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**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE**

**DEPARTMENT OF PROJECT MANAGEMENT**

**THE ROLE OF PROJECT MANAGEMENT OFFICE IN IMPLEMENTING  
PROJECT MANAGEMENT PRACTICES: THE CASE OF PROJECT IN  
ADVENTIST DEVELOPMENT RELIEF AGENCY IN ETHIOPIA**

**RESEARCH PROJECT SUBMITTED TO SCHOOL OF GRADUATE  
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MANAGEMENT.**

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# **CERTIFICATE**

This is to certify that the thesis titled “the role of project management office in implementing project management practices: the case of project in ADRA-ETHIOPIA”, submitted to Addis Ababa University, Department of Project Management for the award of master degree on project management and is a record of original research work carried out by Tesfaye Adnew T/work, under my guidance and supervision. Therefore, I hereby declare that no part of this thesis has been submitted to any other university or institution for the award of any degree or diploma.

Advisor’s Name Bahren Asrat (PhD) \_\_\_\_\_

Signature-----

May, 2024

## **DECLARATION**

This is to declare that I, Tesfaye Adnew T/work, have undertaken this project research work on the topic entitled “the role of project management office in implementing project management practices: the case of project in ADRA-ETHIOPIA”, under the guidance and advice of my advisor Dr. Bahren Asrat. and the thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

Researcher’s Name and Signature

Tesfaye Adnew T/work \_\_\_\_\_

May, 2024

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## **Abbreviations**

- ADRA- Adventist development and relief agency.
- PBOs- Project-Based Organizations
- PM- Project management
- PMO-Project management office
- PMP- Project management practices
- VQEP- Vocational qualification for employment perspective

## ***Abstract***

*Challenges in stakeholder management, integration management, risk management and communication management can impact performance of projects. The main purpose of this research was to study the role of project management office in implementing project management practices in projects of Adventist development relief Agency in Ethiopia. To achieve the objectives of this research, Mixed research approach involving quantitative and qualitative methods used to answer research questions, how effective and supportive is project management office as well as to identify factors affecting project management practices in projects. Questionnaire and semi-structured interview used to collect quantitative and qualitative data. The collected data analyzed by the use of SPSS and descriptive statistics analysis used. The findings of the study are project management office in the agency has moderate level of practicing integration and risk management. on the other hand, the office has high level of performance with regard to stakeholder and communication management practices. In addition, the office has good level of supportive role in implementing project management practices. The research recommended that PMO should improve the practice of integration and risk management practices to implement project efficiently and effectively. Further studies recommended to be researched in other contexts.*

***Key word: project management office, project management practices***

# CHAPTER ONE

## 1. Introduction

In this section background of the study, statement of the problem, objectives, scope, significance and operational definitions of terms used in this study are introduced and discussed.

### 1.1 Back ground

Project management is described as the process by which projects are defined, planned, monitored, controlled, and delivered such that the agreed benefits are realized (APM, 2012). Project management is a type of implementation that seeks to enhance work in order to achieve high performance (Loo, 2002); it consists of procedures or activities that enhance the project's end result and, consequently, the organization in which it is implemented.

PM tools and techniques are the mechanisms by which PM processes within the organization are delivered and supported. This includes, besides PM techniques (e.g. work breakdown structure or earned value management), the various guidelines in which the processes of the organization are defined, including the use of procedure documents, checklists, job aids, and templates, as well as, the use of software packages and various databases. (J. Thomas and T. Mengel, 2008)

When implemented correctly, project management techniques raise the likelihood that a project will succeed (Thomas & Mullaly, 2008). But every organization needs to evaluate the applicability of any technique since other businesses may not have the same outcomes from their implementation. Therefore, project management can be performed using tools and processes that should be customized to the specific needs of the firm.

The idea of a PMO is still being developed, and opinions on what exactly a PMO does differ. Although the aforementioned responsibilities serve to define a PMO's job, the organization and its demands ultimately dictate the responsibilities that the PMO must fulfill and, consequently, the advantages it may offer. Every organization is unique and has its own issues to be resolved and will establish its PMO in light of these.

PMO is defined as "an organizational body or entity assigned various responsibilities related to the centralized and coordinated management of those projects under its domain" by the Project Management Institute.

provide support services for project management as opposed to taking on the actual administration of a project. (PMI, 2008). According to (Aubry et al.,2007), this definition is enlightening while being relatively broad, given how heterogeneous actual practices are. As a matter of fact, (Hobbs and Aubry's ,2008) study comes to the conclusion that PMOs differ greatly in terms of their organization, duties that are assumed, and perceived worth.

A PMO could take on a wide range of responsibilities in order to meet the demands of the organization. This demonstrates how unclear PMOs are in relation to organizational hierarchies. And management techniques ingrained in the company's structure. According to ( Letavec, 2006), there are three types of PMO tasks: (1) consultation, (2) knowledge, and (3) a body that sets criteria. The enterprise-oriented and project-focused responsibilities of a PMO are introduced by (Rad and Levin ,2002). The project-oriented responsibilities encompass guidance, coaching, and support.

Practice, training, archiving, and advancement are among the enterprise-oriented responsibilities. (Hill ,2008) presents five unique PMO tasks along with their corresponding subtasks: Practice management, which includes project instruments, project management methodology's subtasks, standards, metrics, and knowledge management for projects, (2) Infrastructure management, which comprises the following subtasks: facilities and equipment support, organization and structure, project governance, assessment, and (3) resource integration, which comprises the following subtasks: career development, training and education, resource management, and team building. (4) Technical support, comprising the following subtasks: project planning, project auditing, project recovery, and mentoring; (5) Business alignment, encompassing vendor/contractor relationship management, project portfolio management, customer relationship management, and business performance management.

The Adventist Development and Relief Agency (ADRA) is the global humanitarian organization of the Seventh-day Adventist Church. Its mission is to work with people who live in poverty and distress to improve their circumstances.

ADRA has been active in Ethiopia since 1982, when it first provided emergency relief during a drought-related famine. Since then, ADRA has focused on development activities, particularly health, education, water and sanitation, and food security projects.

ADRA Ethiopia's five core sectors include food Security, health, economic growth, education, and emergency management. ADRA Ethiopia has developed its expertise in these sectors and in various subsectors, specifically in education, emergency response, and preparedness, food security, and livelihoods, health and nutrition, economic growth, and water, sanitation and hygiene.

ADRA Ethiopia operates in five regions in the country: Oromia, Somali, Afar, Gomella, and Tigray and Dire Dawa administrative town. More than 80 percent of ADRA Ethiopia projects are in the area of development. From its inception, ADRA Ethiopia has been governed by a local board consisting of various professionals from all walks of life. The government of Ethiopia registered ADRA Ethiopia as a foreign NGO, since it has a network office throughout the world. ADRA Ethiopia is an independent NGO in which all decisions are made either by the local administrative committee or board in Ethiopia and all staff members are Ethiopians including the country director. ADRA Ethiopia works very closely with the government, unlike other international NGOs in Ethiopia. Moreover, ADRA Ethiopia does not receive any financial support from ADRA International. (ADRA Ethiopia, 2022.)

## **1.2 Statement of the problem**

The effectiveness of Project Management Offices (PMOs) in implementing project management practices in NGOs in Ethiopia varies based on the management approach. Studies show that community-managed projects tend to yield higher sustainability outcomes compared to other modalities. Additionally, the alignment of PMOs with organizational

strategic objectives are crucial for enhancing performance, especially in non-profit organizations. (Fekadu, et.al ,2019). Furthermore, the successful integration of post-merger processes positively influences project management effectiveness within organizations (Ejigayehu, Zewdie,2018). Challenges in stakeholder management, such as low commitment and conflicting interests, can impact project performance in NGOs (Tewelde, et al,2019). Overall, PMOs play a significant

role in driving project success and sustainability outcomes in NGO projects in Ethiopia, especially when tailored to meet the specific needs and goals of the organization.

In the context of Ethiopian NGOs, the PMO acts as a catalyst for dynamic capabilities, enabling organizations to achieve higher project performance levels through organizational learning and continuous improvement (Adonai, et al,2018). The humanitarian landscape in Ethiopia underscores the importance of experienced leadership to ensure accountability and coordination between humanitarian and development programs, highlighting the need for strong PMO support in project implementation ( D., Tyler,2009). Additionally, the study on UK-based international NGOs in Ethiopia emphasizes the significance of monitoring and evaluation (M&E) systems in enhancing accountability and institutional learning within NGOs, where the PMO can facilitate effective M&E practices for project success Tadesse.et al. (2018).

PMOs in NGOs projects in Ethiopia encounter various challenges in implementing project management practices. These include technical issues like poor project identification and unsound objectives (Mnkandla. et al ,2017)., human resource-related problems such as a shortage of experts and lack of training, financial constraints like inadequate funding and delayed fund release (Ayele, Ashagre., 2005)., and the need for workable policy documents to lead procurement and project management effectively (Wendie, Birhan,2016). Additionally, the lack of professionalism, poor network with international firms, and financial uncertainties hinder the management consultancy profession in Ethiopia, impacting PMOs (Gurmu. et al,2016). Furthermore, the study on stakeholder management in community development projects highlights challenges like low commitment, conflicting interests, and ineffective communication, which can affect project performance in NGOs.

Furthermore, the lack of institutionalized stakeholder management and transparent reporting formats for monitoring and evaluation can impact the success of capacity-building initiatives in civil society organizations, including NGOs. (Ayele, Ashagre,2005). Addressing these challenges through improved project management strategies, stakeholder engagement, and effective communication is crucial for enhancing the effectiveness of PMOs in NGO projects in Ethiopia.

The communication management perspective of Project Management Offices (PMOs) in NGO projects in Ethiopia faces challenges such as differing perceptions between environmental NGOs

and the media, which can be attributed to variations in their perspectives, objectives, and agendas. (Yoseph, Berhane.,2010). Additionally, the lack of institutionalized stakeholder management systems within organizations like the Mission for Community Development Program (MCDP) leads to issues like low commitment, conflicting interests, and ineffective communication, impacting project performance. (Asres, Kebede.,1991). NGOs in Ethiopia also struggle with limited room for maneuver due to legal frameworks and institutional settings, affecting their conflict-preventive approaches in projects like water initiatives. (Rea, Bonzi. ,2006). These challenges highlight the importance of enhancing communication strategies, stakeholder management, and conflict prevention methods within NGO projects in Ethiopia.

As it is observed, studies recommend future research should explore stakeholder management in different sectors, the impact of communication strategies on environmental awareness, the integration of humanitarian and development objectives in Ethiopia, and the enhancement of conflict prevention approaches by NGOs in different sectors, considering legal frameworks and funding conditions.

Integration management plays a crucial role in influencing project outcomes by ensuring synchronization and coordination among various project components. ( Muhammad, Aqib ,et al ,2023).Proper management integration factors have been shown to positively impact project performance, increasing the chances of success .(Low, Sui, Pheng, (2017). Overall, effective integration management enhances project performance by aligning stakeholders, managing risks, and promoting efficient decision-making throughout the project lifecycle.

