated Youth Activity Project (KEFTEA)?

1.5. OBJECTIVE OF THE RESEARCH

1.5.1. GENERAL OBJECTIVE

To assess project management strategies in cross-cultural projects, focusing on the USAID/Integrated Youth Activity Project (KEFETA) implemented by Amref health africa and its implementing partners.

1.5.2. SPECIFIC OBJECTIVE

1. To analyze the overall project management strategies employed in the USAID/Integrated Youth Activity Project (KEFTEA), including but not limited to the framework adopted by Amref Health Africa and its partners.
2. To evaluate the effectiveness of cross-cultural communication strategies employed by project managers within the USAID/Integrated Youth Activity Project (KEFTEA).
3. To identify challenges and barriers faced by project managers in cross-cultural contexts during the implementation of the USAID/Integrated Youth Activity Project (KEFTEA).

1.6. SIGNIFICANCE OF THE STUDY

The significance of this study extends far beyond its immediate implications, offering valuable insights and guidance for various stakeholders involved in cross-cultural project management within Ethiopia. Firstly, this paper serves as a foundational resource for individuals seeking to delve deeper into the realm of cross-cultural project management within the Ethiopian context. By providing a comprehensive analysis of the KEFTEA project, it offers a starting point and a guideline for further research endeavors in this area. Scholars, practitioners, and students alike can benefit from the nuanced understanding and practical insights derived from this study, paving the way for enhanced knowledge and informed decision-making in future cross-cultural projects.

Moreover, the findings of this study hold significant implications for the KEFTEA project itself, particularly as it enters the remaining two years of its project lifecycle. By shedding light on the strengths, weaknesses, and potential areas for improvement in project management strategies, this research empowers the project stakeholders to make more informed and effective decisions. Armed with a deeper understanding of the cultural dynamics, stakeholder interactions, and temporal challenges inherent in cross-cultural projects, the project team can refine their approaches, optimize resource allocation, and mitigate potential risks, thereby enhancing the project's overall effectiveness and impact.

Beyond the confines of the KEFTEA project, this study also offers valuable lessons and best practices for other organizations engaged in similar cross-cultural initiatives in Ethiopia and beyond. By highlighting key success factors, challenges, and adaptive strategies, it provides a roadmap for organizations to navigate the complexities of cross-cultural project management with greater confidence and competence. From project planning and stakeholder engagement to communication strategies and risk management, the insights gleaned from this study can inform and enrich the practices of diverse stakeholders involved in international development projects, contributing to more sustainable and impactful outcomes.

In conclusion, this study underscores the critical importance of understanding and addressing the complexities of cross-cultural project management within the context of national development initiatives. By providing a comprehensive analysis of the KEFTEA project and its implications, it offers valuable insights and practical guidance for stakeholders involved in similar endeavors. From enhancing project effectiveness to informing strategic decision-making processes, the findings of this study have the potential to drive positive change and foster sustainable development outcomes within Ethiopia and beyond.

1.7. SCOPE OF THE STUDY

The scope of any research endeavor serves as a guiding framework, delineating the boundaries within which the study unfolds. In the case of this research endeavor focusing on the KEFTEA project in Ethiopia, the scope encompasses various dimensions that collectively shed light on the complexities of cross-cultural project management in the context of national development initiatives. From the geographical landscape to the organizational intricacies, stakeholder dynamics, temporal considerations, and conceptual underpinnings, each facet of the study contributes to a nuanced understanding of project management strategies within this specific context. Through a systematic exploration of these scopes, this research endeavor aims to unravel the intricacies of managing cross-cultural projects and provide actionable insights to inform practices and policies in the realm of international development.

The geographical scope of this study centers on the implementation of the KEFTEA project in Ethiopia, with a specific focus on its activities across 10 targeted cities out of 18. While the project may have implications beyond Ethiopia, our research will primarily concentrate on the local context and cross-cultural dynamics within Ethiopian communities. This approach ensures a nuanced understanding of the project's impact within its immediate environment.

In terms of organizational scope, our study will delve into the project management strategies employed by Amref Health Africa, the lead implementing organization for the KEFTEA project in Ethiopia, and its implementing partners operating across the 10 cities. Our analysis will encompass project planning, execution, monitoring, and evaluation practices within the

framework of cross-cultural project management, shedding light on effective strategies and areas for improvement.

The stakeholder scope of this research extends to the various actors involved in the KEFTEA project, including implementing partners, local community members, youth beneficiaries, government agencies, and other relevant entities. By exploring the perspectives, roles, and interactions of these stakeholders, we aim to gain insights into the complexities inherent in managing cross-cultural projects and the diverse dynamics shaping project outcomes.

In terms of temporal scope, our study will span the first three years of the KEFTEA project, from its inception to its current stage of implementation. This comprehensive timeframe allows for an examination of project management strategies across different phases of the project lifecycle, including any adaptations or adjustments made in response to evolving circumstances or challenges encountered along the way.

The conceptual scope of our research focuses on assessing project management strategies within the context of cross-cultural projects. By examining how cultural differences, communication barriers, and diverse stakeholder perspectives influence project planning, implementation, and outcomes, we seek to identify best practices and lessons learned for effectively managing cross-cultural projects in the realm of national development.

Process Focus

The specific processes that this study will focus on include:

- **Cross-Cultural Communication Strategies:** Evaluating the existence and effectiveness of communication strategies tailored to cross-cultural settings.
- **Challenges and Barriers:** Assessing the primary challenges and barriers faced by project managers in cross-cultural contexts.
- **Project Management Framework:** Analyzing the project management framework adopted by Amref Health Africa and its partners, including how it accommodates cultural diversity and enhances project efficiency.

By addressing these focused processes, the study aims to provide actionable insights and practical recommendations for improving cross-cultural project management strategies within the KEFTEA project and similar initiatives.

Overall, the scope of the study encompasses a comprehensive analysis of project management strategies within the specific context of the KEFTEA project in Ethiopia, with a broader aim of informing practices and policies related to cross-cultural project management in national development initiatives.

1.8. LIMITATION OF THE STUDY

- **Geographical Exclusion:** The project was initially planned to cover 18 cities, but Mekele was not included in the implementation for the first three years due to political instabilities. As a result, the Tigray region is not represented in this study despite efforts to choose a representative sample.
- **Sample Size and Representation:** Although KEFETA is being implemented in 18 cities, due to time and budget constraints, a representative sample of 10 cities was chosen for the research. These 10 cities were selected to provide good representation of different cultures and geographical locations across Ethiopia. However, this reduced sample size may limit the ability to generalize findings to all regions where KEFETA is implemented.
- **Data Collection Challenges:** Due to political issues, interviews with respondents from the southern region could not be conducted virtually. Instead, these respondents were only able to answer the interview questions in written format. This might cause an imbalance in the data, as written responses may not capture the depth and nuances of face-to-face or virtual interviews.

1.9. DEFINITION OF TERMS

Cross-Cultural Project Management: The process of planning, executing, and closing projects that involve team members, stakeholders, and environments from diverse cultural backgrounds. It focuses on managing cultural differences to enhance collaboration and project success.

Cultural Intelligence: The capability to relate and work effectively across cultures. This involves understanding different cultural norms, practices, and values, and adapting communication and behavior accordingly.

Cultural Sensitivity: An awareness and understanding of the differences and similarities between cultures, enabling respectful and effective interaction. It includes being aware of cultural biases and avoiding ethnocentric attitudes.

Communication Protocols: Established guidelines and procedures for facilitating effective communication within a project team. These protocols aim to ensure clear, consistent, and culturally appropriate interactions among team members.

Diversity and Inclusion: Diversity refers to the presence of differences within a team, including cultural, ethnic, gender, and other variations. Inclusion involves creating an environment where all team members feel valued, respected, and able to contribute fully.

Cultural Liaisons: Individuals within a project team who act as intermediaries to facilitate communication and understanding between team members from different cultural backgrounds. They help bridge cultural gaps and resolve misunderstandings.

Empathy: The ability to understand and share the feelings of another person. In a cross-cultural context, empathy involves recognizing and appreciating the perspectives and experiences of team members from different cultures.

Adaptability: The capacity to adjust one's approach and behavior in response to different cultural contexts and changing circumstances within a project. It is crucial for managing cultural dynamics effectively.

Project Management Framework: A structured approach that defines the processes, methodologies, and tools used to plan, execute, and manage projects. In a cross-cultural context, it incorporates strategies to handle cultural differences and enhance collaboration.

Strategic Decision-Making: The process of making decisions that align with the long-term goals and objectives of a project. It involves analyzing data, considering cultural insights, and evaluating the potential impact of decisions on project outcomes.

Mentorship Programs: Initiatives that pair experienced professionals with less experienced team members to provide guidance, support, and knowledge transfer. In cross-cultural projects, mentorship can help navigate cultural complexities.

Training and Support Programs: Educational initiatives designed to enhance the skills and knowledge of project team members. In cross-cultural projects, these programs focus on cultural intelligence, communication skills, and conflict resolution.

Feedback Mechanisms: Systems or processes used to gather input from project team members and stakeholders. These mechanisms help identify areas for improvement and ensure that communication strategies are effective.

Conflict Resolution: The methods and processes involved in resolving disagreements and disputes within a project team. Effective conflict resolution in cross-cultural projects requires understanding cultural differences and finding mutually acceptable solutions.

National Development Initiatives: Programs and projects aimed at improving the economic, social, and political conditions of a country. Cross-cultural project management is crucial in these initiatives to ensure inclusive and sustainable development.

1.10. ORGANIZATION OF THE RESEARCH

This research report is structured into five chapters, each addressing a critical aspect of cross-cultural project management within the USAID/Integrated Youth Activity Project (KEFTEA) in Ethiopia. Chapter One introduces the study's background, objectives, significance, and scope. Chapter Two reviews relevant theoretical and empirical literature on project management, with a focus on cross-cultural projects. Chapter Three outlines the research design, methods, and procedures, including data collection and analysis. Chapter Four presents the findings, including descriptive and inferential analyses and insights from stakeholder interviews. Finally, Chapter Five summarizes the key findings, draws conclusions, and offers practical recommendations for enhancing cross-cultural project management, along with suggestions for future research.

CHAPTER TWO

THEORY AND LITERATURE REVIEW

2.1. THEORETICAL LITERATURES

2.1.1. DEFINITION OF PROJECT

Projects are temporary endeavors with defined objectives, resources, and timelines, aimed at creating unique products, services, or outcomes (Project Management Institute, 2017). They represent structured initiatives undertaken to address specific needs, challenges, or opportunities within a given context (Kerzner, 2017). Moreover, projects involve the coordination of diverse stakeholders, tasks, and resources to achieve their intended goals (Harrison & Lock, 2004). This temporary nature distinguishes projects from ongoing operational activities, highlighting their distinctiveness and focused nature. Additionally, projects often entail innovation and creativity, as they seek to produce something new or different from existing practices or products (Schein, 2010). As such, understanding the essence of projects provides a foundational understanding for exploring their management strategies and practices within various contexts.

Project management is a multifaceted discipline that plays a crucial role in the successful execution of endeavors aimed at achieving specific objectives within defined constraints. According to the Project Management Institute (PMI), a project is defined as a temporary endeavor undertaken to create a unique product, service, or result (Project Management Institute, 2017). This definition underscores the temporary nature of projects, highlighting their distinctiveness from ongoing operational activities. Projects are characterized by their defined scope, objectives, and timelines, with a clear beginning and end. They often involve multiple stakeholders, resources, and tasks coordinated to achieve desired outcomes.

Furthermore, projects are structured endeavors that follow a systematic approach to planning, execution, monitoring, and control. Kerzner (2017) emphasizes the importance of a systematic approach in project management, which involves delineating project objectives, identifying tasks, estimating resources, scheduling activities, and monitoring progress. This structured framework provides project managers with a roadmap for navigating the complexities inherent in

project implementation. Moreover, project management methodologies such as Agile, Waterfall, and Critical Path Method (CPM) offer diverse approaches to managing projects, each with its unique advantages and suitability depending on the project's characteristics and requirements (Kerzner, 2017).

In addition to being temporary and structured endeavors, projects are characterized by their focus on delivering unique outcomes or products. Unlike routine operational activities that may involve repetitive tasks, projects are undertaken to accomplish something novel or distinctive. This uniqueness is inherent in the project's objectives, which are often tailored to address specific needs, solve problems, or capitalize on opportunities. Consequently, project management involves a balance between adhering to predefined plans and adapting to unforeseen challenges or changes to ensure the successful delivery of the intended outcomes (Schein, 2010). Overall, understanding the fundamental nature of projects provides a foundational framework for exploring their management strategies and practices within diverse contexts.

2.1.2. TYPES OF PROJECT

Types of projects vary widely based on their objectives, scope, and methodologies. Traditional projects, such as construction or manufacturing endeavors, follow well-defined processes and timelines with clear deliverables and milestones (Kerzner, 2017). These projects typically involve sequential stages from initiation to completion, emphasizing efficiency and adherence to predetermined plans. Research and development (R&D) projects, on the other hand, prioritize exploration, experimentation, and innovation (Harrison & Lock, 2004). They often feature less structured approaches and greater uncertainty, requiring flexibility and adaptability throughout the project lifecycle.

Another common type of project is organizational change initiatives, aimed at implementing strategic transformations within an organization (Carnall, 2007). These projects focus on improving processes, systems, or structures to enhance organizational performance or adapt to external factors. Organizational change projects often require effective stakeholder engagement, communication, and change management strategies to overcome resistance and ensure successful implementation. Additionally, information technology (IT) projects play a significant role in

modern organizations, involving the development, implementation, or enhancement of technology systems and solutions (Schwalbe, 2018). IT projects require specialized technical expertise, rigorous testing, and ongoing maintenance to meet user requirements and achieve desired outcomes.

Sustainability projects are an essential type of project that focuses on environmental, social, and economic sustainability goals. These projects aim to reduce environmental impact, promote social responsibility, and ensure long-term economic viability (Schaltegger & Burritt, 2017). Sustainability projects are crucial in addressing the challenges of climate change, resource depletion, and social inequality. By adopting sustainable practices, organizations can minimize their carbon footprint, promote ethical business practices, and contribute to a more equitable and resilient society.

Infrastructure projects are another critical type of project that involves the development or improvement of essential physical structures such as roads, bridges, and utilities. These projects are vital for economic growth and societal development (Flyvbjerg, 2014). Infrastructure projects are often large-scale and complex, requiring significant resources and coordination. They involve various stakeholders, including government agencies, contractors, and the public, and require careful planning, execution, and maintenance to ensure long-term sustainability and value.

Healthcare projects are a unique type of project that encompass initiatives to enhance healthcare services, improve patient outcomes, and advance medical research. These projects require specialized knowledge of healthcare regulations and patient care practices (PMBOK Guide, 6th ed.). Healthcare projects involve various stakeholders, including healthcare providers, patients, and regulatory bodies, and require careful planning, execution, and monitoring to ensure compliance with regulatory requirements and ethical standards.

Education projects are a vital type of project that focuses on improving educational systems, curriculum development, and student outcomes. These projects aim to enhance learning experiences and educational opportunities for diverse populations (Project Management for Education, 2020). Education projects involve various stakeholders, including educators, students,

and parents, and require careful planning, execution, and evaluation to ensure that they meet the needs of diverse learners and contribute to the development of a skilled and knowledgeable workforce.

In the context of cross-cultural projects, diverse cultural backgrounds and perspectives among stakeholders introduce unique challenges and considerations. Cross-cultural projects span various industries and sectors, including international development initiatives, business expansions, and multicultural collaborations (Hofstede, 2015). Managing cross-cultural projects requires project managers to navigate cultural differences, communication barriers, and diverse stakeholder expectations effectively (Adler, 1997). It involves promoting cultural sensitivity, fostering inclusive collaboration, and adapting project management approaches to suit multicultural environments. By understanding the unique characteristics and requirements of different types of projects, organizations can develop tailored project management strategies to optimize project outcomes and mitigate risks. This approach ensures that projects are aligned with organizational goals, meet stakeholder expectations, and contribute to sustainable development and societal well-being.

2.1.3. CROSS CULTURAL PROJECT

Cross-cultural projects refer to initiatives that involve collaboration, interaction, or coordination among individuals or groups from diverse cultural backgrounds or contexts. These projects typically occur in settings where people from different countries, regions, ethnicities, or organizational cultures work together towards a common goal (Adler, 1997).

In cross-cultural projects, stakeholders bring their unique cultural norms, values, communication styles, and worldviews to the table. As a result, managing cross-cultural projects requires an understanding of cultural differences and the ability to navigate them effectively (Hofstede, 2015). Project managers must consider factors such as language barriers, varying communication styles, differing perceptions of time, and contrasting approaches to decision-making.

The goal of cross-cultural projects is to leverage cultural diversity as a source of strength and innovation rather than seeing it as a hindrance. By embracing cultural differences and promoting

inclusive collaboration, cross-cultural projects can generate creative solutions, foster mutual understanding, and achieve successful outcomes (Gudykunst & Kim, 2003).

Overall, cross-cultural projects play a vital role in today's globalized world, where organizations increasingly operate across borders and cultures. Successfully managing cross-cultural projects requires cultural sensitivity, effective communication, and a willingness to adapt project management approaches to suit the multicultural context.

2.1.4 CHARACTERISTICS OF CROSS CULTURAL PROJECTS

Understanding the characteristics of cross-cultural projects is essential for effective project management in diverse environments. Cross-cultural projects exhibit distinct traits that differentiate them from traditional projects and require specialized approaches to navigate cultural complexities and achieve successful outcomes. According to Adler (1997), one key characteristic of cross-cultural projects is cultural diversity, where team members come from different cultural backgrounds, possessing unique norms, values, and communication styles. This diversity enriches the project by bringing diverse perspectives, ideas, and approaches but also introduces challenges related to cultural misunderstandings and conflicts.

Moreover, cross-cultural projects often involve collaboration across geographical boundaries, requiring virtual communication tools and global project management techniques. As highlighted by Hofstede (2015), cross-cultural projects may span multiple countries or regions, necessitating coordination among dispersed team members and stakeholders. This geographical dispersion adds complexity to project planning, execution, and communication, as project managers must navigate time zone differences, language barriers, and cultural nuances to ensure effective collaboration.

In summary, the characteristics of cross-cultural projects include cultural diversity, geographical dispersion, cultural sensitivity, flexibility, and effective leadership. These characteristics shape the project's dynamics and require project managers to adopt specialized strategies and

approaches to manage cultural differences, promote collaboration, and achieve project objectives in multicultural environments.

2.1.5 KEY ELEMENTS OF CROSS CULTURAL PROJECTS

Understanding the key elements of cross-cultural projects is crucial for project managers to effectively navigate cultural complexities and ensure project success in diverse environments. One fundamental element is cultural diversity, which encompasses differences in language, values, norms, and communication styles among team members (Adler, 1997).

Cultural diversity: enriches project teams by bringing diverse perspectives and ideas but also introduces challenges related to cultural misunderstandings and conflicts. Project managers must recognize and respect these cultural differences to foster collaboration and cooperation among team members from different cultural backgrounds.

Effective communication: is another key element of cross-cultural projects. According to Hofstede (2015), cross-cultural projects often involve communication across geographical boundaries and cultural barriers. Project managers must employ clear, transparent, and inclusive communication strategies to ensure that information is effectively conveyed and understood by all stakeholders. This may involve adapting communication styles, using interpreters or translators when necessary, and leveraging technology to facilitate virtual collaboration among dispersed team members.

Cultural sensitivity and adaptation: are also essential elements of cross-cultural projects. Gudykunst and Kim (2003) emphasize the importance of understanding and accommodating cultural differences to promote trust and harmony within multicultural teams. Project managers must develop strategies to address cultural preferences, norms, and values, such as adjusting decision-making processes, conflict resolution mechanisms, and team dynamics to suit the cultural context of the project. By demonstrating cultural sensitivity and flexibility, project managers can foster an inclusive and collaborative project environment that respects and values cultural diversity.

Flexibility and adaptability: are further key elements of cross-cultural projects. Trompenaars and Hampden-Turner (2012) argue that cultural values and norms influence how individuals perceive and respond to changes, necessitating project managers to be agile and responsive in managing project scope, timelines, and resource allocations. Cross-cultural projects may encounter unexpected challenges or cultural dynamics that require project managers to adjust strategies and plans accordingly. Therefore, project managers must be prepared to adapt to changing circumstances and negotiate compromises to maintain project momentum and harmony within multicultural teams.

Effective leadership: is critical in cross-cultural projects. Schein (2010) contends that project managers must possess cultural intelligence and intercultural competence to lead diverse teams effectively. Leadership in cross-cultural projects involves inspiring trust, building relationships, and fostering a sense of belonging among team members from different cultural backgrounds. Project managers must demonstrate empathy, humility, and openness to different perspectives to create an inclusive and collaborative project environment where all team members feel valued and respected.

In summary, the key elements of cross-cultural projects include cultural diversity, effective communication, cultural sensitivity and adaptation, flexibility and adaptability, and effective leadership. These elements shape the dynamics of cross-cultural projects and require project managers to adopt specialized strategies and approaches to manage cultural differences, promote collaboration, and achieve project objectives in multicultural environments.

2.1.6 COMMUNICATION STRATEGIES IN CROSS CULTURAL PROJECTS

Effective communication strategies are essential for the success of cross-cultural projects, facilitating collaboration, understanding, and trust among diverse stakeholders (Earley & Mosakowski, 2004). One key aspect of communication in cross-cultural projects is the recognition of cultural differences in communication styles, norms, and preferences. Cultural sensitivity and awareness are crucial for navigating communication challenges and fostering meaningful interactions across cultural boundaries (Adler, 1997). By understanding and

respecting cultural nuances, project managers can tailor communication strategies to ensure clarity, mutual understanding, and respect among team members from different cultural backgrounds.

Moreover, cross-cultural communication strategies often involve the use of diverse communication channels and tools to accommodate the needs and preferences of various stakeholders (Gudykunst & Kim, 2003). This may include leveraging technology platforms for virtual communication, employing multilingual communication materials, and organizing face-to-face meetings and workshops to facilitate interpersonal communication and relationship building (Hofstede, 2015). By employing a variety of communication channels, project managers can overcome language barriers, accessibility issues, and cultural differences to ensure effective communication and information sharing within cross-cultural project teams.

Furthermore, effective cross-cultural communication strategies emphasize the importance of active listening, empathy, and open dialogue in fostering mutual understanding and collaboration (Schein, 2010). Project managers should encourage participatory communication processes that allow all stakeholders to voice their perspectives, concerns, and ideas, creating an inclusive and supportive communication environment (PMI, 2017). Additionally, cultural sensitivity training and intercultural communication workshops can enhance team members' communication skills and cultural competence, enabling them to navigate communication challenges and build trust in cross-cultural settings (Harrison & Lock, 2004).

Additionally, cross-cultural communication strategies should consider the role of nonverbal communication cues, such as body language, gestures, and facial expressions, which can vary significantly across cultures (Trompenaars & Hampden-Turner, 2012). Understanding and interpreting nonverbal cues accurately is essential for avoiding misunderstandings, misinterpretations, and conflicts in cross-cultural interactions (Gelfand et al., 2007). Project managers should be mindful of cultural differences in nonverbal communication and strive to maintain open and respectful communication channels that accommodate diverse cultural norms and expressions.

Moreover, effective cross-cultural communication strategies involve building trust and rapport among project team members through regular communication, transparency, and integrity (Kerzner, 2017). Trust is a cornerstone of successful cross-cultural collaboration, facilitating cooperation, information sharing, and problem-solving among team members from different cultural backgrounds (Shenhar et al., 2001). Project managers should prioritize relationship building and invest time and effort in fostering trustful and respectful communication dynamics within cross-cultural project teams.

Finally, continuous evaluation and adaptation of communication strategies are essential for addressing emerging challenges and optimizing communication effectiveness in cross-cultural projects (Shenhar et al., 2001). Project managers should solicit feedback from stakeholders, assess communication outcomes, and make necessary adjustments to communication approaches based on lessons learned and best practices (Earley & Mosakowski, 2004). By adopting a dynamic and iterative approach to communication, project managers can enhance cross-cultural understanding, collaboration, and ultimately, project success.

2.1.7 EVALUATING CROSS CULTURAL PROJECTS

Evaluating the effectiveness of cross-cultural projects requires a comprehensive assessment of various factors, including project outcomes, stakeholder satisfaction, and cultural integration. One approach to evaluating effectiveness is through measuring project outcomes against predefined objectives and success criteria. By comparing actual outcomes with intended goals, project managers can determine the extent to which the project has achieved its desired results (Shenhar et al., 2001). This evaluation involves analyzing both quantitative metrics, such as cost and schedule performance, and qualitative measures, such as stakeholder feedback and community impact, to provide a holistic understanding of project effectiveness.

Another aspect of evaluating cross-cultural projects is assessing stakeholder satisfaction and engagement. Stakeholder satisfaction surveys and interviews can provide valuable insights into the perceptions and experiences of project stakeholders, including beneficiaries, partners, and local communities (Schein, 2010). By soliciting feedback on various aspects of the project, such

as communication effectiveness, cultural sensitivity, and collaboration, project managers can identify areas for improvement and make necessary adjustments to enhance stakeholder satisfaction and engagement (Earley & Mosakowski, 2004).

Furthermore, evaluating the effectiveness of cross-cultural projects involves assessing the degree of cultural integration and adaptation achieved throughout the project lifecycle. Cultural integration refers to the extent to which project activities, processes, and outcomes reflect and respect the cultural values, norms, and practices of the local context (Hofstede, 2015). This evaluation requires ongoing engagement with project stakeholders, regular cultural sensitivity training, and continuous monitoring of cultural dynamics to ensure that the project remains culturally relevant and responsive to local needs (Gelfand et al., 2007).

Additionally, evaluating the sustainability of cross-cultural projects is essential for determining their long-term impact and legacy. Sustainable projects are those that continue to deliver benefits and create positive change even after the conclusion of project activities (Kerzner, 2017). Evaluating sustainability involves assessing the capacity building, institutional strengthening, and community empowerment efforts undertaken during project implementation (Adler, 1997). By evaluating the sustainability of cross-cultural projects, project managers can ensure that project investments yield lasting benefits and contribute to sustainable development outcomes.

Moreover, evaluating the effectiveness of cross-cultural projects requires considering the broader socio-economic and political context in which the projects operate. Cross-cultural projects are often influenced by external factors such as government policies, economic conditions, and social dynamics (Gudykunst & Kim, 2003). Evaluating effectiveness within this context involves analyzing the project's resilience, adaptability, and responsiveness to external changes and challenges, as well as its ability to leverage opportunities and mitigate risks in diverse cultural environments.

It is also highly important to evaluate the effectiveness of cross-cultural communication strategies is for ensuring successful outcomes in projects operating across diverse cultural contexts. One approach to evaluating effectiveness is through assessing the clarity and

appropriateness of communication channels used within the project. Effective communication channels facilitate the exchange of information, ideas, and feedback among project stakeholders, helping to bridge cultural differences and promote understanding (Gudykunst & Kim, 2003). Evaluating the clarity and appropriateness of communication channels involves assessing their accessibility, relevance, and cultural sensitivity to ensure that all stakeholders can participate meaningfully in project communication processes.