Risk management is a crucial function within Project Management Offices (PMOs) to ensure project success. The risk management plan outlines how risks will be identified, evaluated, responded to, and monitored throughout the project lifecycle. Qualitative risk assessments, often using a three-point scale, are commonly employed to assess the probability and impact of risks in projects and programs. (Tatiana, Averina.et al ,2020). Studies in the construction industry highlight the positive impact of risk management practices on project execution success, emphasizing the importance of risk identification, assessment, and monitoring for project performance improvement. (Zakaria, Ideris,2023). Additionally, the PMBoK methodology exemplifies the risk management process in international projects, emphasizing its significance in achieving project objectives. (Anna, Kielbus, et al,2019). Overall, effective risk management

is essential for successful project completion and is a key aspect of PMO practices in project management. (Gündüz, Ulusoy., et al,2020).

The rationale for studying the role of PMO in implementing project management practices, to guarantee successful and efficient project delivery, it is sense to investigate the function of a Project Management Office (PMO) in using project management techniques in projects. A PMO acts as a centralized hub for project management inside a company, offering teams and project managers supervision, direction, and assistance. Organizations can gain a better understanding of how to implement and optimize project management procedures, raise project success rates, foster stakeholder engagement and communication, and ultimately accomplish strategic business goals by learning about the role of a PMO. Furthermore, PMO research can be used to pinpoint best practices, difficulties, and chances for ongoing project management process improvement.

Overall, the above studies stress future studies to focus on stakeholder management, integration management, risk management, communication management and implementation studies of project management office. In addition, as to the knowledge of the researcher, there is no studies conducted the role of project management office in implementing project management practices with perspectives of stakeholder management, communication management, risk management and Integration management in projects of NGOs in Ethiopia. Therefore, this study filled these gaps and attempted to answer the following research questions:

### **1.2.1 Research questions**

- How effective was PMO in implementing project management practices In projects of ADRA Ethiopia?
- How supportive was PMO in implementing project management practices in projects of the agency?
- What were the factors that affect implementation of project management practices by PMO In projects of the agency?

### **1.3 Objectives of the study were**

General objectives- To study the role of PMO in implementing project management practices

Specific objectives:

- To study the effectiveness of PMO in implementing project management practices in projects of the agency
- To investigate the support of PMO in implementing project management practices in projects of the agency
- To identify factors that affect implementation of project management practices by PMO in projects of the agency

### **1.4 Significance of the study**

Significance of this study is, it enhances ADRA-ETHIOPIA organizational efficiency, effectiveness, and project success. A PMO serves as a centralized hub for project management within an organization, providing guidance, support, and oversight to project managers and teams. By understanding the role of a PMO in implementing project management practices, ADRA-ETHIOPIA can optimize their project delivery processes, standardize methodologies, improve management practices perspective of PMO, and ultimately achieve better project outcomes. Research in this area can help identify best practices, challenges, and opportunities for PMOs to add value and drive project success within organizations.

Findings of this study will also contribute as a source of information for policy makers, practitioners and researchers interested in the area.

### **1.5 Scope of the study**

The scope of the study will be PMO of ADRA-ETHIOPIA VQEP project with in the agency. Project stakeholder management, communication management, integration management and risk management perspective of project management knowledge areas of PMO through the life cycle of a project were the focus of this study. These perspectives were selected since they are some of project management practices implemented as part of roles of PMO.

## **1.6 Limitation of the study**

Since the research was case-study to some of the projects in ADRA-ETHIOPIA, generalizability of the finding to other context will be a potential limitation of the study, The other limitation would be quality of data collected might affect the quality of the outcome.

## **1.7 Organization of the study**

The study organized and consisted of five sections, the first part introduced the background of the study, second part discussed literature review, the third part presented methodology of the study, the fourth part presentation of data, analysis and findings, the fifth part discussed major findings, conclusion and recommendations.

## **1.8 Definition of key terms**

**Project management (PM)**- the characteristics of established quantitative and qualitative objective(s) with a set of activities that are complex enough to need managing (uniqueness), and a defined start time and finish time (temporary) and that needs resources to meet its objectives

**Project management office (PMO )**- The PMO is a unit or department, in matrix organizations or in project-based organizations, for developing of methodologies and institutionalizing project management, customize and sustain the practices, methods, techniques, and tools in organizations that provides project managers, project teams, and functional managers with access to the principles, practices, methodologies, tools, and techniques that are used for efficient and effective project management.

**Project management practices (PMP)**-Project management practices is the application of knowledge, skills, methodologies, principles, techniques, tools and practices of project management for the successful completion of a projects.

**Stakeholder management**- Stakeholder management in the context of project management refers to the process of identifying, analyzing, and engaging with individuals or groups who have a vested interest in the project. Stakeholders can include internal and external parties such as project sponsors, team members, customers, suppliers, regulatory bodies, and the community.

**Communication management-** Communication management in the context of project management refers to the systematic planning, implementation, monitoring, and control of communication processes within a project.

**Integration management-** Integration management in the context of Project Management Office (PMO) refers to the synchronization and coordination of various project components to ensure they move in tandem towards successful project completion. (Low, Sui, et al. (2017). It involves aligning project management and change management approaches at both organizational and individual levels to enhance management quality. (Laurence, Lecoivre. ,2013).

**Risk management-** Risk management in the context of project management involves a systematic approach to identifying, evaluating, responding to, and monitoring risks throughout the project lifecycle to ensure successful project delivery within set parameters.

## **Chapter Two**

### **Literature review**

#### **Conceptual review**

This chapter presents conceptual, theoretical, and empirical reviews related to the topic. The first part discusses central concepts of the study like the meanings of project and project management, project management practice ,project management office ,its importance and functions, different models of project management office, project management basic knowledge areas , project management life cycle and processes, empirical review and conceptual framework.

#### **2.1 Meaning and nature/characteristics of project , Project management ,project management practices and project management office**

Project management is the field of study that encompasses the planning, organization, motivation, and control of resources in order to achieve specific objectives. A project refers to a temporary undertaking that has a defined start and end point, often constrained by time, funding, or deliverables, with the aim of meeting distinct goals and objectives that bring about beneficial change or added value. This temporary nature of projects differentiates them from the repetitive, permanent, or semi-permanent functional activities of business as usual or operations that produce products or services. The management of these two systems often requires different technical skills and management strategies. The concept of project management was developed as a leadership approach to address temporary problems. This unique characteristic allows project management to offer innovative solutions to more complex tasks (Litke, 1995). (Abbasi and Al-Mharmah ,2000) define project management as the combination of art and science in planning, designing, and managing work across all phases of the project life cycle. It can also be seen as a system or process that encompasses the planning, designing, scheduling, managing, and controlling of interconnected project activities to achieve specific objectives or goals within a designated timeframe, budget, and standards (Lewis, 2007). Project management is an innovative management practice that aims to achieve stated objectives within specific time and budget constraints by making optimal use of resources (Stuckenbruck & Zomorrodian, 1987). According to the Project Management Institute (PMI, 2001), a project is defined as a temporary

endeavor to create a unique product or service, while project management is the art of coordinating activities to meet stakeholders' expectations.

➤ **Project management practices**

Project management can be defined as a form of implementation that aims to enhance the work in order to achieve optimal performance (Loo, 2002). It encompasses activities or processes that contribute value to the final product of the project and, consequently, to the organization in which it is implemented. The application of project management practices, when executed effectively, leads to an increase in the likelihood of project success (Thomas & Mullaney, 2008). Nevertheless, it is essential for each organization to evaluate the suitability of each practice, as their impact may vary across different organizations. Therefore, project management can be implemented through the utilization of tools and techniques that are customized to the specific context of the organization. Tailoring delineates the process of adapting the organization's processes, tools, and techniques to meet the unique requirements of each project (PMI, 2017). PM tools and techniques serve as the means by which the organization delivers and supports its PM processes. These tools and techniques encompass not only PM techniques such as work breakdown structure and earned value management, but also guidelines that define the organization's processes, including procedure documents, checklists, job aids, templates, software packages, and databases. Proper utilization of PM tools and techniques can facilitate the implementation of PM principles (Thomas & Mengel, 2008). An example of a widely used tool and technique is the project management information system (PMIS), as identified in the study by White and Fortune (Kwak & Anbari, 2009). This tool supports and facilitates the delivery of complex projects that are subject to uncertainty, market pressures, time constraints, financial constraints, and other challenging management restrictions (Zhai et al., 2009). According to Stewart and Mohamed (Demir & Kocabas, 2010), the effective use of information technology is crucial in improving the communication process among project participants, as relying solely on traditional paper-based processes is unlikely to yield significant improvements. In terms of PM software tools, there is a wide range of options available in the market (Hobday, 2000). Organizations can rely on various sources of input, including different bodies of knowledge, to guide them in selecting the most appropriate tools and techniques for their specific context. The PM body of knowledge encompasses the collective knowledge within the PM profession, encompassing both established traditional practices and emerging innovative practices (Sydow et

al., 2004). The efforts of these bodies of knowledge to systematize project management knowledge are based on the assumption that there are identifiable patterns and generalizations that can be used to establish rules, controls, and guidelines for best practices, even if they may not be applicable in every circumstance (Martinsuo et al., 2006).

➤ **Project management office**

The necessity for a prompt reaction to market fluctuations, customer needs, and technological advancements compels organizations to enhance their capabilities

(Group, 1995). The comprehension and knowledge of project management have expanded, and organizations acknowledge the significance of project management for business development (Cringley, 1994). A means of establishing and integrating a new entity, known as the Project Management Office (PMO), is undertaken by organizational project governance (Morris & Hough, 1987). This entity can exist either independently within an organization or as multiple PMOs, each entrusted with distinct project governance responsibilities, scope of activities, and authorities (Pinto, 1986). The PMO, therefore, functions as a unit or department within matrix organizations or project-based organizations, focusing on the development of methodologies and the institutionalization of project management practices (Dvir et al., 1998). According to Desouza & Evaristo (Might & Fischer, 1985), the PMO serves as a means to customize and sustain practices, methods, techniques, and tools within organizations. Dai & Wells (Ward, 2000) describe the PMO as an organizational unit that grants project managers, project teams, and functional managers access to the principles, practices, methodologies, tools, and techniques necessary for efficient and effective project management. The concept of the PMO is not particularly new. The project office, associated with engineering, aerospace, and defense projects, emerged in the 1950s as projects grew in scale and complexity (Might & Fischer, 1985). However, it was not until the 1990s that this concept truly expanded into the forms we see today (Ward, 2000). Some of this growth can be attributed to Y2K projects, but more recently, it seems to have been driven by a desire to gain better control over project risks, standardize the use of project management methodologies, tools, and techniques, improve project performance monitoring, and manage and disseminate knowledge of sound project management practices, particularly in the field of Information Technology (IT) (Might & Fischer, 1985). Over the past decade, many organizations have implemented one or more Project Management Offices as part of their organizational project management, assigning various operational, tactical, and strategic

roles to their PMOs (Dinsmore, 1999). At the operational level, a PMO offers basic centralized support to individual projects and ensures professionalism and excellence by applying widely accepted principles and preferred project management practices to each project (Fleming & Koppelman, 1998). At the tactical level, PMO services provide added value through multi-project coordination and the management of cross-project dependencies. This may involve integrating resources across projects and ensuring adherence to project management disciplines. Lastly, the strategic PMO encompasses all aspects of the operational and tactical PMO and also possesses the authority to prioritize projects based on corporate objectives and strategies, as well as advise senior management on the feasibility of project investments (Might & Fischer, 1985).