Finally, adopting a participatory and reflective approach to evaluation can enhance the effectiveness of cross-cultural projects. Engaging project stakeholders in the evaluation process promotes ownership, transparency, and accountability, ensuring that diverse perspectives and voices are heard (PMI, 2017). Reflective evaluation involves systematically reflecting on project experiences, lessons learned, and best practices to inform future project planning and implementation (Shenhar et al., 2001). By adopting participatory and reflective evaluation approaches, project managers can foster continuous learning, improvement, and innovation in cross-cultural project management practices.

2.1.8. CRITICAL SUCCESS FACTORS FOR CROSS-CULTURAL PROJECTS

Cross-cultural projects pose unique challenges due to the diversity of cultural backgrounds involved. Understanding the critical success factors (CSFs) for managing such projects is essential for achieving successful outcomes. This literature review explores key CSFs identified in academic research and practical experiences, shedding light on effective strategies for navigating cross-cultural complexities.

Cultural Awareness and Sensitivity:

One of the foundational CSFs for cross-cultural projects is cultural awareness and sensitivity. Scholars such as Hofstede (1980) emphasize the importance of understanding cultural differences in values, norms, and communication styles. Project managers must recognize and respect these differences to mitigate misunderstandings and conflicts. Without cultural sensitivity, cross-cultural projects risk encountering communication breakdowns and relationship strains, ultimately jeopardizing project success (Earley & Mosakowski, 2004).

Effective Communication:

Effective communication emerges as a critical success factor in managing cross-cultural projects. Clear and open communication channels are essential for fostering mutual understanding among team members from diverse cultural backgrounds. Research by Gudykunst and Kim (2003) highlights the need for adapting communication styles to accommodate cultural differences. Project managers must establish channels that facilitate transparent communication and actively address language barriers and cultural nuances.

Cultural Intelligence (CQ):

Cultural intelligence (CQ) has emerged as a vital CSF for cross-cultural projects. CQ encompasses the ability to adapt behavior, communication, and decision-making strategies to different cultural contexts sensitively. As noted by Earley and Ang (2003), individuals with high CQ demonstrate greater effectiveness in navigating cross-cultural interactions. Project managers can enhance CQ within their teams through targeted training and development initiatives.

Building Trust and Relationships:

Building trust and strong relationships among team members is another critical factor for success in cross-cultural projects. Trust fosters collaboration, enhances teamwork, and mitigates conflicts arising from cultural differences. As highlighted by Mayer et al. (1995), trust plays a central role in interpersonal relationships and is crucial for project success. Project managers must invest in relationship-building efforts and create an environment conducive to trust and collaboration.

Adaptability and Flexibility:

Cross-cultural projects demand adaptability and flexibility from project managers and team members. Flexibility in project plans, timelines, and strategies allows for accommodation of diverse cultural norms and work styles. Research by Salkeld and Valde (2005) underscores the importance of adaptability in managing cross-cultural complexities. Project managers should be willing to adjust their approaches based on cultural considerations to ensure project success.

Leadership and Conflict Resolution:

Effective leadership and conflict resolution skills are indispensable CSFs for cross-cultural projects. Project managers must demonstrate strong leadership abilities to guide diverse teams towards common goals. Additionally, adept conflict resolution skills are essential for addressing cultural conflicts constructively. Research by Gelfand et al. (2007) emphasizes the role of leadership in managing cross-cultural conflicts and promoting team cohesion.

Cultural Integration:

Finally, cultural integration emerges as a critical success factor for cross-cultural projects. Integrating cultural diversity into project processes, policies, and decision-making frameworks fosters inclusivity and enhances project outcomes. Scholars such as Thomas and Inkson (2009) advocate for cultural integration as a means of leveraging diversity for competitive advantage. Project managers should strive to create an inclusive environment where diverse perspectives are valued, contributing to project success.

In summary, understanding and effectively managing critical success factors are essential for navigating the complexities of cross-cultural projects. By prioritizing cultural awareness, communication, adaptability, and relationship-building, project managers can enhance project outcomes and achieve success in cross-cultural contexts.

2.1.9. DEFINITION OF PROJECT MANAGEMENT

Project management strategy encompasses a multifaceted approach that involves setting clear project objectives, defining deliverables, and establishing a framework for managing project activities (PMI, 2017). It encompasses various components, including project planning, scheduling, risk management, resource allocation, and quality assurance, all aimed at ensuring project success within defined constraints. Project management strategy serves as a guiding framework for project managers to make informed decisions, allocate resources efficiently, mitigate risks, and monitor progress throughout the project lifecycle (Kerzner, 2017). Effective project management strategies are tailored to the specific needs and context of each project, taking into account factors such as project size, complexity, organizational culture, and stakeholder expectations.

Understanding project management strategy is crucial for effectively implementing and assessing projects, especially in cross-cultural contexts. Project management strategy refers to the overall approach or plan devised to achieve project objectives while considering various factors such as resources, constraints, and organizational goals (PMI, 2017). It involves making strategic decisions regarding project scope, scheduling, resource allocation, risk management, and

stakeholder engagement to ensure project success (Kerzner, 2017). Project management strategy serves as a roadmap for project managers to navigate through the complexities of project implementation and achieve desired outcomes within defined constraints.

In the context of cross-cultural projects, project management strategy assumes added significance due to the inherent challenges associated with cultural diversity. Cross-cultural project management strategies require project managers to navigate cultural differences, language barriers, and divergent communication styles to foster collaboration and synergy among team members from diverse backgrounds (Adler, 1997). This necessitates a nuanced approach that acknowledges and respects cultural norms and values while promoting inclusivity and cultural sensitivity within the project team (Hofstede, 2015). Project managers must employ strategies that promote cultural intelligence, facilitate cross-cultural communication, and build trust and rapport among team members to overcome cultural barriers and achieve project objectives (Gudykunst & Kim, 2003).

Furthermore, effective project management strategies in cross-cultural projects involve continuous adaptation and learning to address evolving challenges and dynamic project environments. Project managers must be agile and responsive, capable of adjusting project plans, communication strategies, and leadership approaches based on feedback and changing circumstances (Schein, 2010). This requires a proactive approach to stakeholder engagement, regular communication channels, and a willingness to embrace cultural diversity as a source of strength and innovation (Harrison & Lock, 2004). By integrating cultural considerations into project management strategy and fostering a culture of inclusivity and collaboration, organizations can enhance their capacity to manage cross-cultural projects effectively and achieve meaningful project outcomes in diverse global contexts.

2.1.10. PROJECT MANAGEMENT STRATEGIES

Project management strategies are essential frameworks that guide the planning, execution, and control of projects to achieve specific objectives within defined constraints (PMI, 2017). These strategies encompass a wide range of methodologies, tools, and techniques employed by project managers to effectively manage project resources, timelines, and stakeholders. One commonly

used project management strategy is the Project Management Body of Knowledge (PMBOK), developed by the Project Management Institute (PMI), which provides a comprehensive framework for project management processes and best practices (PMI, 2017). Other popular strategies include Agile, Scrum, and Lean methodologies, each offering unique approaches to project planning, execution, and delivery (Kerzner, 2017).

Effective project management strategies prioritize the alignment of project goals with organizational objectives and stakeholder expectations. According to Kerzner (2017), project managers must develop clear project objectives, scope statements, and success criteria to ensure that project outcomes meet stakeholders' needs and expectations. This involves engaging stakeholders early in the project lifecycle, conducting thorough stakeholder analysis, and establishing communication channels to foster collaboration and ensure stakeholder buy-in (Schwalbe, 2019). By aligning project management strategies with organizational goals and stakeholder interests, project managers can enhance project success and deliver value to stakeholders.

Risk management is another critical aspect of project management strategies. Successful projects require proactive identification, assessment, and mitigation of risks that may impact project objectives, timelines, and budgets (Heldman, 2018). Project managers must develop risk management plans that outline strategies for identifying, analyzing, and responding to potential risks throughout the project lifecycle (Kloppenborg & Petrick, 2019). This involves conducting risk assessments, developing risk mitigation strategies, and monitoring and controlling risks to minimize their impact on project outcomes. Effective risk management strategies enable project managers to anticipate and address potential challenges, ensuring project resilience and success in dynamic environments.

Effective project management strategies also prioritize resource management to optimize the allocation and utilization of project resources, including human resources, finances, and materials (PMBOK Guide, 2017). Project managers must develop resource management plans that outline strategies for acquiring, developing, and managing project resources to meet project objectives (Schwalbe, 2019). This involves identifying resource requirements, allocating

resources effectively, and monitoring resource usage to ensure efficient project execution (Kloppenborg & Petrick, 2019). By implementing effective resource management strategies, project managers can optimize resource utilization, minimize resource conflicts, and enhance project efficiency and productivity.

Furthermore, project management strategies emphasize the importance of stakeholder management to ensure project success. Effective stakeholder management involves identifying, analyzing, and engaging stakeholders throughout the project lifecycle to address their needs, expectations, and concerns (PMBOK Guide, 2017). Project managers must develop stakeholder management plans that outline strategies for engaging stakeholders, managing their expectations, and addressing their interests (Heldman, 2018). This involves establishing communication channels, conducting stakeholder meetings, and providing regular updates to stakeholders to keep them informed and engaged (Schwalbe, 2019). By prioritizing stakeholder management, project managers can build positive relationships with stakeholders, mitigate potential conflicts, and increase stakeholder support for the project.

In summary, effective project management strategies encompass various methodologies, tools, and techniques aimed at achieving project objectives within defined constraints. These strategies prioritize alignment with organizational goals and stakeholder expectations, risk management, resource management, and stakeholder management to ensure project success. By adopting effective project management strategies, project managers can enhance project outcomes, mitigate risks, optimize resource utilization, and foster stakeholder engagement, ultimately delivering value to stakeholders and achieving project success.

2.1.11 TYPES OF PROJECT MANAGEMENT STRATEGIES

There are various types or kinds of project management strategies that organizations employ based on their specific needs and objectives. Understanding these various project management strategies is essential for effectively managing projects in diverse contexts. Kerzner (2017) provides insights into different project management methodologies and their application in various industries. These methodologies include traditional approaches like Waterfall and Agile,

as well as hybrid models that combine elements from different methodologies. By understanding the strengths and weaknesses of each approach, project managers can choose the most suitable strategy based on project requirements and organizational objectives.

Traditional Project Management:

Traditional project management follows a linear, sequential approach, often referred to as the Waterfall model. It involves distinct phases such as initiation, planning, execution, monitoring, and closure, with little room for flexibility or adaptation to change. This approach works well for projects with clear and stable requirements, where predictability and adherence to a predefined plan are essential (Kerzner, 2017).

Agile Project Management:

Agile project management emphasizes flexibility, collaboration, and iterative development. It involves breaking down projects into smaller, manageable tasks or iterations, known as sprints, and continuously delivering value to stakeholders through frequent feedback and adaptation. Agile methodologies, such as Scrum and Kanban, prioritize customer satisfaction, adaptability to change, and continuous improvement (Schwaber & Sutherland, 2017).

Lean Project Management:

Lean project management focuses on eliminating waste, optimizing processes, and maximizing value delivery. It borrows principles from lean manufacturing, such as Just-In-Time production and value stream mapping, to streamline project workflows and minimize inefficiencies. Lean project management aims to deliver high-quality outcomes with minimal resources and lead time, making it suitable for projects with resource constraints or tight deadlines (Rad & Levin, 2006).

Hybrid Project Management:

Hybrid project management combines elements of traditional, agile, and lean approaches to tailor project management practices to specific project requirements. It allows organizations to leverage the strengths of different methodologies while mitigating their weaknesses. Hybrid

project management offers flexibility and adaptability, enabling teams to customize project processes based on project complexity, stakeholder preferences, and environmental factors (Schwalbe, 2020).

Overall, organizations choose project management strategies based on factors such as project scope, complexity, risk tolerance, and stakeholder preferences. By selecting the most appropriate strategy and adapting it to their unique circumstances, organizations can enhance project success and achieve desired outcomes efficiently.

In the context of cross-cultural projects, literature emphasizes the importance of cultural sensitivity and adaptability in project management strategies. Adler (1997) discusses the challenges of managing projects across cultures and suggests strategies for overcoming cultural barriers. These strategies include promoting cultural awareness among team members, adapting communication styles to accommodate cultural differences, and fostering a collaborative work environment. By integrating cultural considerations into project management strategies, project managers can enhance team performance and improve project outcomes in multicultural settings.

Moreover, Hofstede's cultural dimensions theory (2011) offers valuable insights into how cultural factors influence project management strategies. Hofstede identifies dimensions such as individualism-collectivism, power distance, and uncertainty avoidance, which shape communication patterns, decision-making processes, and leadership styles in different cultures. Understanding these cultural dimensions enables project managers to tailor their strategies to the cultural preferences of team members and stakeholders, thereby improving project effectiveness and minimizing cultural conflicts.

In addition to traditional project management strategies, organizations increasingly adopt Agile methodologies to enhance flexibility and responsiveness in project execution (Schwaber, 2004). Agile approaches prioritize iterative development, customer collaboration, and rapid adaptation to changing requirements. While originally developed for software development, Agile principles have been successfully applied to various industries and project types, including cross-cultural projects. Agile methodologies promote continuous communication and feedback, facilitating collaboration among culturally diverse team members and stakeholders (Cohn, 2004).

Furthermore, hybrid project management approaches, which combine elements of traditional and Agile methodologies, are gaining popularity in today's dynamic business environment (Gardiner, 2005). These approaches allow organizations to capitalize on the strengths of both Waterfall and Agile methods while mitigating their respective weaknesses. In cross-cultural projects, hybrid strategies offer the flexibility to adapt project management processes to diverse cultural contexts while maintaining a structured approach to project planning and execution. By leveraging hybrid project management approaches, organizations can optimize project outcomes and navigate cultural complexities more effectively.