A project office, also known as a program office, is an organizational entity that is established to oversee a specific project or a series of related projects. Typically, it is led by a project or program manager (Ward, 2000). On the other hand, a project management office (PMO), also referred to as a center of excellence or center of expertise, is an organizational entity created to provide assistance to project managers, teams, and different levels of management in implementing project management principles, practices, methodologies, tools, and techniques (Ward, 2000). Scholars such as Dinsmore (Dinsmore, 1999), Fleming and Koppelman (Fleming & Koppelman, 1998), and Knutson (Knutson, 1998) have advocated for the establishment of a PMO to enhance the effectiveness of project management. They argue that a PMO can contribute to this by facilitating the transfer of knowledge from previous failures and successes and by offering various support services to both projects and different levels of management and support units. The value of utilizing PMOs has also been emphasized in a study on project management best practices in large functional organizations (Toney & Powers, 1997). In contrast, Block and Frame (Block & Frame, 1998) argue that an ad hoc approach to project management can lead to inefficiencies and even pose risks, whereas the establishment of a PMO can promote consistency and foster professionalism in project management. To enhance an organization's project management effectiveness, they propose certain characteristics, described as the provision of project support aims to alleviate administrative burdens such as reporting and software operations for project managers, Consulting and mentoring services are offered to provide professional project management expertise, including proposal development and project planning, Standards and methods are developed and enforced to incorporate best practices and ensure uniformity in project management practices within the organization, training programs are

conducted to enhance individual skills and promote professional certification, assistance is provided in staffing projects with suitable project managers, MOs play a crucial role in enabling virtual project offices across geographical and organizational boundaries, thereby serving as a high-tech project support entity, in addition to their primary functions, PMOs also undertake tasks such as project risk assessment, post-project evaluation, and facilitating the organizational transition towards an effective project environment.

## **2.2. Importance of PMO**

A multitude of advantages have been recognized for the Project Management Office (PMO). These benefits include corporate efficiency, client satisfaction, and staff effectiveness, which have been perceived as outweighing the costs associated with staffing the office (Desmond, 2015). Additionally, the PMO serves as a repository of knowledge for project management, accumulating collective experience from managing successive projects. It also facilitates collaboration across organizational silos and aids in breaking down barriers between different departments within an organization. From a strategic standpoint, the PMO, along with program management and gate reviews, can contribute positively to the implementation of organizational strategies and enhance overall organizational performance (Qing-Lan and Chang-Wei, 2008). However, it is important to note that an overly standardized adoption of project management standards may have negative consequences, such as impeding innovation, as suggested by the findings of (Bettin et al,2010). Their study on the installation of a PMO at a research institute revealed improved control of project information and reduced effort required for monitoring and recording project status. Furthermore, the PMO played a significant role in minimizing noncompliance issues identified during audits of the institute's hardware department. Empirical research by (Martin et al,2005) indicated that the PMO can influence an organization's ability to complete projects within budget. However, they also found that the PMO has minimal impact on the quality or adherence to schedule of information system (IS) projects. It remains uncertain whether these findings are applicable to projects outside the realm of IS, such as those in the manufacturing or construction sectors. In a separate study, ( Liu and Yetton ,2007) discovered that the PMO can positively impact project performance in situations characterized by high task uncertainty, reflecting a high information processing capability required to manage uncertainty effectively. Conversely, for projects with low task uncertainty, project reviews were found to be sufficient in achieving a positive impact on project performance, highlighting a lower

information processing capability corresponding to the reduced level of uncertainty. This research focused on IS and construction sector projects, where IS projects are often subject to significant uncertainty during the requirements definition stage, while uncertainty levels in construction project management have been successfully minimized. Nevertheless, this highlights the effect of the industry sector can have on the level of task uncertainty and therefore the scope for a PMO to support positive improvements in project outcomes, with this research pointing to sectors with higher levels of uncertainty being those that would benefit the most from deploying a PMO to oversee and support project management activities. In terms of project success, delivery within budget and schedule as well as meeting quality expectations is clearly important (i.e. achieving the so called 'iron triangle' of project requirements), although generating customer satisfaction and ensuring customer needs are fully addressed can also be important outcomes (Anantatmula and Rad, 2013). Consequently, ensuring this wider (holistic) set of project criteria are realized is a desirable objective for project-based organizations. This can be achieved through organizations instituting various structures and processes associated with gaining a satisfactory level of project management maturity across the organization, which include formalized and established project management procedures, project portfolio management, project manager certification as well as adoption of the PMO.

### **2.3. PMO MODELS**

In recent years, numerous books and articles have been published on the subject of project management, some of which advocate for the implementation of Project Management Offices (PMOs). An examination of these works reveals a diverse range of PMOs in terms of their name, structure, roles, and perceived value. Various authors have put forth models for classifying the primary services provided by a PMO. These models often condense the descriptions of PMOs found in the literature into typologies consisting of a few distinct types. The most prevalent typologies typically consist of three to five types, each representing a different model of a PMO. It is important to acknowledge that any model is an oversimplification and reduction of the complexities inherent in organizational reality. Nevertheless, models are highly valuable and indeed necessary for both research and practice. In general, a PMO model represents a business-oriented organizational structure that supports the enterprise's business strategy and

development. It provides a framework for how a PMO, which may encompass a project-portfolio management organization, project-program management organization, and/or project management organization, can initiate, create, capture, and deliver value within an enterprise. Ultimately, it is a design for an organizational structure that integrates elements of both project management and business management (Hubbard & Bolles, 2015). In the subsequent sections, the researcher will present six typologies of PMO models found in the literature, providing a brief description of the characteristics of each.

### **Typology 1: Gartner Research Group (2008)**

In his first research on the PMO in 2002, Gartner reported three different types of project Models (Repository, Coach, and Manager). In 2008 Gartner made an update and proposed five models instead of three. The Project Support Office is a formal organization established to support the needs of the community of project managers, providing simple cycle life support and hands-on project assistance on resourcing, scheduling, and scoping. The Project Management Office is a centralized control seeking to establish a consistent baseline of processes, adding formalized project tracking and reporting. The PMoCE model focuses on increasing the efficiency of investing in people through mentoring, upgrading skills, and sharing tacit knowledge between project managers. The Federated PMO consists of a corporate PMO and a number of Unit/Division PMOs in which the corporate PMO takes responsibility for methods, training, and tools while the Unit/Division PMOs are directly responsible for project reporting, oversight, and delivery. The Enterprise PMO has the role of reporting and oversight of major company initiatives and can be expanded to a strategy support office with responsibility for scenario planning and strategic analysis.

### **Typology 2: Kerzner (2009) H. Kerzner (2009)**

proposes three models of PMOs. Functional is used in one functional area or division of an organization, such as information systems. The major responsibility of this type of PMO is to manage a critical resource pool, that is, resource management. The Customer Group is for better customer management and customer communications. Multiple customer group PMOs can exist at the same time and may end up functioning as a temporary organization. This type of PMO will have a permanent project manager assigned to manage projects. The Enterprise or Strategic

Model serves the entire company and focuses on corporate and strategic issues rather than functional issues. If this type of PMO addresses management projects, it is for cost reduction efforts.

### **Typology 3: Crawford (2011) J. K. Crawford (2011)**

presents three different models of PMO. The Project Control Office typically handles large and complex single projects. It is specifically focused on one project, but that one project is so large and so complex that it requires multiple schedules, which may need to be joined into an overall program schedule. The Business Unit PMO is to manage a large number of multiple projects of varying sizes, from small short-term initiatives that require few resources to multi-month or multi-year initiatives requiring dozens of resources, large investments, and complex integration of technologies. It also provides a much higher level of efficiency in managing resources across projects and identifying the priorities of projects. The Strategic PMO considers an organization with multiple business units, multiple support departments, and ongoing projects within each unit. Only a corporate-level organization can provide the coordination and broad perspective needed to select and prioritize projects that will engage better strategic support by tracking projects and programs that contribute to support strategic and corporate objectives.

### **Typology 4: Unger, Gemünden & Aubry (2012) Unger, Gemünden & Aubry (2012)**

Introduce three models of PMO. The first is Supporting, which involves providing services to project members and project leaders during project implementation, including activities to train and motivate project management standards and operations within the organization. The second, Controlling, involves information management to deliver input in decision making, including gathering, preparing, and providing information as well as suggesting corrective measures. Third is Coordinating, which includes project appraisal, selection, cross-project support, crossing-department coordination and coaching parties to improve collaboration between stakeholders.

### **Typology 5: Project Management Institute (2013)**

The Project Management Institute (2013) proposes five PMO Models. The Project Specific provides project related services as a temporary entity established to support a specific project or program. Business Unit PMO provides a project-related service to support a business unit

including the portfolio management, the operational project support, and human resources utilization. The Project Support Office uses the governance of processes, practices, and tools established by the organization, and provides administrative support for delivering the project. The Enterprise PMO is responsible for aligning project and program work to corporate strategy, establishing and ensuring appropriate enterprise governance, and performing portfolio management functions to ensure strategy alignment and benefits realization. The Centre of Excellence supports project work by preparing the organization with methodologies, standards, and tools to enable project managers to better deliver projects.

### **Typology 6: D. L. Bolles & D. G. Hubbard (2015) D. L. Bolles & D. G. Hubbard (2015)**

propose five PMO Models. The Project Office (single project) and the Project PMO (major project), which we have grouped into Project Office/PMO. This Model provides management of a single, mission-critical or major project, develops project operational plans and budgets, and authorizes adjustments. Control reports up-date progress and maintain project documentation. The second model is Project Support Office, which provides administrative support to one or more non-complex and report projects, providing project controls. The Division PMO and Business Unit PMO we have grouped into a Division/Business Unit PMO, which provides project business management across the organizations, manages portfolios, and oversees programs. The Enterprise PMO provides project business management on an Enterprise-wide basis, overseeing division and business unit PMO, project selection, and prioritization. Finally, the Project Management Centre of Excellence establishes and implements project business management standards, methodology, practices, education, training, and project management competency on an enterprise-wide basis.

From the above discussion, Models appropriate for Implementing Project Management Practices in NGO Projects:

- Enterprise/Strategic PMO Model: Aligns project management with organizational strategies, suitable for NGOs focusing on long-term goals.
- Functional PMO Model: Emphasizes resource management and operational support, beneficial for NGOs with diverse project portfolios.

- Customer Group PMO Model: Focuses on specific stakeholder needs and communication, ideal for NGOs working on projects with distinct beneficiary groups
- Project Support PMO Model: Provides basic centralized support to individual projects, ensuring adherence to project management practices, suitable for NGOs with multiple ongoing projects.
- Business Unit PMO Model: Coordinates projects within specific business units, ensuring project success and alignment with unit objectives, beneficial for NGOs with decentralized project management structures.

#### Similarities and Differences of Recommended PMO Models

##### Similarities:

- Alignment with Organizational Goals: The Enterprise/Strategic PMO and Business Unit PMO models both focus on aligning project management practices with organizational strategies.

##### Differences:

- Scope of Influence: The Functional PMO model emphasizes resource management, while the Customer Group PMO model focuses on stakeholder communication and needs.
- Level of Support: The Project Support PMO provides centralized support to individual projects, contrasting with the Business Unit PMO's coordination of projects within specific units

## **2.4 Project management processes**

A project has a budget, a start and finish date, and a list of goals. Reaching the project's goals on schedule and within budget is the aim of project management. Project management is actually a continuous process of weighing the project's scope against its limits in terms of time, money, quality, and other factors. The PMBOK handbook offers industry best practices for addressing project management issues at all professional levels. The competencies that must be attained to ensure the most efficient use of project resources are outlined by the five PMBOK process groups. The PMBOK categorizes the project management processes into five areas (PMI, 2013).

### **2.4.1 Initiating Process Group**

This process is officially committing to start a project. The anointed project manager unearths the real objectives of the project, identifies the potential project stakeholders, and works with the customer and other stakeholders to come up with an approach to achieve those objectives. This process involves setting clear phases for the work to be completed, initializing teams and having the budget in place before work. (PMI., 2013).

### **2.4.2. Planning Process Group**

This involves figuring out the specifics of the problem-solving strategy. All of the work that needs to be done, along with who does it, when they do it, how long it takes, and how much it costs, are determined at the planning stage. This process group also handles a more focused description of all project expectations and goals, and it establishes the project infrastructure required to meet the deadlines and financial limitations in order to accomplish those objectives. (PMI, 2013)

### **2.4.3 Executing Process Group**

This process group involves managing teams effectively while coordinating time line expectations and reaching benchmark goals. Project managers utilizing this set of skills will demonstrate a high degree of organization and communication skills while addressing team concerns. (PMI, 2013).

### **2.4.4 Monitoring and Controlling Process Group**

This process group is responsible for tracking and evaluating project performance to determine if the project is proceeding according to plan. The main skills and competences associated in this process group include processing change orders, handling ongoing budget concerns, and mitigating unforeseen situations that may impair a team's ability to meet initial project goals. (PMI, 2013).

### **2.4.5 Closing Process Group**

This process group includes officially accepting the project as complete, documenting the final performance and lessons learned, closing any contracts, and releasing the resources to work on other endeavors. It addresses the culmination of strong project management skills demonstrated throughout the other interrelated processes that guided the project. (PMI., 2013) Good closure brings great reviews and can increase future word of mouth referrals. Some additional

characteristics of the project processes are:- Process groups are linked by the results they produce; the result or outcome of one becomes an input to another. Process groups are not discrete, one-time events; they are overlapping activities which occur at varying levels throughout each phase of the project. The process group interactions also cross phases such that closing one phase provides an input to initiating the next which means that in actual projects there will be many overlaps

## **2.5. Project management body of knowledge**

The body of knowledge for project management encompasses all facets of project management, from start to finish, employing tools, decision-making strategies, risk assessment instruments, and approaches to enhance project outcomes and meet organizational goals (Raz and Michael, 2001). Other sets of research have looked at the relationships between the body of knowledge and project management techniques from a wider angle and aim to identify the widespread application and viability of numerous PM techniques. (Thomas and Mullaly,2007), (Besner and Hobbs,2012) ,(Papke-Shields and Beise ,2010). (Hällgren ,2012) argued that there is need for a framework to strengthen project management practices to achieve a high level of project success and fill the gaps in the current body of knowledge.

The ten aspects of project management are integration, scope, schedule, cost, quality, resource, communication, risk, procurement, and stakeholder management, according to (PMBOK ,2017). The inherent tools and procedures of four out of these ten project management domains, that are Integration, risk, stakeholder and communication management were examined, and it is worth emphasizing that this study has investigated project management practices.

### **2.5.1. Project integration management**

Project Integration Management is a knowledge area in project management that focuses on coordinating and integrating all the various processes and activities within a project. It ensures that the project is executed in a seamless and cohesive manner, aligning with the project objectives and stakeholder expectations. The (PMBOK® Guide, 2013) states that Project Integration Management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups. In the project management context, integration includes characteristics of unification, consolidation, communication, and integrative actions that are

crucial to controlled project execution through completion, successfully managing stakeholder expectations, and meeting requirements. Project Integration Management includes making choices about resource allocation, making tradeoffs among competing objectives and alternatives, and managing the interdependencies among the project management Knowledge Areas. Project integration management involves coordinating all of the other project management knowledge areas throughout a project's life cycle. This integration ensures that all the elements of a project come together at the right times to complete a project successfully (Kathy Schwalbe, 2016).

### **2.5.2. Project communication management**

Project communication management refers to the processes and activities involved in planning, executing, monitoring, and controlling communication within a project. It is a key knowledge area within project management and is crucial for successful project delivery. Project Communications Management includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information (PMBOK® Guide, Fifth Edition). Communication ranks high among the factors leading to the success of a project (Eric Verzuh, 2005). Many experts agree that the greatest threat to the success of any project, especially IT projects, is a failure to communicate. Problems in other knowledge areas, such as an unclear scope or unrealistic schedule, indicate problems with communication (Kathy Schwalbe, 2016).

### **2.5.3. Project risk management**

Risk management is the act or practice of dealing with risk. It includes planning for risk, identifying risks, analyzing risks, developing risk response strategies, and monitoring and controlling risks to determine how they have changed (Harold Kerzner, 2009). Effective project risk management helps project teams anticipate and address potential obstacles, minimize the negative impacts of risks, and maximize opportunities for success. By proactively managing risks, projects can increase their chances of achieving objectives within the desired time, budget, and quality constraints. The (PMBOK® Guide, 2017) marked that Project Risk Management aims to identify and manage risks that are not addressed by the other project management processes

## 2.5.4. Project stakeholder management

Stakeholders are people, groups, or organizations that are interested in the project's outcome or who are impacted by it either directly or indirectly. The procedures necessary to identify the individuals, collectives, or organizations that could have an impact on or be impacted by the project, to assess expectations of stakeholders and how they affect the project, and to create management plans that will allow stakeholders to be successfully involved in project decisions and execution (PMBOK, 2017). The processes support the work of the project team to analyze stakeholder expectations, assess the degree to which they impact or are impacted by the project, and develop strategies to effectively engage stakeholders in support of project decisions and the planning and execution of the work of the project (PMBOK, 2017).

The Project Stakeholder Management processes are:

- ✓ Identify Stakeholders: The process of identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success.
- ✓ Plan Stakeholder Engagement: The process of developing approaches to involve project stakeholders based on their needs, expectation, interests, and potential impact on the project.
- ✓ Manage Stakeholder Engagement: The process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder engagement involvement.
- ✓ Monitor Stakeholder Engagement: The process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through the modification of engagement strategies and plans (PMBOK, 2017:503).

Stakeholder management done right is critical to project success because it reduces risks, manages expectations, and garners support. Involving stakeholders early in the project strengthens their commitment and lowers the possibility of pushback or resistance. It further enhances communication, encourages teamwork, and guarantees that the interests of all pertinent stakeholders are taken into account when making project decisions. By actively managing stakeholders, project managers can improve overall project outcomes, foster healthy working relationships, and reduce the likelihood of conflicts.

## **2.6. Factors Affecting project management practice in development projects**

Project management in the development sector is distinct due to certain features. Delivering physical items as the project's end goal is less common in development initiatives. As an alternative, they view these goods as a tool for enhancing the target populations' quality of life.

The goal of development initiatives is to solve difficult issues like injustice, inequality, and poverty. Furthermore, it frequently functions in incredibly difficult surroundings with few resources, high risks, intricate procurement networks, erratic political and financial environments, and hazardous circumstances (PMD pro, 2013).

PMOs in Ethiopian NGOs' projects face a variety of difficulties while putting project management techniques into operation. Technical problems such as inadequate project identification and unrealistic goals are among them. Human resource-related issues such a lack of specialists and training, financial limitations like insufficient funds and delayed money release ( Mnkandla et al.,2017) ,(Ayele, Ashagre ,2005), and the necessity of practical policy documents for efficient project management and procurement leadership (Birhan ,Wondie ,2016). Furthermore, the management consulting profession in Ethiopia is hindered by financial uncertainty, a lack of professionalism, and a poor network with overseas firms. These factors have an impact on PMOs. ( Gurmu et al., 2016), The study on stakeholder management in community development projects also identifies issues that can impact the success of NGOs' programs, such as a lack of commitment, competing interests, and poor communication.

A wide range of intricate stakeholder connections, including those with partner agencies, government ministries, community-based organizations, contractors, and international agencies, are frequently used to manage project execution in development projects. When it comes to development projects, the methodology employed is frequently just as crucial as the final product. At every stage of the project, transferring knowledge and learning to the target population is a top focus (PMD Pro, 2013).

The full set of project management competencies must be utilized in a balanced manner during the course of the project for development projects to succeed. In order to do this, a lot of development businesses have created Project Life Cycle diagrams, which they utilize to show the stages that their projects go through from start to finish (PMD Pro, 2013).

The literature has identified several factors that commonly pose challenges to the project management of international development projects. These include government policies, inadequate funding, donor withdrawal, shortage of foreign exchange, unsuitable contract terms, political priorities, poverty, socio-cultural conditions, corruption, and low institutional and human capacity (Idoko, 2018; Jekale, 2014; Andersen, 2018).

The other issue that these NGO initiatives deal with is underfunding and poorly structured budgets due to inaccurate information about the real market. This causes below-standard implementations, which force an approved agency to either alter the project or completely destroy it.

NGOs also have problems since their employees lack certain technical abilities. Moreover, the majority of projects are frequently overseen by project managers with little to no professional project management expertise. Sometimes, the personal interests of management can have an impact on the management system as a whole. Examples of these scenarios are when procurement processes are delayed or people with low knowledge are hired out of personal interest, and poor communication with the stakeholders and project team. It is possible that the team member will not receive regular updates or timely information on the project they are working on. A deficiency in communication can leave a team uncertain about the tasks they perform, which can ultimately result in projects that are either poorly completed or incomplete.

## **2.7 vocational qualification employment perspective project (VQEP) project of ADRA-ETHIOPIA**

Project Title: Vocational Qualification and Employment Perspectives for youth and women in the Solar Energy Sector in Afar, Dire Dawa, Arba Minch and Wolkite – Ethiopia.

**Its goal and objectives**-480 unemployed youth and women in Dire Dawa, Afar, Arba Minch, and Wolkite will be employed as qualified solar technicians and improve their livelihood as a result of vocational qualification and employment promotion measures in the field of solar PV technology

Duration of the project is from October 2022 to July 2025.

**Its targets**-480 disadvantaged youth and women in Afar, Arba Minch, Wolkite and Dire Dawa

The project has developed specific training offers and integrated solutions to address the problems of youth unemployment through vocational education and training (TVET) on solar technology, while supporting unemployed young people and women to find stable and sustainable employment. In its implementation, the project relies on coordinated cooperation with federal, regional, public, private and civil society actors. Particularly Stakeholders of these project are Ministry of labor and skill, Ministry of water and energy, Ethiopian water technology Institute, Wolkite polytechnic college, Ethio-Italy poly technic college in Dire dawa, Arbaminich polytechnic college, Lucy Technic college in Afar Region.

Project management office for this project is available in Addis Ababa and in the four respective regions. The office facilitates provision of short-term solar training to targeted youth and women by nearby polytechnic colleges

## **2.8. Review of Empirical Studies**

The Project Management Office (PMO) plays a crucial role throughout the life cycle of a project. Initially, PMOs collaborate with clients to establish appropriate engagement models and pricing strategies to ensure project success. (Zahar. et al ,2018). During the project lifecycle, PMOs provide support by offering advisory, controlling, and directive roles, depending on the stage of the project, to ensure effective project management and delivery.(Philbin.et al ,2018). Furthermore, PMOs facilitate knowledge transfer between projects, enhancing organizational competitiveness by capturing and sharing project knowledge for long-term benefits (Waveren.et al ,2018). Additionally, PMO managers are essential in overseeing the functions of the PMO, with roles encompassing various aspects such as governance, risk management, and stakeholder engagement, contributing to successful project outcomes (Sadeli.et al ,2023). Overall, PMOs are instrumental in guiding projects from inception to completion, ensuring efficiency, effectiveness, and knowledge continuity.