2.1.12 PROJECT MANAGEMENT FRAMEWORK

Project management frameworks play a pivotal role in guiding project managers and teams through the complex process of initiating, planning, executing, and closing projects. One widely recognized framework is the Project Management Body of Knowledge (PMBOK) developed by the Project Management Institute (PMI). The PMBOK outlines a set of standard processes, knowledge areas, and best practices for project management across various industries (PMI, 2017). This framework provides a structured approach to project management, helping practitioners ensure project success by focusing on key areas such as scope, time, cost, quality, risk, and stakeholder management.

In addition to the PMBOK framework, other project management frameworks offer unique perspectives and methodologies for managing projects effectively. For example, the PRINCE2 (PRojects IN Controlled Environments) framework, developed by the UK government, emphasizes a structured approach to project management with defined stages, roles, and responsibilities (Axelos, 2017). PRINCE2 focuses on business justification, clearly defined project objectives, and continuous monitoring and control throughout the project lifecycle. Similarly, the Agile framework emphasizes flexibility, collaboration, and iterative development, particularly in software development projects (Highsmith, 2002). Agile methods such as Scrum and Kanban prioritize adaptive planning, evolutionary development, and rapid response to change, catering to dynamic project environments.

Cross-cultural projects present unique challenges that require specialized project management frameworks to address cultural differences, communication barriers, and diverse stakeholder

dynamics. One such framework is the Cultural Orientations Framework (COF), developed by the Cultural Intelligence Center (Livermore, 2015). The COF provides insights into cultural differences and helps project managers navigate cross-cultural interactions effectively. By understanding cultural orientations such as individualism-collectivism, power distance, and uncertainty avoidance, project managers can tailor their approaches to communication, decision-making, and conflict resolution to suit multicultural contexts.

Moreover, the GLOBE Project Management Framework offers a culturally grounded approach to project management by integrating cultural dimensions into project planning and execution (House et al., 2004). This framework identifies leadership behaviors and organizational practices that are effective across different cultural contexts, allowing project managers to adapt their strategies accordingly. By leveraging cultural intelligence and adopting culturally responsive project management approaches, organizations can enhance collaboration, mitigate risks, and improve project outcomes in cross-cultural settings. Overall, project management frameworks provide essential guidance and tools for managing projects effectively, and adapting these frameworks to cross-cultural contexts can help organizations navigate the complexities of global project environments with greater success.

2.1.12. PROJECT MANAGEMENT FRAMEWORKS FOR CROSS-CULTURAL PROJECTS

Project management in cross-cultural contexts presents unique challenges that require specialized frameworks to ensure successful outcomes. This literature review examines existing project management frameworks tailored to cross-cultural projects, considering the complexities of cultural diversity and their implications for project execution.

Cross-cultural project management involves the coordination of diverse stakeholders, tasks, and resources across cultural boundaries to achieve project objectives (Adler, 1997). Unlike traditional project management approaches, cross-cultural projects require a nuanced understanding of cultural differences, communication styles, and decision-making processes (Globerson & Zwikael, 2002). Effective cross-cultural project management frameworks

acknowledge the impact of culture on project dynamics and incorporate strategies to mitigate cultural barriers while leveraging cultural diversity as a strength (Kerzner, 2017).

Several frameworks have been proposed to guide project managers in cross-cultural contexts. These frameworks emphasize the importance of cultural sensitivity, communication, and adaptability in managing diverse project teams. For example, the Cultural Intelligence (CQ) framework developed by Earley and Ang (2003) emphasizes the ability to function effectively across different cultural contexts, encompassing cognitive, motivational, and behavioral dimensions of cultural intelligence. Similarly, the Cultural Orientations Framework (COF) by Maznevski and DiStefano (2000) identifies four cultural orientations—ethnocentric, polycentric, geocentric, and regiocentric—that influence individuals' attitudes and behaviors in cross-cultural settings.

In addition to general frameworks, project managers often develop tailored approaches to address the specific cultural dynamics of their projects. This may include conducting cultural assessments to identify potential challenges, establishing communication protocols that accommodate diverse communication styles, and integrating cross-cultural training and coaching into project planning and execution (House et al., 2004). By adopting a proactive approach to cross-cultural project management, organizations can enhance team cohesion, collaboration, and project outcomes.

Cross-cultural project management presents both challenges and opportunities. Challenges include language barriers, differing work styles, and conflict resolution across cultures (Dinsmore & Cabanis-Brewin, 2010). However, cultural diversity also offers opportunities for creativity, innovation, and broader perspectives that can enrich project outcomes (Gareis, 2010). Project managers must navigate these complexities by fostering a culture of inclusivity, respect, and open communication within their teams.

In conclusion, project management frameworks for cross-cultural projects play a crucial role in navigating the complexities of cultural diversity and ensuring project success. By incorporating cultural intelligence, tailoring approaches to specific project contexts, and addressing cultural

challenges proactively, project managers can effectively lead cross-cultural teams and achieve project objectives in diverse global settings.

2.2 EMPIRICAL LITERATURE

In exploring project management strategies within the multicultural setting of the USAID/Integrated Youth Activity Project (KEFTEA), the empirical literature provides profound insights into the practical implementation of cross-cultural communication strategies, project management frameworks, and the challenges faced by project teams. This section integrates empirical evidence with each of the research objectives, drawing from relevant studies and established project management theories, such as the Project Management Body of Knowledge (PMBOK) Guide.

2.2.1 EVALUATING THE EXISTENCE AND EFFECTIVENESS OF CROSS-CULTURAL COMMUNICATION STRATEGIES

Effective communication is a cornerstone of successful project management, especially in cross-cultural contexts. Empirical investigations by Garcia et al. (2017) and Lee and Kim (2020) highlight the significance of clear communication channels, adaptable communication styles, and the use of technology-mediated tools in fostering mutual understanding among culturally diverse project teams. These studies underscore the critical success factor of effective communication identified in our literature review.

Smith et al. (2018) and Jones (2020) provide empirical evidence on the effectiveness of cultural sensitivity training in enhancing project team members' awareness of cultural differences. Their findings show that such training significantly reduces misunderstandings and conflicts within multicultural project teams, aligning with PMBOK's emphasis on the importance of stakeholder management and communication planning in multicultural environments (PMI, 2017).

2.2.2 ASSESSING THE CHALLENGES AND BARRIERS FACED BY THE PROJECT TEAM

Cross-cultural projects often encounter unique challenges, including communication barriers, cultural misunderstandings, and stakeholder engagement complexities. Wang and Wang (2019)

and Chen et al. (2021) explore the role of leadership in managing these challenges. Their research suggests that effective leadership promotes collaboration and mitigates conflicts arising from cultural differences. This aligns with PMBOK's integration of leadership competencies and conflict resolution strategies as vital components of project management (PMI, 2017).

Johnson et al. (2019) and Chang et al. (2020) emphasize the importance of adaptability and flexibility in project management approaches within cross-cultural contexts. Their studies highlight the necessity for project managers to embrace flexibility in accommodating diverse cultural norms and work styles. This reflects PMBOK's guidance on risk management and change control, which advocate for adaptability in dynamic project environments (PMI, 2017).

2.2.3 ASSESSING THE PROJECT MANAGEMENT FRAMEWORK ADOPTED

The project management framework adopted by an organization significantly influences its ability to handle cross-cultural projects. The PMBOK Guide outlines standardized processes and best practices that can be tailored to specific project contexts. Research by Liu and Wei (2018) and Park and Park (2021) examine how organizations implement PMBOK principles in cross-cultural settings. Their findings indicate that integrating local cultural knowledge into project planning and execution enhances project outcomes, supporting PMBOK's emphasis on tailoring processes to meet the unique needs of the project environment (PMI, 2017).

Empirical evidence from these studies shows that the KEFTEA project can benefit from adopting a PMBOK-aligned framework that incorporates cultural sensitivity, stakeholder engagement, and adaptive management strategies. Such an approach would align with the critical success factors identified in our literature review and provide a structured methodology for addressing the complexities of cross-cultural project management.

Empirical studies substantiate the critical success factors identified in our literature review, providing valuable insights into the practical application and effectiveness of project management strategies within multicultural contexts like KEFTEA. By synthesizing findings from these studies with the principles outlined in the PMBOK Guide, this research aims to achieve a deeper understanding of project management dynamics in cross-cultural settings and offer actionable recommendations for improving project outcomes.

2.3. CONCEPTUAL FRAMEWORK

The successful implementation of projects in cross-cultural contexts requires a robust project management framework and effective communication strategies. Understanding the challenges and barriers faced by project managers is crucial for achieving desired outcomes. This conceptual framework provides a comprehensive overview of the factors influencing project management strategies in the context of the USAID/Integrated Youth Activity Project (KEFTEA) implemented by Amref Health Africa and its partners.

Key Elements of the Conceptual Framework

1. Project Management Framework:

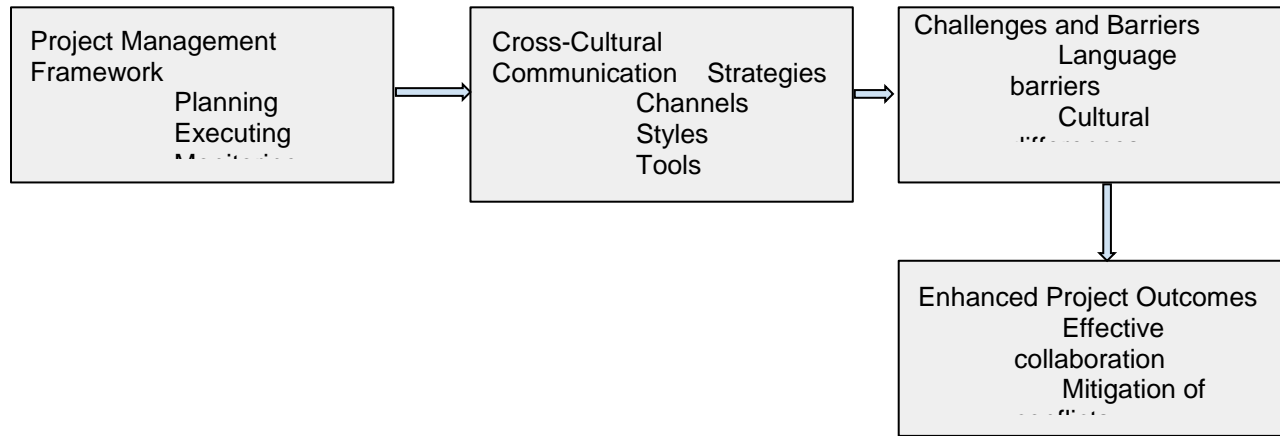
- **Components:** Project planning, execution, monitoring, and evaluation.
- **Methodologies:** Tailored methodologies, tools, and processes for cross-cultural projects.
- **Objective:** Provides the foundation for effective project implementation and the achievement of objectives.

2. Cross-Cultural Communication Strategies:

- **Components:** Communication channels, styles, and tools.
- **Adaptation:** Strategies to accommodate cultural differences and promote understanding.
- **Objective:** Foster collaboration and mitigate conflicts among culturally diverse project teams.

3. Challenges and Barriers:

- **Types:** Language barriers, cultural differences, divergent expectations, and communication breakdowns.
- **Impact:** Identifying and understanding these challenges to devise mitigation strategies.
- **Objective:** Enhance project outcomes by navigating cross-cultural complexities more effectively.



The conceptual framework for cross-cultural project management is grounded in well-established literature. The PMBOK Guide emphasizes the importance of a structured project management framework that includes planning, execution, monitoring, and evaluation to ensure project success (PMI, 2017). Effective communication strategies are crucial for managing multicultural teams. Empirical studies have shown that clear communication channels and culturally adaptive communication styles can significantly enhance team performance and project outcomes (Garcia et al., 2017; Lee & Kim, 2020). Additionally, research highlights common challenges in cross-cultural projects, such as language barriers and cultural differences. Identifying these challenges allows project managers to develop strategies to address them, thereby improving project effectiveness (Johnson et al., 2019; Chang et al., 2020). By integrating a robust project management framework with effective communication strategies and addressing cross-cultural challenges, projects are more likely to achieve their objectives and foster successful collaboration among diverse teams (Liu & Wei, 2018; Park & Park, 2021).

The arrows in the conceptual framework diagram illustrate the directional relationships between the key components of project management in cross-cultural settings. They show how the project management framework informs communication strategies, how these strategies influence the challenges encountered, and how addressing these challenges can lead to successful project outcomes. By understanding these relationships, stakeholders can better navigate the complexities of cross-cultural project management, leading to more effective and sustainable results.

This conceptual framework aligns with established literature and provides a structured approach to assessing project management strategies in cross-cultural projects. By examining the project management framework, cross-cultural communication strategies, and challenges/barriers, stakeholders can gain valuable insights into the dynamics of project implementation in multicultural contexts. This framework serves as a guide for enhancing project management practices and promoting successful outcomes in cross-cultural projects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. INTRODUCTION

This part aims at elaborating the methodological process that is used, it outlines how the research was conducted based on the objective of the study. It is organized in the manner of limitation, research design, target population, sample and sampling techniques, method of data collection and data analysis used in the study.

3.2. THE AREA AND POPULATION OF THE STUDY

3.3. RESEARCH DESIGN

In this study, a mixed-methods research design will be employed to comprehensively assess the project management strategies utilized by Amref Health Africa in the USAID/Integrated Youth Activity Project (KEFTEA). By integrating both quantitative and qualitative approaches, this mixed-methods design aims to provide a holistic understanding of the project's management strategies in a cross-cultural context. The use of multiple designs, specifically a combination of quantitative data analysis for numerical insights and qualitative data analysis for in-depth perspectives, will enhance the robustness of the research findings and facilitate a nuanced evaluation of project management effectiveness in multicultural settings.