(Abdulla Ali,Mohd et al,2022 ), Topology of Project Management Office in United Arab Emirates Project-Based Organizations,

This paper utilized a qualitative research approach, specifically conducting interviews with twenty professionals working in Project Management Offices (PMOs) from four companies in the United Arab Emirates (UAE) .The interviews were used to gather data and insights on the

topology of PMOs in project-based organizations in the UAE .The qualitative data collected from the interviews was then analyzed to identify the different types of PMOs and their impact on project efficiency .The findings from the interviews were used to categorize PMOs into three types: supportive, controlling, and directive .

The paper also explored the various functions performed by PMOs, such as project support, training, lesson-learned maintenance, project management tool and software support, project control, inter-project communication, managing shared resources, and encouraging good project management and decision-making .

Additionally, the paper discussed how PMOs forecast future resource requirements, plan for strategic, non-billable, and billable usage, and assign appropriate resources to projects, improving resource utilization efficiency and lowering project resource costs .

The study identified three types of PMOs: supportive, controlling, and directive, each with its own approach and impact on project efficiency .

The choice of PMO type has a significant impact on project delivery efficiency, with controlling PMOs focusing on standardizing activities and processes, supportive PMOs facilitating access to project management data, and directive PMOs providing resources and expertise .

The findings of this study provide insights for organizations in the UAE on the different types of PMOs and their impact on project efficiency .

Organizations can consider the type of PMO that aligns with their goals and project management needs. For example, a controlling PMO can help standardize processes and activities, while a supportive PMO can facilitate access to project management data for all project managers within the organization .

Overall, the practical implications of this paper suggest that organizations in the UAE can benefit from implementing and optimizing PMOs to enhance project success and resource management .

(Wekesa, P. & Kimutai, G. ,2023). Conduct study on Project Management Practices and Implementation of Non-Governmental Organization Projects in Kakamega County, Kenya.

Descriptive research design was employed to determine the influence of critical success factors on the implementation of Non-Governmental Organization (NGO) projects in Kakamega

County, Kenya. The study used an explanatory research design to assess the influence of level of funding, ICT adoption, and risk management on the implementation of NGO projects in Kakamega County. The research collected quantitative data through structured questionnaires and analyzed it using inferential and descriptive methods. The sample size of 206 was determined using the Yamane formula and sampled through stratified random sampling. Correlation analysis and regression analysis were conducted as part of the inferential statistics.

The study found that project management practices, including funding, risk management, ICT adoption, and training, have a significant and positive association with project implementation among NGOs. Training was found to be effective in overcoming implementation challenges and improving project success. ICT adoption had a moderate positive and significant relationship with project implementation, indicating that an increase in ICT adoption is associated with improved project implementation. The level of funding, including funds available, funds adequacy, and period of funding, was identified as an important factor influencing project implementation. Stakeholder involvement, leadership traits, and monitoring and evaluation were found to positively impact project performance and success. However, these factors were not specifically studied within the NGO context.

(Gerben Kristian , Simon Patrick ,2020) studied on the Role of the Project Management Office (PMO) in a European Research Consortium Context.

The paper presents an illustrative case study based on a multidisciplinary consortium project in robotic neurosurgery, to demonstrate the role of a university-based project management office (PMO) in supporting the entire grant project lifecycle within a European research context.

The involvement of the PMO in the project was predominantly advisory during the ideation and grant negotiation stages, controlling through standardization and templates during the proposal preparation stage, and more directive during project implementation. The PMO liaised with consortium partners, gathered administrative details, maintained a shared online working space, and supported the principal investigator (PI) by informing about bid progress and maintaining a detailed progress chart.

The involvement of the PMO was largely advisory during the project support, dissemination, and communication phase, and it provided direct control and acted as a central project management resource during project implementation.

The PMO supported the principal investigator (PI) by gathering administrative details, maintaining a shared online working space, and informing about bid progress. It also ensured efficient data gathering and processing using standardized templates.

The paper highlights the practical implications of establishing a university-based project management office (PMO) to support research grant management in a European research context.

The findings suggest that a PMO can provide focused support across the entire grant project lifecycle, from ideation to project implementation, ensuring compliance with project management standards and organizational protocols. The PMO's involvement in the project can help maintain alignment with organizational strategy, improve project delivery, and ensure value-for-money towards public authorities and taxpayers

(Simon P Philbin,2016 ) on the paper EXPLORING THE PROJECT MANAGEMENT OFFICE (PMO) – ROLE, STRUCTURE AND PROCESSES discussed The Project Management Office (PMO) as an organizational entity that maintains the standard of projects and may also provide resourcing to support the project management process across an organization . The main purpose of the PMO is to facilitate project success through standardizing projects and implementing best practices . The PMO can have different functions, including being supportive, controlling, or directive, depending on the level of control provided . The PMO provides a standardized approach to project delivery and can provide portfolio level oversight and support the measurement of project performance . The PMO can also have people-oriented functions, such as providing project management staff and training, as well as administrative-related functions, such as maintaining project archives and lists of approved contractors and vendors .

How PMO support project delivery discussed that the PMO provides a standardized approach to project delivery, ensuring that projects follow best practices and adhere to established processes. The PMO can provide portfolio level oversight, monitoring the progress and performance of multiple projects and ensuring alignment with organizational goals.

The PMO can support project managers by providing resources, such as project management staff, and training to enhance project delivery capabilities. The PMO can facilitate coordination and communication among project teams, ensuring effective collaboration and timely delivery of project milestones.

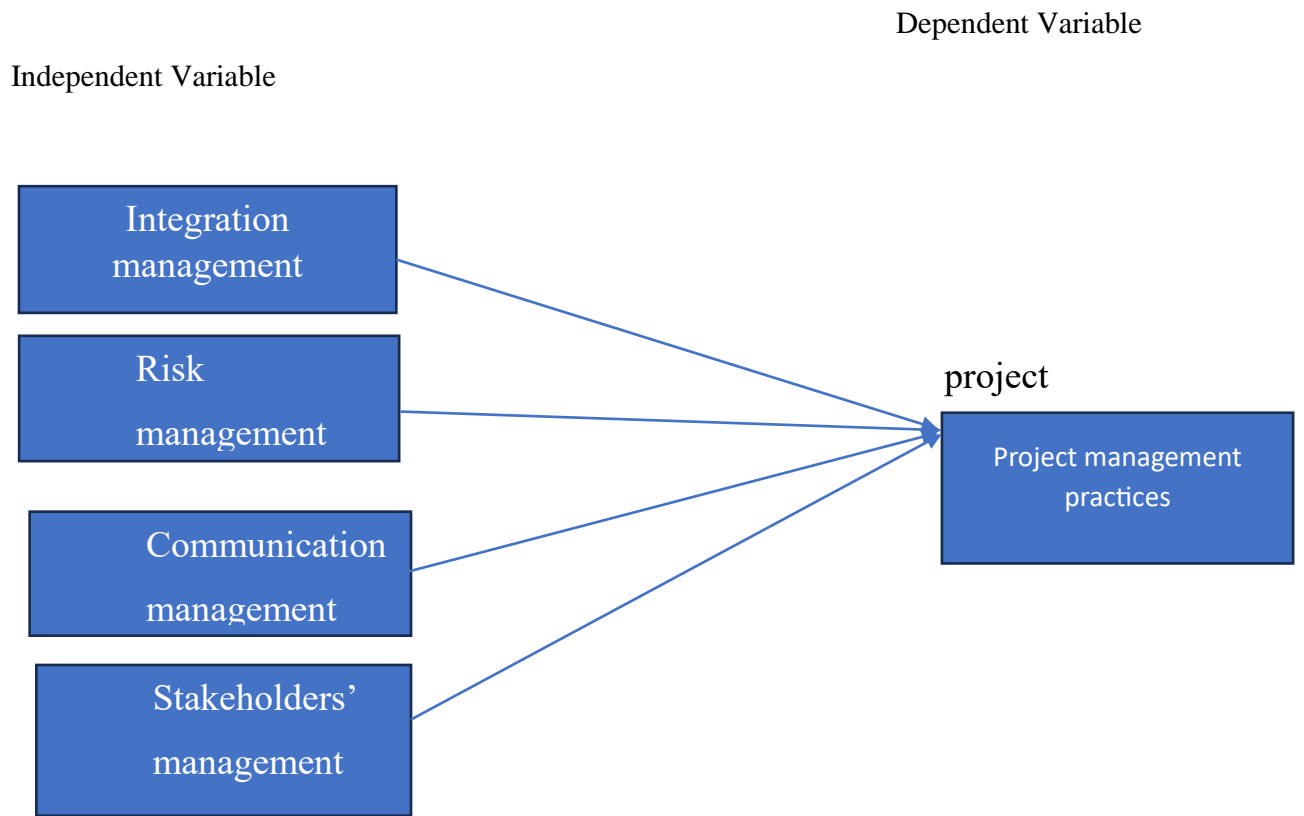
## **2.9. Conceptual Framework of the Study**

A conceptual framework in research is a model that integrates various ideas and concepts from different theories or empirical studies to provide a structure for understanding a particular phenomenon. (Ehsan. et al ,2023) It serves as a guide for researchers by outlining the key variables, relationships, and assumptions that underpin a study. Conceptual frameworks are essential for advancing conceptual clarity in research, facilitating the identification of modifiable risk factors, and shaping new avenues for interventions. They are particularly valuable in enhancing individual and institutional productivity in research activities among university students and professors. Overall, a conceptual framework acts as a foundational tool that helps researchers organize their thoughts, develop hypotheses, and structure their studies effectively. (Angarita. et al,2022).

Project management office supportive, controlling and directing role in the organization to implement project management practices from the perspective of some project knowledge areas through the life cycle of VQEP project was analyzed. The independent variables are integration management, risk management, communication management and stakeholders' management practices and the dependent variable is project management practices and moderate variables are factors that affect implementation of these practices.

Therefore, in this study, the conceptual framework includes project management office practices of stakeholder management, communication management, Integration management and risk management through the life cycle of a project, that are Initiation, planning, execution, monitoring and controlling and closure phases in the operation of VQEP project.

Figure 1: Conceptual Model of the Study



## **CHAPTER 3**

### **RESEARCH METHODOLOGIES**

This section of the study attempts to describe what methodologies are used to achieve the objectives of the study. Accordingly, it states the overall planned research approach and design, sources of data, target population, sampling and data collecting procedure, data processing method, and ethical considerations with their justifications.

#### **3.1 Research design**

A mixed research approach will be employed to conduct this research. Research design is the researcher's detailed plan of the way in which the research is to be done (McMillan & Schumacher, 2014: 22); it is a strategy that is drawn up for organizing the research and making it practicable (Cohen et al., 2018: 173); it is the direction that a researcher gives to the procedures to be followed in a research project (Creswell, 2014: 12). According to McMillan and Schumacher (2014: 22), a research design is the plan and the structure of the investigation that describes the conditions and procedures for collecting and analyzing data. A research design includes specific details of how the research is conducted, how data are collected, what instruments are used and what means are used to analyze the data that were collected (Cohen et al., 2018: 173).

This research is a cross-sectional descriptive study, questionnaire will be used to collect the quantitative data, and interview guide will be employed for generating the qualitative data .

#### **3.2 Description of study variables**

Study variables are Integration management, stakeholder management, risk management and communication management perspective of project management office by applying project management practices ,e.g. methodology ,skills, knowledge, tools, techniques, process on project effectiveness

#### **3.3 Description of study area and target population**

Target population is projects of ADRA-ETHIOPIA , List of ADRA Ethiopia project

1. Green Energy TVET project in Oromia and Tigray Region (December 2018- July 2022)
- 2.VQEP-Vocational qualification and Employment Perspectives in Arba Minch, Dire Dawa, Afar and Wolkite (October 2022 - July 2025)

3. SEAQE Project - Strengthening Equity, Access, and Quality Education in West Arsi and East Shoa Zone, Oromia Region

4. TOFI- Together for Inclusion

5. TRACC Project - TVET for Resilient and Adaptation to Climate Change Project in Oromia (Jan. 2022 - Dec. 2024)

Out of which VQEP-Vocational qualification and employment perspective project is selected using simple random sampling technique. Project management office of VQEP-project which located in Addis Ababa, Arbaminch, Dire Dawa, Afar and Wolaita are the central focus of the study variables in the organization.

### **3.4 Sampling technique/methods and sample size**

Simple random sampling technique is employed to select VQEP- project. and respondents of the study, at the head office level 8 project staff, at the regional level Wolaita-7, Dire Dawa-7, Afar-7, Arbaminch-7 a total of 36 project staff members in PMO OF VQEP project. Since the number of staff is small census will be employed, that is all of them will be included as respondents of the study. The rationale behind selecting these respondents is due to the fact that they are members of project management office who are carrying out the operation of VQEP project.

### **3.5 Data collection – source, types, instruments,**

**Primary sources** -Data was collected from program or project coordinators, project managers, experts, project staffs in VQEP projects of ADRA-Ethiopia

**Secondary sources**-Data collected from project documents, project performance records and literatures relevant to the study.

#### **Data collection instruments**

The primary method of data collection were survey questionnaire and semi-structured interviews. The quantitative data collection instrument will focus collecting numeric data from the participants. The researcher will create open-ended questions to engage the participants in semi - structured interviews.

## **Data collection procedure**

The researcher took formal letter requesting permission and support to the study, from school of commerce, Addis Ababa University to ADRA-ETHIOPIA project head office and selected and regional project offices

The researcher briefed to the participants about the content and purpose of the study and explained the assistance he will need from them. Before administering the questionnaire, the researcher gave a brief explanation to respondents about the objectives of the study. Finally, the questionnaires were distributed in the selected sample participants. Based on the schedule time limit given for respondents the researcher collected the questionnaire from the respondents.

In this study, semi-structured interviews are considered to be appropriate in eliciting specific information about the study. The interviews planned in such a way that they would not interfere with normal activities of participants. After the interviewee gave consent to be interviewed, the researcher introduced himself and the interviewees the aims of the investigation. In the introduction the interviewer encouraged the interviewees to give their opinions freely. They were informed that the information collected would be strictly confidential and private. A tape recorder used during the interviews so that all the information can be captured. After the information recorded through the tape it transcribed into text so that it can be analyzed with ease. Prior to use of the tape recorder in the interview's permission was asked from participants.

### **3.6 Data analysis – model, techniques, software, etc.**

As this research design adopted a mixed methods approach, the data analysis involved both quantitative and qualitative data analysis. These two distinct types of data need to be analyzed in different ways and therefore the data obtained from study participants analyzed and discussed . The information obtained from the respondents using questionnaires, interviews organized, framed and structured to suit analysis and interpretation. In the study, the data collected through the questionnaire coded, entered, cleaned and analyzed using the Statistical Package for Social Science (SPSS ) computer software version 26. Based on the type of basic questions and the nature of data collected, descriptive statistics like frequency, percentage, mean, cumulative means were used to analyze the quantitative data and narration for the qualitative data collected through interview.

### **3.7 Reliability and validity**

Before the analysis of the primary data that was collected through close ended questionnaires, analysis of the variables' reliability and validity of the constructs was verified. To ensure reliability of this research, the questionnaire was designed to measure the concepts in the theoretical model in a consistent manner. The validity of the research is concerned with the measurement of the data collection process implemented regarding the quality of the study. It outlines the evaluation of the quality of both the primary and secondary data used in the research. To ensure that validity of this study, each question in the questionnaire was designed to represent the concepts that were used in the literature of the study. Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. In other words, validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested, (C.R. Kothari, 2004).

Validity and reliability are interconnected concepts. This means it can be demonstrated by the fact that a measurement cannot be valid unless it is reliable (Cohen, 2005). Cronbach alpha used to check the reliability of the instrument. In this study the researcher adapted data collection instruments used in previous similar studies having Cronbach alpha greater than 0.7.

### **3.8. Research Ethics**

The main ethical issues considered in this study was to be confidentiality, anonymity, privacy, sensitivity, and voluntariness. In this study, the personal data of the interviewees presented in an anonymous way. Respondents or participants' right to privacy maintained through the promise of confidentiality. This follows the advice from (Cohen et al. ,2007:64) that anonymity ensures that information provided by respondents and participants does not reveal their identity.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS AND DISCUSSION**

#### **4.1. Introduction**

This chapter focuses on presenting the analysis and interpretations of the study based on the data collected from respondents and further discussions of the findings. As it has been mentioned in the previous chapter the data was collected using a questionnaire and semi-structured interview. an interview with the three-program manager, coordination manager and project manager were carried out successfully as planned. To analyze the collected data using the questionnaire in line with the overall objective of the research, a statistical procedure using SPSS version 26 software has been carried out. The data collected from the interview has been analyzed through narrative analysis by transcribing the answers of respondents then presented being triangulated with the results of the quantitative analysis.

#### **4.2 Response rate**

Out of the total of 33 questionnaires distributed to the target population, 32 questionnaires were filled out and returned, resulting in an approximate response rate of 96.96 %. It indicates a relatively high rate of response, which is generally considered suitable for further analysis.

#### **4.3 Demographic information of respondents**

The respondent's demographic information includes their Age, Gender, Educational level, Work experience and their Current role (Job position) and certificate on training are presented.

Table 4.1: Demographic information of respondents

No	Description		Respondent		Total	
			Frequency	%	N	%
	Gender	Female	3	8.57	35	100%
		Male	32	91.43		
	Age	22-30 Years	7	20	35	100
		31-40 Years	21	60		
		41-50 Years	7	20		
		51 Years & Above				
	Educational level	Diploma			35	100
		First Degree	16	45.71		
		Second Degree	18	51.42		
		PHD and above	1	2.85		
	work experience	0-2 Years	3	8.57	35	100
		3-5 Years	5	14.28		
		6-10 Years	4	11.42		
		11-15 Years	16	45.71		
		Above 15 Years	7	20		
	current position	Managerial (overall)	4	11.42	35	100
		Project Manager	5	14.28		
		Senior PM Officer	14	40		
		junior PM officer	12	34.28		
	Certificate on project management	BA and Above	6	17.14	35	100
		Trainings	28	100		
		No	1	2.85		

Source: own survey (2024)

A total of 35 respondents participated in this study. Among the total respondents, 91.43 % (32) respondents were male and 8.57% (3) were female. This can show us the majority of the respondents and people who work in VQEP project are male.

The study sought to establish the age bracket of the respondents. Table above demonstrate that 7 (20%) of the respondents were aged below 30 years while 21(60%) of the respondents were aged between 31 to 40 years and 7 (20%) were between 41 and 50 years and none of the respondents were over 50 years of age.

Out of the 35 respondents, BA/BSC holders are 16(45.71%), MA/MSc holders are 18(51.42%).1(2.85%) is PhD holder.

From the total number of respondents who participated in the study, holds the managerial position,5 of them are project managers, 14 senior project manager position,12 junior project manager position.

Finally, respondents were asked whether they have certificate on PM through either by training or formal education. As can be seen in table, 6 of the respondents revealed that they have certified on project management through training with B.A and above,28 respondents have certificate on project management short term training .1 responded no taken any training. Thus, the finding suggested that almost all of the respondents have certified on project management which in turn signified that considerable number of PMO activities have undertaken by employees who have knowledge about project management thereby positively affect efficiency of various Project activities in PMO.

## Part II: General type questions

1. Is there a project management office in your organization?

Table 4.2. Project management office

project management office	Yes		No	
	Frequency	%	Frequency	%
	32	100	0	0

Source: own survey (2024)

Almost all respondents of this study responded the availability of project management office in ADRA-ETHIOPIA. This indicate that PMO has many functions as supported by literatures, The PMO, therefore, functions as a unit or department within matrix organizations or project-based organizations, focusing on the development of methodologies and the institutionalization of project management practices (Dvir et al., 1998). According to Desouza & Evaristo (Might & Fischer, 1985), the PMO serves as a means to customize and sustain practices, methods, techniques, and tools within organizations. Dai & Wells (Ward, 2000) describe the PMO as an organizational unit that grants project managers, project teams, and functional managers access to the principles, practices, methodologies, tools, and techniques necessary for efficient and effective project management.

2. Is there project management training access in the organization?

Table 4.3. Project management training

Is there project management training access	Yes		No	
	Frequency	%	Frequency	%
	32	100	0	0

Source: own survey (2024)

On job project management trainings are provided to project staff members of VQEP project of ADRA-ETHIOPIA. This indicate the skill and knowledge of staffs are upgraded which has significant impact on their performances in carrying out project activities. Training of project staff members by a Project Management Office (PMO) in implementing project management practices is crucial for enhancing project outcomes. The PMO plays a key role in strengthening project planning and control practices, aligning the portfolio to corporate strategy, and increasing project and asset value. (Gustavo, da, Cunha, Maia.,2023).

2 If your answer for question number two is yes, how often?

Table 4.4. Duration of project management training given

How often	Monthly		Quarterly		Semi-annually		Yearly once	
	F	%	F	%	F	%	F	%
					14	43.75	18	56.25

Source: own survey (2024)

The majority of respondents responded that trainings related to project management are given semi-annually and annually. This indicates provision of trainings on project management to staff would make them upgrade their skills, align them to fit to the changing technology and skill demand for the requirements of carrying out project activities.

- 3 How many times have you taken training related to project management since you joined the Project?

Table 4.5. Number of times training is taken by respondents

	once		twice		More than two times	
	F	%	F	%	F	%
No times training taken	4	12.5	20	62.5	8	25

Source: own survey (2024)

Most of the respondents in the project staff have taken project related trainings more than once, this would enable them to be on the same performance level in implementing project management practices for the success of the project

- 4 What type of PMO is there in your organization?