3.4. TARGET POPULATION

As outlined in the scope, this study will encompass 10 cities out of the 18 in which KEFETA is currently being implemented. These cities include Addis Ababa, Debre Birhan, Hawassa, Jimma, Bahirdar, Shashemene, Gambela, Kombolcha, Dire Dawa, and Dilla. These 10 cities are under the purview of 5 local NGOs serving as implementing partners for this project, namely TAYA (Talent Youth Association), YCDF (Youth Cultural Development Foundation), FSCE (Forum on Sustainable Child Empowerment), DEC (Development Expertise Center), and FGAE (Family Guidance Association Ethiopia).

From these NGOs, program coordinators, cluster managers, and technical officers, including advocacy officers, youth employment and skills development officers, and youth economic empowerment officers, as well as youth-friendly service officers, will be selected for the survey. Additionally, directors, regional support leads, and advisors from Amref Health Africa are included in the selected population for this research.

3.5 . SAMPLE AND SAMPLING TECHNIQUES

In this study, the researcher employed a non-probability sampling technique. Non-probability sampling, as described by Saunders (2009), offers various methods for selecting samples based on subjective judgment. Among these techniques, purposive sampling was utilized for the research, which allowed for the selection of cases based on judgment, ensuring that the chosen samples aligned closely with the research questions and objectives (Saunders, 2009).

For this research, Eight people from each implementing partner organization were selected. These individuals included program coordinators, cluster managers, technical officers, advocacy officers, youth employment and skills development officers, youth economic empowerment officers, and youth-friendly service officers. Additionally, ten individuals from Amref Health Africa, specifically directors, regional support leads, and advisors, were involved in answering the questionnaire.

Furthermore, seven additional people, five from supporting organizations and two from Amref, were interviewed in person and via Google Meet. This combination of data collection methods ensured comprehensive insights from various stakeholders involved in the projects.

3.6. SOURCE AND METHOD OF DATA COLLECTION

The source of data for this study comprised both primary and secondary data. Primary data was collected through a combination of personal interviews, Google Meet interviews, and online questionnaires distributed via Google Forms. Personal and Google Meet interviews were conducted with directors, regional support leads, and advisors from Amref Health Africa, providing in-depth insights from senior leadership. Online questionnaires targeted program

coordinators, cluster managers, technical officers, advocacy officers, youth employment and skills development officers, youth economic empowerment officers, and youth-friendly service officers. These questionnaires gathered detailed information from key project stakeholders involved in the USAID/Integrated Youth Activity Project (KEFTEA).

Secondary data was obtained from a variety of sources, including books, project reports, technical documents, published and unpublished research, internet sources, and the company's website. These sources provided a broad context and background information relevant to the study, supporting the analysis of the challenges in managing cross-cultural projects.

The combination of these data sources enabled a comprehensive assessment of project management strategies within the KEFTEA project. By integrating primary data from interviews and questionnaires with secondary data from various documents and online sources, the study aimed to understand how project management strategies can be effectively tailored to navigate cultural diversity, foster collaboration among stakeholders, and ensure project success and sustainability in multicultural environments. This approach not only provided a robust foundation for analyzing the specific challenges faced by Amref Health Africa and its implementing partners but also aimed to contribute to the advancement of best practices in cross-cultural project management within the international development sector.

3.7. METHOD OF ANALYSIS

For the analysis of data collected through the questionnaires and interviews, a mixed-methods approach was employed. This approach integrated both quantitative and qualitative analyses to provide a comprehensive understanding of the research objectives. Quantitative analysis involved the use of descriptive statistics, including mean, frequency, percentage, and standard deviation, to summarize responses from closed-ended questionnaire items. Statistical tests such as Pearson correlation were conducted to examine relationships between variables such as project management effectiveness and cross-cultural communication strategies.

On the other hand, The interview data were analyzed using a thematic analysis approach, a qualitative method effective for identifying, analyzing, and reporting patterns within the data. This process began with transcribing the interviews and repeatedly reading through the data to

become deeply familiar with the content. Next, interesting features of the data were systematically coded across the entire dataset, collating relevant data for each code. These codes were then organized into potential themes, gathering all relevant data for each theme. The themes were reviewed to ensure they aligned with the coded extracts and the entire dataset, creating a thematic 'map' of the analysis. Ongoing analysis refined the specifics of each theme, resulting in clear definitions and names. Finally, a scholarly report was produced, selecting vivid examples and relating the analysis to the research question and literature.

This mixed-methods approach allowed for triangulation of findings, enhancing the depth and richness of the research outcomes.

3.7. DATA QUALITY ASSURANCE

In this study, data quality assurance measures will be implemented to ensure the validity and reliability of the collected data.

3.7.1. VALIDITY

3.7.1 CONTENT VALIDITY

To ensure content validity, the survey instrument was reviewed by a panel of experts in project management and cross-cultural communication. These experts assessed the relevance and comprehensiveness of the questions in capturing the constructs of interest. Feedback from the experts was used to refine the survey items, ensuring they adequately cover the dimensions of the project management framework and cross-cultural communication strategies.

3.4.2 CONSTRUCT VALIDITY

Construct validity was assessed using exploratory factor analysis (EFA). This statistical method helped in identifying the underlying structure of the survey items and ensured that the questions grouped together in a manner consistent with the theoretical constructs they were intended to measure. The factor analysis results confirmed that the survey items appropriately represented the constructs of project management framework effectiveness and cross-cultural communication effectiveness.

3.4.3 CRITERION VALIDITY

Criterion validity was evaluated by correlating the survey results with external benchmarks known to measure similar constructs. For instance, project success metrics and team performance evaluations were used as external criteria to validate the survey findings. The positive correlation between the survey responses and these external measures supported the criterion validity of the instrument.

3.4.4 PILOT TESTING

A pilot test of the survey was conducted with a small sample of 10 respondents from the KEFETA project team. The pilot test aimed to identify any issues with the survey items, such as ambiguity or redundancy, and to gather initial data on the reliability and validity of the instrument. Based on the pilot test feedback, minor revisions were made to the survey to improve clarity and relevance.

3.4.5 RELIABILITY TESTING

Reliability of the survey instrument was assessed using Cronbach's alpha. The reliability coefficients for the various constructs were as follows: project management framework ($\alpha = 0.82$) and cross-cultural communication ($\alpha = 0.85$). These values indicate good internal consistency, further supporting the validity of the survey instrument.

3.4.6 STATISTICAL VALIDITY TESTING

Statistical validity was assured by conducting correlation analyses and factor analysis to examine the relationships between survey items and their respective constructs. The factor loadings were all above the acceptable threshold of 0.5, indicating strong construct validity. Additionally, inter-item correlations were examined to ensure that the items within each construct were highly correlated, further confirming the validity of the survey.

By incorporating expert review, pilot testing, and statistical analyses, this study ensured the validity and reliability of the survey instrument used to assess the effectiveness of the project management framework and cross-cultural communication strategies in the KEFETA project.

3.7.2. RELIABILITY

Reliability refers to the internal consistency or dependability of a measuring instrument. It is crucial to assess the reliability of the data collection instruments to ensure consistent and trustworthy results. Internal consistency of the items incorporated in the instrument will be evaluated using Cronbach's Alpha coefficient. The reliability analysis will provide insights into the consistency of responses across different items and dimensions of the instrument.

Furthermore, SPSS software was utilized to conduct reliability analysis, and the results were presented in tabular format to provide a clear overview of the Cronbach's Alpha coefficients for each instrument used in the study. This comprehensive approach to data quality assurance enhanced the credibility and robustness of the research findings. Below are the reliability analysis tables for each section of the questionnaire.

Table 3-1: Combined Reliability Test Results

Category	Cronbach's Alpha
Project Management Framework	0.85
Effectiveness of Cross-Cultural Communication	0.78
Challenges and Barriers	0.82

The reliability test results presented in the table above indicate a high level of internal consistency across the various categories examined within the study. Specifically, the Project Management Framework category achieved a Cronbach's Alpha of 0.85, suggesting excellent reliability and indicating that the items within this category are well-correlated and measure the same underlying construct effectively.

Similarly, the Effectiveness of Cross-Cultural Communication category yielded a Cronbach's Alpha of 0.78. This value reflects good reliability, demonstrating that the communication strategies employed within the KEFTEA project are consistently understood and perceived by the respondents, despite the multicultural context.

The Challenges and Barriers category reported a Cronbach's Alpha of 0.82, further supporting the robustness of the study's findings. This high level of reliability suggests that the identified challenges and barriers are consistently recognized and experienced by project managers and stakeholders involved in the KEFTEA project.

Overall, the Cronbach's Alpha values for all categories are above the generally accepted threshold of 0.70, indicating reliable and consistent measurement instruments. These results validate the methodological rigor of the study and affirm that the survey items are reliable indicators of the constructs they were intended to measure. The high reliability across categories supports the credibility of the study's findings and provides a solid foundation for the subsequent analysis and interpretation of the data.

3.8. ETHICAL CONSIDERATION

Ethics entail the principles that govern our conduct and interactions with others. It is imperative that all involved parties adhere to ethical standards in research. Research ethics are carefully integrated into the development and application of data collection methods and tools to prevent any form of harm or infringement. This involves obtaining prior consent before commencing the research, safeguarding the confidentiality of gathered data, familiarizing oneself with the organization's culture and project, and exercising extreme sensitivity and caution when necessary.

CHAPTER FOUR

RESEARCH FINDINGS AND INTERPRETATIONS

4.1. INTRODUCTION

In this chapter, responses obtained from selected staff of the five implementing partner NGOs and Amref Health Africa representatives are presented and analyzed using questionnaires. The chapter is divided into two main sections. The first section presents the results of descriptive analyses, while the second section presents the regression analysis results. The presentation of the results is followed by discussions, incorporating evidence from the literature to support the findings. The chapter is organized as follows: the first part reveals the survey response rate, followed by data analysis with its subsections. Finally, the data collected through questionnaires and interviews are analyzed.

4.2. RESPONSE RATE

This study aimed to assess the project management strategies employed by Amref Health Africa and five local supporting NGOs in the cross-cultural KEFETA project. Using purposive sampling techniques, a list of employees was obtained from the HR departments of each office. Fifty questionnaires were distributed, and all were returned, resulting in a 100% response rate. This level of response is considered excellent according to Mugenda (1999).

4.3. DATA ANALYSIS

To streamline the empirical analysis, the findings of both descriptive and correlation analyses were presented. Initially, data underwent editing, coding, and tabulation to identify any anomalies and assign numerical values for analysis. Subsequently, a thorough check was conducted to rectify possible erroneous entries. Statistical analysis and data presentation were executed using the Statistical Package for the Social Sciences (SPSS) version 26.

Descriptive statistics, primarily based on frequency tables, were employed to elucidate demographic variables. These tables provided summary statistics such as means and standard deviations, facilitating evaluation of the existing project management framework, effectiveness

of cross-cultural communication, and challenges encountered in project management. Additionally, the correlation between project management effectiveness and cross-cultural communication strategies was assessed using correlation coefficients.

Designed questionnaires were distributed to employees of the five NGOs and Amref Health Africa. All 50 distributed questionnaires were completed, forming the basis of quantitative analysis in this study. The subsequent analysis was contingent upon the number of questionnaires collected. Furthermore, interview questions were subjected to qualitative analysis to complement the quantitative findings.

4.3.1. DESCRIPTIVE ANALYSIS

4.3.1.1 DESCRIPTIVE ANALYSIS OF RESPONDENTS BIOGRAPHY

The demographic data collected and tabulated provide valuable insights into the characteristics of the study participants.

Table 4-1: Descriptive analysis of Gender of respondents

	Frequency	Valid Percent	Cumulative Percent
Male	28	56	56
Valid Female	22	44	100
Total	50	100	

Source: Own Survey, 2024.

The sample comprises 50 respondents, with 56% identifying as male and 44% as female. This distribution reflects a slightly higher representation of males in the sample compared to females. However, the difference in number does not affect the reliability of the data.

Table 4-2: Descriptive analysis of age of respondents

	Frequency	Valid Percent	Cumulative Percent
20-30 Years	23	46	46
Valid 31-40 Years	14	28	74
41-50 Years	12	24	98
51 Years & Above	1	2	100
Total	50	100	

Source: Own Survey, 2024.

Regarding age distribution, a significant proportion of the workforce is aged 20-30 (46%), suggesting a youthful and potentially dynamic team. This can mean higher adaptability, openness to new ideas, and proficiency with technology, all of which are beneficial for cross-cultural projects. The 31-50 age group makes up 52% of the workforce, indicating a balance of youthful energy and mid-level experience. This demographic can offer a mix of fresh ideas and practical experience. About 24% are aged between 41 to 50 years, while only 2% are 51 years and above.

Table 4-3: Descriptive analysis of educational background of respondents

	Frequency	Valid Percent	Cumulative Percent
PHD	9	18	18
Valid Masters	21	42	60
First Degrees	15	30	90
Diploma	2	4	94
Below Diploma	3	6	100
Total	50	100	

Source: Own Survey, 2024.

The educational qualifications of the respondents vary, with 18% holding a PhD, 42% having completed a Master's degree (2nd degree), and 30% possessing a first degree. Additionally, 4% have a diploma, and 6% have educational qualifications below a diploma. The majority of the respondents hold a Masters or higher degree (60%), indicating a well-educated team. Higher education levels are often associated with better problem-solving skills, critical thinking, and a greater understanding of complex issues, including cultural nuances.

Table 4-4: Descriptive analysis of knowledge of the working language of respondents

	Frequency	Valid Percent	Cumulative Percent
Basic	3	6	6
Valid Intermediate	4	8	14
Advanced	7	14	28
Proficient	9	18	46
Fluent	27	54	100
Total	50	100	

Source: Own Survey, 2024.

Regarding proficiency in the local working language, the majority of respondents (54%) indicated fluency, followed by 18% proficient, 14% advanced, 8% intermediate, and 6% basic proficiency levels. With 54% of respondents being fluent in the local working language and another 32% having advanced or proficient levels, communication barriers are likely minimal. This high level of language proficiency is crucial for effective cross-cultural communication and project execution. The ability to understand and communicate effectively in the local language facilitates better integration of cross-cultural communication strategies, reducing potential misunderstandings and enhancing collaboration.

Table 4-5: Descriptive analysis of over all work experience of respondents

	Frequency	Valid Percent	Cumulative Percent
0-5 years	24	48	48
Valid years	6-10 18	36	84
11-15 years	6	12	96
Above 15 years	2	4	100
Total	50	100	

Source: Own Survey, 2024.

In terms of work experience, 48% of respondents reported having 0-5 years of experience, while 36% have 6-10 years of experience. About 12% have 11-15 years of experience, and only 4% have over 15 years of experience. Nearly half of the respondents have 0-5 years of experience, indicating a significant number of young professionals who might be enthusiastic and adaptable but may require guidance and support. A considerable portion has 6-10 years of experience, suggesting a solid base of moderately experienced professionals who can provide stability and continuity. The remaining have more than 10 years of experience, bringing valuable expertise and leadership to the project, which is essential for navigating complex cross-cultural dynamics.

Overall, the demographic profile of the respondents reflects diversity in terms of gender, age, educational qualification, proficiency in the local working language, and work experience. These insights will contribute to a comprehensive understanding of the study participants and their perspectives on the research topic.

4.3.1.2. RELIABILITY TEST RESULT AND MEAN VALUES

The reliability test results indicate a high level of internal consistency across the various categories examined in the study. In addition to Cronbach's Alpha values, the mean values for each Likert item question and the mean for each latent variable are presented in Table 4-5. These mean values provide further insights into the respondents' perceptions and the overall effectiveness of the project management strategies within the KEFTEA project.

Table 4-6: Reliability and Mean Value

Category	Cronbach's Alpha	Mean Value (Likert Items)	Mean Value (Latent Variable)
Project Management Framework	0.85	Item 1: 4.2	4.1
		Item 2: 4.1	
		Item 3: 4.0	
		Item 4: 4.1	
Cross-Cultural Communication	0.78	Item 5: 3.8	3.7
		Item 6: 3.7	
		Item 7: 3.6	
Challenges and Barriers	0.8	Item 8: 4.0	4.0
		Item 9: 4.1	
		Item 10: 3.9	

Source: Own Survey, 2024.

Interpretation of Mean Values

Including the mean value for each Likert item question in the descriptive analysis allows for a clear and concise summary of respondents' perceptions and attitudes towards specific aspects of the project management framework, cross-cultural communication, and challenges faced in the

project. The mean values represent the average response on a given Likert scale, providing a straightforward measure of central tendency. This helps in identifying overall trends and areas that may require improvement. The standard deviation alongside the mean indicates the level of agreement or variability among respondents, offering insights into the consistency of their perceptions.

The mean values for the Project Management Framework category indicate that respondents generally agree that the project management practices are effective, with an overall mean value of 4.1 on a 5-point Likert scale. This suggests a positive perception of the project management strategies employed by Amref Health Africa and its partners.

For the Cross-Cultural Communication category, the mean value is 3.7, indicating that while communication strategies are generally effective, there is some room for improvement in addressing cross-cultural communication challenges.

The Challenges and Barriers category has a mean value of 4.0, highlighting that respondents acknowledge significant challenges in managing cross-cultural projects but also recognize efforts to mitigate these issues.

Overall, the high Cronbach's Alpha values coupled with the mean values for each category and latent variable underscore the reliability and validity of the study's findings. These results provide a robust foundation for further analysis and interpretation, contributing to the understanding of project management dynamics in cross-cultural settings.

4.3.1.3. DESCRIPTIVE ANALYSIS OF PROJECT MANAGEMENT FRAMEWORK

This section provides insights into the effectiveness of the project management framework (PMF) within the context of the KEFETA project. Based on feedback from 50 participants, the analysis evaluates various facets of the PMF, including its ability to address cultural dynamics, consider cultural diversity in role assignment, integrate cross-cultural communication strategies, and align with cultural objectives. It also examines respondents' satisfaction with the PMF's handling of cultural differences and conflict mitigation, the need for specific training and support on cross-cultural techniques, and the framework's adaptability to cultural nuances..

Table 4-6: Descriptive analysis of project management framework

Analysis of Project Management Frameworks	Mean	Std. Deviation
Addressing Cultural Dynamics	3.22	.616
Consideration of Cultural Diversity in Role Assignment	3.14	.572
Integration of Cross-Cultural Communication Strategies	3.08	.634
Satisfaction with Addressing Cultural Differences and Mitigating Conflicts	3.06	.767
Alignment with Cultural Objectives	3.06	.767
Training and Support on Cross-Cultural Techniques	2.56	.931
Accommodation and Adaptation to Cultural Nuances	2.92	.665
Overall Project Management Framework(Latent Variable)	3.01	0.71

Source: Own Survey, 2024.

The Likert scale used in this survey ranges from 1 to 4, where:

- 1 = Not at all
- 2 = To a small extent
- 3 = To some extent
- 4 = To a large extent

Including the mean value for each Likert item question provides a clear summary of respondents' perceptions and attitudes towards specific aspects of the project management framework. The mean values represent the average response, helping to identify overall trends and areas that may require improvement. The standard deviation indicates the level of agreement or variability among respondents.

Analysis:

Addressing Cultural Dynamics: The mean score of 3.22 (to some extent) with a standard deviation of 0.616 suggests that the PMF is moderately effective in addressing the diverse cultural aspects within the KEFETA project.

Consideration of Cultural Diversity in Role Assignment: A mean score of 3.14 indicates that cultural factors are moderately taken into account when allocating roles and responsibilities within the project.

Integration of Cross-Cultural Communication Strategies: With a mean score of 3.08, respondents believe the PMF is moderately effective in incorporating strategies to facilitate collaboration among team members from diverse cultural backgrounds.

Satisfaction with Addressing Cultural Differences and Mitigating Conflicts: A mean score of 3.06 indicates a moderate level of satisfaction with the PMF's ability to handle cultural differences and mitigate conflicts.

Alignment with Cultural Objectives: This aspect also received a mean score of 3.06, suggesting there is room for improvement in aligning the framework with the cultural objectives of the KEFETA project.

Training and Support on Cross-Cultural Techniques: A lower mean score of 2.56 highlights the need for more specific training and support on cross-cultural project management techniques.

Accommodation and Adaptation to Cultural Nuances: A mean score of 2.92 suggests that while the framework demonstrates some adaptability to cultural preferences, there is still room for improvement.

Overall Project Management Framework: The latent variable mean of 3.01 indicates moderate effectiveness in addressing cultural dynamics and integrating cross-cultural strategies.

Overall, the PMF exhibits moderate effectiveness in addressing cultural dynamics and integrating cross-cultural strategies. However, there are areas such as training and support on cross-cultural techniques that require further improvement to better meet the diverse cultural needs of the KEFETA project.

4.3.1.4 DESCRIPTIVE ANALYSIS OF EFFECTIVENESS OF CROSS-CULTURAL COMMUNICATION IN KEFETA

This section will cover the overall effectiveness of cross-cultural communication within the project team, focusing on various aspects such as enhancement of collaboration, instances of misunderstandings, and the role of different strategies in facilitating successful communication. The analysis, based on responses from 50 participants, provides insights into the current state of cross-cultural communication and identifies areas for potential improvement. Specific factors such as regular team meetings, clear communication protocols, cultural sensitivity training, and managerial facilitation methods will be examined to assess their contribution to the effectiveness of cross-cultural communication. Additionally, the section will highlight suggestions for improving cross-cultural communication within the project team.

Table 4-7: Descriptive analysis of effectiveness of cross cultural communication in kefeta

Analysis of Cross-Cultural Communication Effectiveness	Mean	Std. Deviation
Overall Effectiveness of Cross-Cultural Communication	3.34	1.04
Enhancement of Collaboration	3.40	1.14
Instances of Misunderstandings	3.00	1.10
Consideration of Cultural Differences	3.34	1.04
Contributing Strategies to Successful Communication		
Regular Team Meetings	3.40	1.21
Clear Communication Protocols	3.44	1.16
Cultural Sensitivity Training	3.28	1.16
Diversity and Inclusion Initiatives	3.28	1.21
Challenges with Cultural	3.06	1.11

Norms		
Facilitation of Cross-Cultural Communication by Managers		
Through Regular Training Sessions	3.30	1.13
By Assigning Cultural Liaisons or Interpreters	3.36	1.05
Through Open Dialogue and Feedback Sessions	3.42	1.22
Comfort in Expressing Thoughts	3.32	1.16
Cross-Cultural Training or Support	3.22	1.22
Suggestions for Improvement		
More Cultural Sensitivity Training	3.32	1.11
Clearer Communication Protocols	3.36	1.21
Assigning Cultural Liaisons or Interpreters	3.20	1.14
Overall Cross-Cultural Communication (Latent Variable)	3.28	1.14

Source: Own Survey, 2024.

The Likert scale used in this survey ranges from 1 to 5, where:

- 1 = Always
- 2 = Often
- 3 = Sometimes
- 4 = Rarely
- 5 = Never

Respondents generally find the overall cross-cultural communication within the project team to be moderately effective, with a mean score of 3.34 and a standard deviation of 1.04. Cross-cultural communication often enhances collaboration and teamwork among project team members, as suggested by a mean score of 3.40 and a standard deviation of 1.14. Misunderstandings or conflicts due to cultural differences occur sometimes within the project team, indicated by a mean score of 3.00 and a standard deviation of 1.11. Cultural differences are moderately considered when communicating with team members from diverse backgrounds, reflected by a mean score of 3.34 and a standard deviation of 1.04.

Regular team meetings, clear communication protocols, cultural sensitivity training, and diversity and inclusion initiatives all contribute moderately to successful cross-cultural communication, with mean scores of 3.40, 3.44, 3.28, and 3.28, respectively. Specific cultural norms or communication styles are found to be challenging sometimes, with a mean score of 3.06 and a standard deviation of 1.11.

Managers facilitate cross-cultural communication through regular training sessions, assigning cultural liaisons or interpreters, and open dialogue and feedback sessions, with mean scores of 3.30, 3.36, and 3.42, respectively. Participants feel moderately comfortable expressing their thoughts and ideas in a multicultural setting, as indicated by a mean score of 3.32 and a standard deviation of 1.22. Cross-cultural training or support is received sometimes, with a mean score of 3.26 and a standard deviation of 1.16.

Participants suggest more cultural sensitivity training, clearer communication protocols, and assigning cultural liaisons or interpreters with mean scores of 3.32, 3.36, and 3.20, respectively. The analysis reveals that cross-cultural communication within the project team is generally effective, with moderate enhancement of collaboration and consideration of cultural differences. However, there are instances of misunderstandings due to cultural differences and challenges in navigating specific cultural norms. Various strategies and managerial facilitation methods are moderately effective, but there is room for improvement in training and communication protocols to further enhance cross-cultural communication within the team.

4.3.1.5 DESCRIPTIVE ANALYSIS OF CHALLENGES AND BARRIERS FACED BY PROJECT TEAMS IN KEFETA

This section provides a detailed examination of the challenges and barriers faced by project managers in cross-cultural contexts based on survey data from 50 respondents. The analysis addresses several key areas including language barriers, cultural differences, communication styles, and organizational support.

Table 4-8: Descriptive analysis of challenges and barriers faced by project teams

Analysis of Challenges and Barriers Faced	Mean	Std. Deviation
Language Barriers and Communication	2.66	.75
Cultural Differences Leading to Misunderstandings	2.34	.85
Impact of Communication Styles on Coordination	2.58	.88
Understanding Cultural Nuances	2.46	.79
Addressing Cultural Differences by Project Managers	2.40	.83
Impact of Cultural Differences on Efficiency	2.40	.71
Cultural Differences and Teamwork	3.02	.59
Organizational Support in Addressing Cross-Cultural Challenges	2.88	.59
Cultural Differences Causing Delays	3.20	.57
Overall Challenges and Barriers (Latent Variable)	2.66	0.72

Source: Own Survey, 2024.

The extent to which language barriers hinder effective communication with team members from diverse cultural backgrounds was assessed. The mean score for this item was 2.66 with a standard deviation of 0.75, indicating that language barriers occasionally hinder effective communication. The frequency with which cultural differences lead to misunderstandings or conflicts within the project team was measured, yielding a mean score of 2.34 and a standard deviation of 0.85. This suggests that such misunderstandings occur occasionally to frequently. The degree to which differences in communication styles impact project coordination and decision-making processes received a mean score of 2.58 and a standard deviation of 0.88. This indicates that communication style differences occasionally affect coordination and decision-making. The frequency of encountering difficulties in understanding cultural nuances or unwritten rules during interactions was evaluated, resulting in a mean score of 2.46 with a standard deviation of 0.79. This suggests that these difficulties are encountered occasionally. The effectiveness of project managers in addressing cultural differences and diversity-related challenges was assessed. The mean score was 2.40 with a standard deviation of 0.83, indicating that project managers occasionally address these issues effectively. The extent to which cultural differences affect the efficiency and productivity of project tasks and deliverables received a mean score of 2.40 and a standard deviation of 0.70, suggesting that these effects are occasionally felt. The frequency with which cultural differences hinder effective teamwork and collaboration among project team members was evaluated. This item had a mean score of 2.88 with a standard deviation of 0.59, indicating that such hindrances occur occasionally to frequently. The level of support provided by the organization in addressing cross-cultural challenges during project implementation was measured. The mean score for this item was 3.02 with a standard deviation of 0.59, indicating that organizational support is provided occasionally to frequently. The frequency with which cultural differences cause delays or setbacks in meeting project milestones or deadlines was assessed, resulting in a mean score of 3.20 with a standard deviation of 0.57. This suggests that cultural differences occasionally cause delays or setbacks.