According to (PMI, 2013) Project Management Office generally categorized in to three types based on their functions. These are supportive, controlling and directive. The Project Support Office uses the governance of processes, practices, and tools established by the organization, and provides administrative support for delivering the project. Consequently, the respondents asked their opinion about PMO type of ADRA-ETHIOPIA to choose from mentioned types. As presented on the table below PMO type represent all the three types of PMO with different degree of agreement. Of the total respondents 81.25% (26) agreed on supportive type of PMO and the remaining agreed on controlling type with 12.5% (4) and 6.25 (2) % on directive type of PMO exist in ADRA-ETHIOPIA. In support of respondents about the type of project management office in the agency, from the literature section of this study: Typology 6: D. L. Bolles & D. G. Hubbard (2015) D. L. Bolles & D. G. Hubbard (2015) discussed Project Support PMO Model: Provides basic centralized support to individual

projects, ensuring adherence to project management practices, suitable for NGOs with multiple ongoing projects.

Respondents of the interview described PMO as office which has structure, require human and material resources, which provide supportive, controlling and directive role throughout the life cycle of a project activities.

Table 4.6. Types of PMO

Types	Frequency	Percent
Supportive	26	81.25
Controlling	4	12.5
Directing	2	6.25

Source: own survey (2024)

#### 4.4. Analysis of project management knowledge areas

In this section of analysis, the role of PMO in implementing project management practices from the view point of project management knowledge areas, particularly Integration project management, risk management, communication management and stakeholders' management. To find out how effective and supportive PMO in the practice of project management, the respondents were asked to give assessment values based on a 5-point Likert scale. The computed results of frequency, percentage, mean qualitative results are presented in the form of tables and explanations as follows.

Weighted averages (mean value) for the Likert scale are calculated from strongly agree=5 to strongly disagree =1 and interpreted based on the data in the following Table.

Table 4.7. Weighted average for 5-point Likert scale (Likert, 1932)

Weighted average	Result	Result interpretation
1-1.79	Strongly disagree	Very negative
1.80-2.59	Disagree	Negative
2.60-3.39	Neutral	Moderate
3.40-4.19	Agree	Positive
4.20-5	Strongly Agree	Very positive

## **4.5. Project integration management**

Project Integration Management is a knowledge area in project management that focuses on coordinating and integrating all the various processes and activities within a project. It ensures that the project is executed in a seamless and cohesive manner, aligning with the project objectives and stakeholder expectations. The (PMBOK® Guide, 2013)

In this section, respondents were asked to choose their level of agreement on the the role of PMO in implementing project integration management processes. The following table provides the results.

**Table 4.8; Project integration management processes**

No	factors	strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total		Mean	C.M
		F	%	F	%	F	%	F	%	F	%	F	%		
1	<b>The project objectives and deliverables are clearly defined and aligned with the over all project goals</b>	2	6.25	17	53.13	9	28.13	4	12.5			32	100	3.53	
2	<b>There is a well-defined and documented process for managing changes and ensuring they are integrated in to the project effectively</b>														
				17	53.13	10	31.25	5	15.63			32	100	3.37	3.39
3	<b>Project activities and tasks are coordinated and integrated to ensure smooth project Execution</b>														
				16	50	10	31.25	6	18.75	-	-	32	100	3.31	
4	<b>The project</b>														

	<b>management plan is regularly updated and reviewed to address any changes or modifications required</b>														
		3	9.37	15	46.88	8	25	5	15.63	1	3.12	32	100	3.43	
	<b>Project integration processes are consistently followed and monitored to ensure successful project integration</b>														
5		1	3.12	20	62.5	4	12.5	3	9.37	4	12.5	32	100	3.34	

C.M cumulative Mean

Source: own survey (2024)

The table above presents the responses of the respondents regarding the project integration Management practice of VQEP Projects in ADRA-ETHIOPIA. As shown in the table in terms of the project objectives and deliverables being clearly defined and aligned with the overall project goals, 6.25(2) strongly, agreed.53.13% (17) of the respondents agreed, 28.13% (9) Neutral, 12.5%(4) disagree. The project objectives and deliverables being clearly defined and aligned with the overall project goals received a mean score of 3.53. Therefore, in this case, the respondents' agreement level can be categorized as "agree". Regarding the presence of a well-defined and documented process for managing changes and integrating them effectively into the project, 53.13% (17) of the respondents agreed, 31.25% (10) were neutral, 15.63% (5) disagreed. The presence of a well-defined and documented process for managing changes and integrating them effectively into the project received a mean score of 3.37. Therefore, the respondents' agreement level can be categorized as "moderate". Or neutral in terms of coordinating and integrating project activities and tasks to ensure smooth project execution, 50% (16) of the respondents agreed, 31.25% (10) were neutral, and 18.75% (6) disagreed. Coordinating and integrating project activities and tasks to ensure smooth project execution received a mean score of 3.31. Hence, the respondents' agreement level can be categorized as "moderate" or neutral.

Regarding the regular updating and reviewing of the project management plan to address changes or modifications,9.37% (3) very agreed,46.88% (15) of the respondents agreed, 25% (8) Neutral, 15.63 % (5) disagreed, and 3.12% (1) strongly disagreed. The regular updating and reviewing of the project management plan to address changes or modifications received a mean score of 3.43. Therefore, the respondents' agreement level can be categorized as "agree".

With respect to consistently following and monitoring project integration processes to ensure successful project integration, 3.12% (1) were strongly agreed,62.5%(20) agreed,12.5%(4) of the respondents were neutral, 9.37%(3) disagreed, and 12.5% (4) strongly disagreed. Consistently following and monitoring project integration processes to ensure successful project integration received a mean score of 3.34. Thus, the respondents' agreement level can be categorized as "agreed". Based on the above interpretation and average mean of 3.39. The respondents' agreement levels in different project integration practices are neutral or moderate which indicate there is a gap with integration management practices by the office which need concern and improvement.

Taking the justification, Project integration management involves coordinating all of the other project management knowledge areas throughout a project's life cycle. This integration ensures that all the elements of a project come together at the right times to complete a project successfully (Kathy Schwalbe, 2016).

A moderate level of integration management practice within a Project Management Office (PMO) implies that there is a certain degree of coordination and alignment among various project management processes and activities. It suggests that there is some level of consistency in how projects are planned, executed, monitored, and controlled within the organization. However, there may still be room for improvement in terms of optimizing integration across different projects, ensuring seamless communication and collaboration, and enhancing overall project performance. It is essential for the PMO to continuously assess and enhance its integration management practices to drive project success and organizational effectiveness.

#### 4.6. Project communication management

Project Communications Management includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information (PMBOK® Guide, Fifth Edition). Communication ranks high among the factors leading to the success of a project (Eric Verzuh, 2005). Respondents were asked questions that assess if communication management is practiced in PMO of VQEP project of ADRA-ETHIOPIA

Table 4.9. Communication management process

No	factors	strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total		Mean	C.M
		F	%	F	%	F	%	F	%	F	%	F	%		
1	<b>Effective communication channels and methods are established to facilitate timely and accurate information exchange among project stakeholders</b>														
		2	6.25	19	59.38	5	15.63	5	15.63	1	3.12	32	100	3.5	
2	<b>Project progress and updates are regularly communicated to</b>														
		4	12.5	18	56.25	6	18.75	4	12.5	-	-	32	100	3.68	3.53

	<b>stakeholders in a clear and concise manner.</b>															
3	<b>Communication barriers and challenges are identified and addressed to ensure effective project communication</b>															
		4	12.5	16	50	5	15.63	7	21.88	-	-	32	100	3.53		
4	<b>Stakeholder feedback and input are actively sought and incorporated into project decisions and actions</b>															
		3	9.37	19	59.38	4	12.5	4	12.5	2	6.25	32	100	3.53		
5	<b>A communication management plan is in place to guide communication activities throughout the project.</b>															
		7	21.88	16	50	4	12.5	1	3.12	4	12.5	32	100	3.65		

C.M cumulative Mean

Source: own survey (2024)

The table presents respondents responses regarding various factors related to effective project communication. Effective communication channels and methods: Overall, 6.25% (2) strongly agreed,59.38% (19) of the respondents agreed, 15.63%(5) neutral, 15.63% (5) disagreed, 3.12% (1)strongly disagreed. The mean rating for this factor was 3.5, indicating level of agreement.

Regarding Project progress and updates communicated to stakeholders in a clear and concise manner. Responses ,12.5%(4) strongly agreed,56.25%(18) agreed,18.75%(6) neutral,12.5%(4) dis agreed. The mean value for this factor is 3.68 which indicate level of respondent's agreement to be agree.

In terms of Communication barriers and challenges identified and addressed to ensure effective project communication factor, respondents responses are 12.5% (4) strongly agreed,50%(16) agreed,15.63%(5) neutral,21.88%(7) disagreed. The mean value for this factor is 3.53 indicating existence of agreement among respondents Considering Stakeholder feedback and input sought and incorporated into project decisions and actions, 9.37%(3) strongly agreed,59.38%(19 ) agreed,12.5%(4) neutral,12.5%(4) disagreed,6.25%(2) strongly disagreed. The mean score for this factor is 3.53 showing high level of agreement among respondents.

With regard to a communication management plan in place to guide communication activities throughout the project. Respondents responded, 21.88% (7) strongly agreed,50% (16) agreed,12.5% (4) neutral,3.12%(1) disagreed and 12.5%(4) strongly disagreed. The mean score for this factor is 3.65 indicating presence of agreement with in respondents. The cumulative mean of communication management practice found to be 3.57 which is in the range of agreement.

Regarding this the interview result indicated, the office organizes workshops to facilitate communication and stakeholders' engagement at different milestones of a project. One good practice they described was the events of every workshop, the office share minutes to participants with e-mail addresses which indicate transparency.in addition the office collaborates and coordinate project activities with other departments and stakeholders to implement project effectively.

Many experts agree that the greatest threat to the success of any project, especially IT projects, is a failure to communicate. Problems in other knowledge areas, such as an unclear scope or unrealistic schedule, indicate problems with communication (Kathy Schwalbe, 2016).

A higher level of communication management practice within a Project Management Office (PMO) implies that there is a strong emphasis on effective communication strategies and practices throughout the project lifecycle. It suggests that the PMO places a high priority on clear, timely, and transparent communication among project stakeholders, team members, and leadership.

At a higher level of communication management, the PMO likely has established communication plans, channels, and protocols to ensure that information is shared efficiently, accurately, and in a way that meets the needs of different stakeholders. There may be regular status updates, progress reports, and feedback mechanisms in place to facilitate open communication and collaboration.

Overall, a higher level of communication management practice within the PMO indicates a commitment to fostering a culture of communication excellence, which can lead to improved project outcomes, stakeholder engagement, and overall project success. It is essential for the PMO to continue to prioritize and enhance communication practices to maintain effective project communication and alignment across the organization.

#### 4.7. Project risk management

Risk management is the act or practice of dealing with risk. It includes planning for risk, identifying risks, analyzing risks, developing risk response strategies, and monitoring and controlling risks to determine how they have changed (Harold Kerzner, 2009). While assessing the practice of risk management by PMO of VQEP project, respondents were asked questions regarding the processes of project risk management which the results are shown on the table below.