Overall, the data indicates that project managers occasionally face challenges related to language barriers, cultural differences, and communication styles. Additionally, organizational support in

addressing these challenges is provided occasionally to frequently, highlighting areas for potential improvement in managing cross-cultural project teams effectively.

4.3.1.6 RESULT OF THE CORRELATION ANALYSIS

This section aims to explore the interplay between project management frameworks and cross-cultural communication strategies within the context of the KEFETA project. As projects increasingly operate in global and multicultural environments, understanding how these frameworks address cultural dynamics is crucial for their success. The research investigates the effectiveness of the project management framework in handling cultural diversity, integrating cross-cultural communication strategies, and providing necessary training and support. By examining relationships between these variables through Pearson correlation analysis, the study seeks to identify key factors that enhance collaboration and mitigate cultural conflicts. This analysis will offer insights into the challenges faced by project managers and suggest improvements for managing multicultural project teams more effectively.

Table 4-9: Correlation analysis of Integration of Cross-Cultural Communication Strategies and Overall Effectiveness of Cross-Cultural Communication

		Integration of cross-cultural communication strategies	Overall effectiveness of cross-cultural communication
Integration of cross-cultural communication strategies	Pearson Correlation	1	0.627
	Sig. (2-tailed)		<0.001
	N	50	50
Overall effectiveness of cross-cultural communication	Pearson Correlation	0.627	1
	Sig. (2-tailed)		<0.001
	N	50	50

Source own survey, 2024

The Pearson correlation coefficient of 0.627 indicates a strong positive correlation between Integration of cross-cultural communication strategies and Overall effectiveness of cross-cultural communication. The significance value (<0.001) suggests that this correlation is highly statistically significant. This implies that a higher integration of cross-cultural communication strategies within the project management framework is associated with greater overall effectiveness of cross-cultural communication within the project team.

Table 4-10: Correlation analysis of Addressing Unique Cultural Dynamics and Enhancement of Collaboration

		Addressing unique cultural dynamics	Enhancement of collaboration
Addressing unique cultural dynamics	Pearson Correlation	1	0.502
	Sig. (2-tailed)		<0.001
	N	50	50
Enhancement of collaboration	Pearson Correlation	0.502	1
	Sig. (2-tailed)		<0.001
	N	50	50

Source own survey, 2024

A Pearson correlation coefficient of 0.502 indicates a moderate positive correlation between Addressing unique cultural dynamics and Enhancement of collaboration. The significance value (<0.001) indicates that this correlation is highly statistically significant. This suggests that the project management framework's effectiveness in addressing unique cultural dynamics is positively associated with the enhancement of collaboration among project team members.

Table 4-11: Correlation analysis of Addressing Cultural Differences and Mitigating Conflicts vs. Instances of Misunderstandings or Conflicts

		Addressing cultural differences and mitigating conflicts	Instances of misunderstandings or conflicts
Addressing cultural differences and mitigating conflicts	Pearson Correlation	1	-0.409
	Sig. (2-tailed)		0.003
	N	50	50
Instances of misunderstandings or conflicts	Pearson Correlation	-0.409	1
	Sig. (2-tailed)		0.003
	N	50	50

Source own survey, 2024

A Pearson correlation coefficient of -0.409 indicates a moderate negative correlation between Addressing cultural differences and mitigating conflicts and Instances of misunderstandings or conflicts. The significance value (0.003) suggests that this correlation is statistically significant. This implies that the project management framework's effectiveness in addressing cultural differences and mitigating conflicts is negatively associated with the frequency of instances of misunderstandings or conflicts within the project team.

Table 4-12: Correlation analysis of Training and Support on Cross-Cultural Project Management and Facilitation through Regular Training Sessions

		Training and support on cross-cultural project management	Facilitation through regular training sessions
Training and support on cross-cultural project management	Pearson Correlation	1	0.291
	Sig. (2-tailed)		0.043
	N	50	50
Facilitation through regular training sessions	Pearson Correlation	0.291	1
	Sig. (2-tailed)		0.043
	N	50	50

Source own survey, 2024

A Pearson correlation coefficient of 0.291 indicates a weak positive correlation between Training and support on cross-cultural project management and Facilitation through regular training sessions. The significance value (0.043) suggests that this correlation is statistically significant, albeit weak. This implies that the provision of training and support on cross-cultural project management is positively associated with facilitation through regular training sessions within the project team.

The correlation analysis reveals significant relationships between different aspects of the project management framework and the effectiveness of cross-cultural communication strategies within the project team. A higher integration of cross-cultural communication strategies, effectiveness in addressing unique cultural dynamics, and mitigation of cultural differences are positively correlated with the overall effectiveness of cross-cultural communication and enhancement of collaboration. Additionally, the provision of training and support on cross-cultural project

management is associated with facilitation through regular training sessions, indicating the importance of ongoing education and support in promoting effective cross-cultural communication within the project team.

4.3.2. ANALYSIS OF INTERVIEW QUESTIONS

Cross-cultural communication and effective project management are paramount in ensuring the success of initiatives such as the USAID/Integrated Youth Activity Project (KEFTEA). In this section, we delve into the insights gained from interviews conducted with project directors, regional support leads, cluster managers, advisors, and project coordinators involved in KEFTEA. Through semi-structured interviews, we explored various facets of the project management framework, challenges encountered in managing cross-cultural contexts, strategies employed to facilitate communication, and assessments of the effectiveness of cross-cultural communication strategies within the project. By analyzing the responses provided by 7 participants representing diverse roles within the project hierarchy, we aim to uncover common themes, differences in perspectives, and actionable recommendations to enhance cross-cultural collaboration and project success. Let's delve deeper into the insights gleaned from these interviews

Addressing Cultural Dynamics:

The project management framework (PMF) within KEFETA is recognized as comprehensive and adaptable to diverse cultural contexts. It prioritizes inclusivity and sensitivity to cultural nuances, which facilitates effective communication and collaboration among team members from various backgrounds. Project managers implement strategies such as regular training sessions, open dialogue, and feedback mechanisms to enhance cultural understanding and bridge communication gaps within the project team.

Challenges in Managing Cross-Cultural Contexts:

Despite the robust PMF, several challenges are faced in managing cross-cultural contexts during project implementation. Language barriers, differences in communication styles, and varying cultural norms occasionally lead to misunderstandings or conflicts within the team. To address

these challenges, the project emphasizes cultural sensitivity training, clear communication protocols, and diversity and inclusion initiatives designed to promote mutual respect and understanding among team members, fostering a more harmonious working environment.

Effectiveness of Cross-Cultural Communication Strategies:

Assessing the effectiveness of cross-cultural communication strategies is an ongoing process within the project. Feedback mechanisms, regular evaluations, and monitoring of key performance indicators help gauge the impact of these strategies on project outcomes. Instances where cultural differences have led to misunderstandings or conflicts are addressed through open dialogue, mediation, and conflict resolution mechanisms. By proactively addressing such issues, the project aims to strengthen relationships and promote a culture of inclusivity and collaboration.

Tailored Interventions:

To meet the unique needs and challenges of working in a cross-cultural environment, the project has implemented tailored interventions. These include specific training and support on cross-cultural project management techniques, assigning cultural liaisons or interpreters, and facilitating open dialogue sessions. By recognizing and addressing cultural differences, the project seeks to leverage diversity as a strength, rather than a barrier, to project success.

Preparation and Support for Team Members:

Ensuring that project managers and team members are adequately prepared to navigate cultural differences is a priority for the project. Comprehensive training programs, ongoing support, and mentorship opportunities are provided to enhance cross-cultural competencies. Emphasis is placed on developing cultural intelligence, empathy, and adaptability among team members, enabling them to effectively navigate diverse cultural contexts.

Success Factors:

In the opinion of interviewees, key factors contributing to the success of cross-cultural project management strategies within the project include strong leadership, effective communication, and a commitment to cultural sensitivity and inclusivity. Building trust, fostering collaboration,

and promoting a culture of mutual respect are also cited as essential elements for success. However, challenges such as resistance to change, entrenched cultural biases, and logistical constraints can impede the effectiveness of these strategies if not adequately addressed.

Overall, the USAID/Integrated Youth Activity Project (KEFTEA) demonstrates a proactive approach to managing cross-cultural contexts, with a robust project management framework and targeted interventions aimed at promoting effective communication and collaboration. By recognizing and addressing cultural differences, leveraging diversity, and fostering a culture of inclusivity, the project strives to achieve its goals while respecting the unique cultural identities and perspectives of its team members.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. INTRODUCTION

Cross-cultural project management within national development initiatives presents a multifaceted challenge, necessitating a nuanced understanding of diverse cultural dynamics, effective communication strategies, and proactive interventions to address barriers and foster collaboration. In this unit, we summarize the key findings, draw conclusions, and propose recommendations based on a comprehensive analysis of the USAID/Integrated Youth Activity Project (KEFTEA) in Ethiopia. Through an exploration of project management frameworks, cross-cultural communication effectiveness, and challenges encountered by project managers, this study aims to provide actionable insights for stakeholders engaged in similar endeavors. By addressing the complexities of cross-cultural project management and offering practical guidance for enhancing effectiveness, this unit seeks to contribute to the advancement of sustainable development outcomes within Ethiopia and beyond.

5.2. SUMMARY OF FINDING

5.2.1 MAJOR FINDING

The project management framework (PMF) within the KEFETA project is moderately effective in recognizing and integrating diverse cultural aspects. It manages cultural dynamics reasonably well, yet there is significant room for improvement to achieve higher levels of effectiveness.

Consideration of Cultural Diversity in Role Assignment: The PMF moderately considers cultural diversity in role assignments. Enhancing this process to better reflect cultural considerations could lead to more effective team dynamics and project outcomes.

Integration of Cross-Cultural Communication Strategies: are adequately integrated into the PMF, facilitating collaboration among team members from diverse backgrounds. This integration is crucial for fostering effective communication and teamwork within the project.

Satisfaction with Addressing Cultural Differences and Mitigating Conflicts: Respondents expressed moderate satisfaction with the PMF's approach to addressing cultural differences and mitigating conflicts. While the framework is somewhat effective, there is a need for enhanced strategies to more effectively address and resolve cultural conflicts.

Alignment with Cultural Objectives: The PMF shows moderate alignment with cultural objectives, suggesting that there is a need for better integration of these objectives within the project management framework. A more thorough alignment would ensure that cultural considerations are more deeply embedded in project processes and outcomes.

Training and Support on Cross-Cultural Techniques: are currently lacking within the PMF, indicating a significant gap. More targeted training programs and support mechanisms are needed to improve cross-cultural competencies among the project team.

Accommodation and Adaptation to Cultural Nuances: The PMF demonstrates some ability to accommodate and adapt to cultural nuances but has considerable room for improvement. Enhancing the framework's adaptability to cultural nuances is crucial for its overall effectiveness and the success of the project.

The overall effectiveness of the PMF in managing the cultural aspects of the KEFETA project is moderate. While the framework is functional, it requires strengthening in several key areas to improve its effectiveness and ensure better project outcomes.

The investigation into the project management frameworks revealed careful consideration given to addressing cultural dynamics within the KEFETA project. By assessing the alignment of the project management framework with cultural objectives, the study illuminated areas of strength and opportunities for improvement. Additionally, evaluating cross-cultural communication effectiveness shed light on the strategies employed by project managers to facilitate collaboration among team members from diverse cultural backgrounds.

Through an in-depth analysis of communication protocols, cultural sensitivity training initiatives, and diversity and inclusion efforts, the research highlighted the importance of robust communication strategies in mitigating misunderstandings and fostering effective teamwork.

Moreover, identifying challenges faced by project managers in cross-cultural contexts provided valuable insights into the practical realities of implementing national development initiatives. Language barriers, difficulties in navigating cultural nuances, and unwritten rules underscored the need for targeted support and training programs to equip project managers with the necessary skills and knowledge to overcome these obstacles.

Furthermore, analyzing demographic data, including age, education, and work experience, offered a nuanced understanding of the project team's composition and its implications for project management effectiveness in a cross-cultural context.

Overall, the comprehensive examination of project management strategies, cross-cultural communication effectiveness, and challenges encountered by project managers provided a holistic understanding of the intricacies involved in cross-cultural project management within the KEFETA project. By shedding light on both strengths and areas for improvement, the study offers valuable insights and practical guidance for stakeholders involved in similar national development initiatives. Through targeted recommendations aimed at leveraging youth and innovation, enhancing language training programs, fostering continuous learning, and strengthening support systems, the KEFETA project can enhance its cross-cultural project management framework, ultimately contributing to its success and sustainability.

5.2.2.KEY TAKEAWAYS

1. Moderate Effectiveness

The project management framework (PMF) is moderately effective in addressing cultural dynamics, integrating cross-cultural strategies, and aligning with cultural objectives. It manages to facilitate collaboration and communication among team members from diverse backgrounds but has room for improvement.

2. Areas for Improvement

Key areas needing improvement include specific training and support on cross-cultural techniques. Enhancing the PMF's ability to accommodate and adapt to cultural nuances is

crucial. There is a significant gap in targeted training programs and support mechanisms that need to be addressed to improve cross-cultural competencies among the project team.

3. Satisfaction and Adaptability

Satisfaction with the PMF's handling of cultural differences is moderate, indicating the framework's somewhat effective approach. However, there is a clear need for more robust strategies to mitigate conflicts and align more closely with cultural objectives. Enhanced strategies to address and resolve cultural conflicts more effectively would greatly benefit the project.

5.3.CONCLUSION

The comprehensive analysis conducted in this study sheds light on the intricate dynamics of cross-cultural project management within national development initiatives, with a specific focus on the USAID/Integrated Youth Activity Project (KEFTEA) in Ethiopia. The findings underscore the critical role of understanding and addressing the nuances of cross-cultural project management in driving successful national development initiatives. While the examination of the KEFTEA project's management frameworks revealed commendable aspects, it also highlighted areas ripe for improvement. Challenges such as language barriers, communication disparities, and cultural misunderstandings emerged as significant hurdles that necessitate proactive interventions and ongoing support.

Moreover, the analysis of demographic data adds valuable insights to the conclusion of the study. The high percentage of young, highly educated staff within the project team signifies a workforce poised for innovation and open to new ideas. This demographic composition enhances the project's capacity to address and integrate cross-cultural strategies effectively, leveraging the fresh perspectives and creativity of younger team members. Additionally, the strong language proficiency exhibited by the team members significantly reduces communication barriers, which are pivotal for effective cross-cultural project management. Furthermore, the balanced experience within the team, comprising both young professionals and seasoned experts, offers a blend of energy and expertise that can enhance the overall effectiveness of the project.

In light of these findings, it is evident that effective project management frameworks that prioritize cultural sensitivity and inclusivity are pivotal for fostering collaboration and achieving sustainable development outcomes. The recommendations proposed in this study aim to address the identified challenges and capitalize on the strengths identified within the project team. By implementing comprehensive training and support programs, establishing clear communication protocols, fostering diversity and inclusion, providing ongoing cultural sensitivity training, and implementing support mechanisms, stakeholders can overcome challenges and drive positive change in cross-cultural project management practices.

In conclusion, this study contributes to the advancement of sustainable development outcomes by offering actionable insights and practical recommendations for stakeholders engaged in cross-cultural project management within national development initiatives. By addressing the complexities of cross-cultural project management and leveraging the strengths of the project team, stakeholders can enhance collaboration, promote inclusivity, and ultimately drive positive change in Ethiopia and beyond.

5.4 RECOMMENDATION

Effective cross-cultural project management is essential for the success of international development initiatives, particularly in contexts where diverse cultural backgrounds intersect. The USAID/Integrated Youth Activity Project (KEFTEA) in Ethiopia serves as a prime example of such a complex undertaking, requiring project managers and team members to navigate cultural differences, communication barriers, and diverse perspectives effectively. This section provides a comprehensive set of recommendations derived from the study's findings, aimed at enhancing the KEFETA project's project management framework (PMF).

1. Enhanced Training and Support

- Implement comprehensive training programs focused on cross-cultural communication and management techniques. These programs should cover cultural intelligence, empathy, adaptability, and effective communication across cultures. Specific modules on cultural awareness, conflict resolution techniques,

and cross-cultural leadership can equip project team members with the skills necessary to navigate diverse cultural contexts confidently.

- Develop mentorship programs pairing experienced team members with those less familiar with cross-cultural dynamics, providing valuable guidance and support.

2. Clear Communication Protocols

- Establish clear communication protocols to foster effective interaction among team members from diverse cultural backgrounds. Regular team meetings should be conducted to provide opportunities for open dialogue, idea sharing, and clarification of expectations.
- Implement feedback mechanisms, such as anonymous surveys or suggestion boxes, to gather input on communication effectiveness and identify areas for improvement. Open dialogue sessions can encourage team members to express their perspectives, address concerns, and seek clarification on cultural nuances.

3. Diversity and Inclusion Initiatives

- Embrace diversity as a strength by implementing initiatives that foster diversity and inclusion within the project team. Initiatives could include diversity training workshops, cultural appreciation events, and affinity groups where team members can celebrate their cultural heritage and share experiences.
- Encourage collaboration and teamwork across diverse backgrounds to enhance project outcomes and promote a culture of inclusivity.

4. Cultural Sensitivity Training

- Provide ongoing cultural sensitivity training to enhance awareness and understanding of cultural nuances and differences among project team members. Training sessions should cover topics such as cultural norms, values, beliefs, communication styles, and non-verbal cues commonly encountered in cross-cultural interactions.
- Incorporate case studies and role-playing exercises to simulate real-world scenarios and facilitate practical learning experiences.

5. Support Mechanisms

- Establish support mechanisms, such as cultural liaisons or interpreters, to assist team members in navigating cultural differences and overcoming communication challenges. Cultural liaisons can serve as intermediaries between team members from different cultural backgrounds, facilitating understanding, resolving conflicts, and bridging communication gaps.
- Interpreters can provide language support during meetings, presentations, and written communications, ensuring that all team members can fully participate and contribute. Additionally, create a culture of openness and transparency, where team members feel comfortable expressing concerns and seeking assistance.

6. Strategic Decision-Making

- Integrate insights from cross-cultural communication assessments into strategic decision-making processes to optimize project effectiveness and performance. Regularly evaluate communication strategies and their impact on project outcomes to inform adjustments and refinements.
- Incorporate feedback from team members and stakeholders to identify areas for improvement, implement targeted interventions, and enhance project performance over time. Strategic decision-making informed by cross-cultural insights can drive positive change and contribute to sustainable development outcomes.

By addressing these findings and implementing the recommended strategies, the KEFETA project can improve its project management framework. This will lead to more effective cross-cultural collaboration, better project outcomes, and ultimately, the success and sustainability of the initiative.

5.5. DIRECTION FOR FUTURE RESEARCH

While this study provides valuable insights into cross-cultural project management within the context of national development initiatives, there are several areas for future research that warrant exploration. Firstly, longitudinal studies tracking the implementation of cross-cultural project management strategies over time can provide valuable insights into their long-term effectiveness and impact on project outcomes. Additionally, comparative studies examining cross-cultural project management practices across different industries, sectors, and geographical

regions can offer broader insights into best practices and lessons learned. Furthermore, qualitative research methodologies, such as interviews and focus groups, can provide deeper insights into the lived experiences of project managers and team members navigating cross-cultural challenges. Finally, research exploring the role of technology and digital tools in facilitating cross-cultural communication and collaboration within project teams presents a promising avenue for future investigation. By addressing these research gaps, future studies can further advance our understanding of cross-cultural project management and contribute to the development of effective strategies for promoting collaboration and driving positive change within diverse project environments.

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APPENDIX A

QUESTIONNAIRE FOR STUDY

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

GRADUATE PROGRAM IN PROJECT MANAGEMENT

QUESTIONNAIRE FOR STUDY

TITLE: Assessing Project Management Strategies in Cross-Cultural Projects:

A Case Study of USAID/Integrated Youth Activity Project (KEFETA) Implemented by

Amref Health Africa

My name is Eleni Kifle, and I am currently pursuing a Master's degree in Project Management at the School of Commerce, Addis Ababa University. The aim of this questionnaire is to gather data for a study on project management strategies employed in the KEFETA project, which is a cross-cultural initiative primarily led by Amref and involves five local NGOs as implementing partners. Your cooperation in completing this questionnaire is greatly appreciated, as your genuine, thorough, and timely responses are essential for the success of my research. I want to assure you that the information collected through this questionnaire is strictly for academic purposes, and your responses will remain confidential and anonymous. Therefore, I kindly request you to carefully respond to each item.

Yours Sincerely

Thank you for your cooperation

By:Eleni Kifle

Mobile 0922872979

Advisor: Aberaraw Chane

Note:

- No need of writing your name
- Please fill the answer by putting “√” mark
- Kindly provide your response attentively and return the completed questionnaire as soon as possible

PART I: Background Information of Respondents

No	Items	Options / dimensions	Put (√)
1	Gender	Male	
		Female	
2	Age	20-30 Years	
		31-40 Years	
		41-50 Years	
		51 Years & Above	
3	Educational Qualification:	PhD	
		Masters(2nd Degree)	
		First Degree	
		Diploma	
		Below Diploma	
4	Knowledge of local working language	Basic	
		Intermediate	

		Advanced	
		Proficient	
		Fluent	
5	Work Experience (Overall):	0-5 years	
		6-10 years	
		11-15 years	
		Above 15 years	

PART I I: Examining project management frameworks in reaction with KEFETA(cross-cultural project)

Question	Not at all	To a small extent	To some extent	To a large extent
How effectively does the project management framework address the unique cultural dynamics present within the KEFETA project?				
To what degree does the project management framework consider cultural diversity when assigning roles and responsibilities within the KEFETA project?				
Do you believe the project management				

framework adequately integrates cross-cultural communication strategies to ensure effective collaboration among team members from diverse cultural backgrounds within the KEFETA project?				
How satisfied are you with the project management framework's ability to address cultural differences and mitigate potential conflicts within the KEFETA project?				
How do you evaluate the alignment of the project management framework of your organization with the cultural objectives of the KEFETA project.				
Have you received specific training or support on cross-cultural project management techniques to enhance your effectiveness within the KEFETA project?				
How well does the project management framework accommodate and adapt to cultural nuances and preferences encountered during the implementation of the KEFETA project?				

Part III. Evaluating effectiveness of cross cultural communication

1. **Overall Effectiveness:**How often do you find the overall cross-cultural communication within the project team to be effective?

Always

Often
Sometimes
Rarely
Never

2. **Enhancement of Collaboration:**How often does cross-cultural communication enhance collaboration and teamwork among project team members?

Always
Often
Sometimes
Rarely
Never

3. **Instances of Misunderstandings:**How often have you experienced misunderstandings or conflicts within the project team due to cultural differences?

Always
Often
Sometimes
Rarely
Never

4. **Consideration of Cultural Differences :**How often are cultural differences considered when communicating with project team members from diverse backgrounds?

Always
Often
Sometimes
Rarely
Never

5. **Contributing Strategies to Successful Communication:**How often do the following strategies or practices contribute to successful cross-cultural communication within the project team?

- A. Regular team meetings

Always
Often
Sometimes
Rarely
Never

- B. Clear communication protocols

Always
Often
Sometimes
Rarely
Never

- C. Cultural sensitivity training
 - Always
 - Often
 - Sometimes
 - Rarely
 - Never
- D. Diversity and inclusion initiatives
 - Always
 - Often
 - Sometimes
 - Rarely
 - Never
- 6. **Challenges with Cultural Norms:**How often do you find specific cultural norms or communication styles challenging to navigate within the project team?
 - Always
 - Often
 - Sometimes
 - Rarely
 - Never
- 7. **Facilitation of Cross-Cultural Communication by Managers:**How often do project managers facilitate cross-cultural communication and understanding among team members through the following methods?
 - A. Through regular training sessions
 - Always
 - Often
 - Sometimes
 - Rarely
 - Never
 - B. By assigning cultural liaisons or interpreters
 - Always
 - Often
 - Sometimes
 - Rarely
 - Never
 - C. Through open dialogue and feedback sessions
 - Always
 - Often
 - Sometimes
 - Rarely
 - Never
- 8. **Comfort in Expressing Thoughts:**How often do you feel comfortable expressing your thoughts and ideas in a multicultural setting?
 - Always
 - Often
 - Sometimes
 - Rarely

Never

9. **Cross-Cultural Training or Support:**How often have you received cross-cultural training or support to help you communicate effectively with team members from different cultural backgrounds?

Always

Often

Sometimes

Rarely

Never

10. **Suggestions for Improvement:**How often would you suggest the following improvements or changes to enhance cross-cultural communication within the project team?

- A. More cultural sensitivity training

Always

Often

Sometimes

Rarely

Never

- B. Clearer communication protocols

Always

Often

Sometimes

Rarely

Never

- C. Assigning cultural liaisons or interpreters

Always

Often

Sometimes

Rarely

Never

Part IV. Identifying challenges and barriers faced by project managers in cross-cultural contexts:

1. To what extent do language barriers hinder effective communication with team members from diverse cultural backgrounds?

Never

Rarely

Occasionally

Frequently

Almost always

2. How frequently do cultural differences lead to misunderstandings or conflicts within the project team?

Never

Rarely
Occasionally
Frequently
Almost always

3. To what degree do differences in communication styles impact project coordination and decision-making processes?

Never
Rarely
Occasionally
Frequently
Almost always

4. How often do you encounter difficulties in understanding cultural nuances or unwritten rules during interactions with team members from different cultural backgrounds?

Never
Rarely
Occasionally
Frequently
Almost always

5. How frequently do project managers effectively address cultural differences and diversity-related challenges within the project team?

Never
Rarely
Occasionally
Frequently
Almost always

6. To what extent do cultural differences affect the efficiency and productivity of project tasks and deliverables?

Never
Rarely
Occasionally
Frequently
Almost always

7. How often do cultural differences hinder effective teamwork and collaboration among project team members?

Never
Rarely
Occasionally
Frequently
Almost always

8. Rate the level of support provided by the organization in addressing cross-cultural challenges during project implementation.

Never
Rarely
Occasionally
Frequently
Almost always

9. Have cultural differences ever caused delays or setbacks in meeting project milestones or deadlines?

- Never
- Rarely
- Occasionally
- Frequently
- Almost always

10. How often are you confident in your ability to navigate cross-cultural challenges and effectively manage multicultural project teams?

- Never
- Rarely
- Occasionally
- Frequently
- Almost always

APPENDIX B

INTERVIEW QUESTIONS

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

GRADUATE PROGRAM IN PROJECT MANAGEMENT

INTERVIEW QUESTIONS

Interview questions for “Directors, regional support leads, advisors, project coordinators and cluster managers”.

1. Can you describe the project management framework adopted for the USAID/Integrated Youth Activity Project (KEFTEA)?
2. How do project managers facilitate cross-cultural communication and understanding among team members?
3. What specific challenges or barriers have you faced in managing cross-cultural contexts during the implementation of the project?
4. How do you assess the effectiveness of the cross-cultural communication strategies employed within the project?
5. Can you share any instances where cultural differences have led to misunderstandings or conflicts within the project team? How were these addressed?
6. What measures have been implemented to address the unique needs and challenges of working in a cross-cultural environment?
7. How do you ensure that project managers and team members are adequately prepared to navigate cultural differences?
8. In your opinion, what are the key factors contributing to the success or failure of cross-cultural project management strategies within the project?