Table 4.10. Risk management process

No	factors	strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total		Mean	C.M	
		F	%	F	%	F	%	F	%	F	%	F	%			
1	<b>A comprehensive risk management plan is developed and implemented to identify, assess, and mitigate project risks</b>															
		-	-	12	37.5	2	6.25	14	43.75	4	12.5	32	100	2.68	2.9	
2	<b>Risks are regularly monitored and tracked to ensure timely identification and response.</b>															
		-	-	12	37.5	4	12.5	4	12.5	12	37.5	32	100	2.81		

3	<b>The office describes how project issues will be documented and monitored.</b>															
		-	-	12	37.5	16	50	4	12.5	-	-	32	100	3.12		
4	<b>The office describes how identified risks will be monitored and how changes to the risk register will be assessed.</b>															
		-	-	14	43.75	10	31.25	8	25	-	-	32	100	3.18		
5	<b>The office describes the use of risk management software.</b>															
		-	-	10	31.25	8	25	11	34.38	3	9.37	32	100	2.71		

C.M cumulative Mean

Source: own survey (2024)

A comprehensive risk management plan is developed and implemented to identify, assess, and mitigate project risks: receives a Mean value 2.68, indicates that respondents are neutral with this statement. Risks are regularly monitored and tracked to ensure timely identification and response: Mean =2.81, respondents are neutral with the statement that risks are regularly monitored and tracked. The office describes how project issues will be documented and monitored: The mean value of 3.12 suggests that respondents' agreement level is neutral with how project issues will be documented and monitored. The office describes how identified risks will be monitored and how changes to the risk register will be assessed: Respondents are neutral with how identified risks will be monitored and changes to the risk register will be assessed, as indicated by the mean value of 3.18. The office describes the use of risk management software: Based on the mean value of 2.71, respondents are neutral with the description of the use of risk management software. The overall cumulative mean is 2.9, it indicates that respondents are neutral with the statements regarding risk management practices. This suggests that there is a gap with respect to risk management practice which need improvement and significant concerns or issues with the development, implementation, monitoring, and documentation of project risks within the office. Interview result regarding risk management practices of the office, two of the respondents replied that even there is risk management plan in place, the practice is not satisfactory which need improvement. This go in line with the Likert scale finding of risk management practices responses indicate that respondents are neutral, showing moderate practice which need concern and improvement

Based on explanation on the literature; by proactively managing risks, projects can increase their chances of achieving objectives within the desired time, budget, and quality constraints. The (PMBOK® Guide, 2017) marked that Project Risk Management aims to identify and manage risks that are not addressed by the other project management processes

A moderate level of risk management practice within a Project Management Office (PMO) suggests that there is some level of awareness and consideration of risks in project planning and execution. It implies that the PMO is implementing some risk identification, assessment, and mitigation strategies, but there may be room for improvement in terms of the depth and effectiveness of risk management practices.

At a moderate level, the PMO may be addressing known risks to a certain extent but may not be proactively identifying and managing potential risks that could impact project outcomes. There may be opportunities to enhance risk analysis, develop more robust risk response plans, and integrate risk management more comprehensively into project decision-making processes.

To improve project success and resilience, it is important for the PMO to strive for a higher level of risk management maturity by continuously refining its risk management practices, fostering a risk-aware culture, and leveraging best practices in risk management.

#### **4.8. Project stakeholder management**

Stakeholders are people, groups, or organizations that are interested in the project's outcome or who are impacted by it either directly or indirectly. The procedures necessary to identify the individuals, collectives, or organizations that could have an impact on or be impacted by the project, to assess expectations of stakeholders and how they affect the project, and to create management plans that will allow stakeholders to be successfully involved in project decisions and execution (PMBOK, 2017). The study sought to assess practice of stakeholder management by PMO of VQEP project of ADRA-ETHIOPIA and respondents were requested to value their agreeableness on the processes of project stakeholder management. The results are shown on the tables below.

Table 4.11. Stakeholder management process

No	factors	strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total		Mean	C.M
		F	%	F	%	F	%	F	%	F	%	F	%		
1	<b>Stakeholders are identified and documented, including their roles, interests, and potential impact on the project</b>														
		9	28.13	18	56.25	1	3.12	4	12.5	-	-	32	100	4	
2	<b>Stakeholder engagement strategies are developed to ensure effective communication and</b>														
		10	31.25	15	46.88	2	6.25	5	15.63	-	-	32	100	3.93	3.82

	<b>collaboration throughout the project</b>														
3	<b>Regular stakeholder analysis is conducted to understand their expectations, concerns, and level of influence</b>														
		12	37.5	13	40.63	3	9.37	-	-	4	12.5	32	100	3.9	
4	<b>Stakeholder feedback and input are actively sought and incorporated into project decisions and actions.</b>														
		3	9.37	19	59.38	1	3.12	7	21.88	2	6.25	32	100	3.43	
5	<b>Stakeholder satisfaction is regularly assessed to ensure their needs are being met and managed appropriately</b>														
		10	31.25	16	50	1	3.12	1	3.12	4	12.5	32	100	3.84	

C.M cumulative Mean

Source: own survey (2024)

Stakeholders are identified and documented, including their roles, interests, and potential impact on the project: The mean value is 4 which falls in the "agree" category. Stakeholder engagement strategies are developed to ensure effective communication and collaboration throughout the project: The mean value is 3.93, which also falls again in the "Agree" category.

Regular stakeholder analysis is conducted to understand their expectations, concerns, and level of influence: The mean value is 3.9, indicating in the "agree" category. Stakeholder feedback and input are actively sought and incorporated into project decisions and actions: The mean value is 3.43, falling in the "Agree" category. Stakeholder satisfaction is regularly assessed to ensure their needs are being met and managed appropriately: The mean value is 3.84, which clearly falls in the "agree" category. The overall average means value of 3.82, falling in the "Agree" category indicates that, on average, the survey respondents do agree with the statements related to stakeholder management in the project.

Based on interview result, the office use stakeholders mapping technique to Identify stakeholders has a good communication practice with respective stakeholders of the project. In addition stakeholders from ministry of Water and Energy, Ministry of labor and skill, Ethiopian Water Technology Institute responded that PMO of VQEP project has good stakeholder management.

As it described in statement from the literature the processes support the work of the project team to analyze stakeholder expectations, assess the degree to which they impact or are impacted by the project, and develop strategies to effectively engage stakeholders in support of project decisions and the planning and execution of the work of the project (PMBOK, 2017).

A higher level of stakeholder management practice within a Project Management Office (PMO) implies that the PMO is effectively identifying, engaging, and managing stakeholders throughout the project lifecycle. It suggests that the PMO recognizes the importance of stakeholders in project success and is proactively building strong relationships with key stakeholders to ensure their needs and expectations are understood and addressed.

At a higher level of stakeholder management practice, the PMO may have established robust communication channels, feedback mechanisms, and stakeholder engagement strategies to foster collaboration and alignment with stakeholders. The PMO may also be actively involving

stakeholders in decision-making processes, seeking their input and feedback, and managing stakeholder expectations effectively.

Overall, a higher level of stakeholder management practice indicates that the PMO is committed to stakeholder engagement as a critical success factor for projects. By prioritizing stakeholder relationships and communication, the PMO can enhance project outcomes, mitigate risks, and build trust and support among stakeholders.

#### **4.9. Factors affecting implementation of project management practices.**

The implementation of project management practices by Project Management Offices (PMOs) in NGO projects can be influenced by various factors. Based on the factors listed below respondents were requested to provide their judgement and the result of the survey is displayed below in table.

Table 4.12 Factors affecting implementation of project management practices.

No	factors	strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total		Mean	C.M
		F	%	F	%	F	%	F	%	F	%	F	%		
1	<b>project management methodologies</b>	7	21.88	16	50	4	12.5	3	9.37	2	6.25	32	100	3.71	3.71
2	<b>project management skill within the team</b>	4	12.5	16	50	8	25	4	12.5	-	-	32	100	3.62	
3	<b>Technical knowledge within the team</b>	10	31.25	12	37.5	4	12.5	3	9.37	3	6.37	32	100	3.71	
4	<b>Project Goal and objective setting</b>	8	25	16	50	5	15.63	3	9.37	-	-	32	100	3.9	
5	<b>communication b/n team</b>	3	9.37	17	53.13	6	18.75	4	12.5	2	6.25	32	100	3.46	
6	<b>stakeholder management</b>	8	25	16	50	5	15.63	3	9.37	-	-	32	100	3.9	
7	<b>clarity in the scope of</b>														

	<b>the project</b>	10	31.25	13	40.63	4	12.5	5	15.63	-	-	32	100	3.87
8	<b>Scope creep (uncontrolled extension of the project beyond the planned scope)</b>	8	25	10	31.25	8	25	4	12.5	2	6.25	32	100	3.56
9	<b>Budget(resource) restrictions</b>	4	12.5	20	62.5	2	6.25	6	18.75	-	-	32	100	3.68
10	<b>Team conflict</b>	8	25	15	46.88	6	18.75	3	9.37	-	-	32	100	3.87
11	<b>Time management</b>	6	18.75	14	43.75	4	12.5	5	15.63	3	9.37	32	100	3.46
12	<b>Government policies</b>	8	25	12	37.5	9	28.13	3	9.37	-	-	32	100	3.78

C.M cumulative Mean

Source: own survey (2024)

As indicated in the table are factors that affect implementation of project management practices by PMO of ADRA-ETHIOPIA. The respondents are asked to respond the level of their agreement with respect to practices in VQEP project. project management methodologies factor receive mean value 3.71 which indicate level of agreement of respondents to be Agreed, project management skill within the team response mean:3.62, Technical knowledge within the team response mean :3.71, Project Goal and objective setting mean value 3.9 , communication b/n team mean 3.64, stakeholder management with mean value 3.9, clarity in the scope of the project mean value 3.87, Scope creep (uncontrolled extension of the project beyond the planned scope) response mean3.56, Budget(resource) restrictions mean value 3.68, Team conflict response mean:3.87 , Time management mean value 3.46 and Government policies response mean 3.78 . And the cumulative mean of the above factors equals to 3.71. This indicate that the level of agreement of respondents with respect to factors that affect implementation of project management practices by the PMO of ADRA-ETHIOPIA project is positive.

## **CHAPTER FIVE**

## **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

This chapter finalizes the study by providing the summary of key findings, conclusions and recommendations that can help to improve the role of project management office in implementing project management practices in project of ADRA-ETHIOPIA

### **5.1. Summary of major findings**

- There is project management office which provide more supportive, few controlling and directing activities.
- Project management training was given at least once annually for the management staff
- Level of effectiveness of project management with regard to project management knowledge areas like project integration with mean value 3.39, risk management with mean value 2.9 is moderate.
- Level of effectiveness of project management office with regard to Stakeholder management mean value 3.82 and communication management with mean value 3.57 indicate high.
- The project management office is supportive in implementing project management practices in VQEP projects
- The majority of the respondents agreed on the factors with mean value 3.7 affecting implementation of project management practices by PMO

### **5.2 Conclusion**

It is possible to conclude that there is there is a moderate level of effectiveness of project management office in implementing integration and risk management practices in project of ADRA-ETHIOPIA. The office role in implementing communication and stakeholder management effective at high level.

Regarding supportive role of the office, it is at a good level of performance in supporting, controlling and directing project activities through implementation of project management practice.

Regarding factors affecting project management practice if attention and concern is not given and implemented, it would affect the success of a project.

Based on the results of five-point “Likert scale”, frequency of agreeableness and qualitative interview results Project management office role in implementing project management practices in VQEP project of ADRA-ETHIOPIA achieved above average level.

### **5.3 Recommendation**

Based on the results found from the quantitative and qualitative assessments the points outlined below are recommended.

- It’s recommended to keep up the good work on stakeholder and communication management practices that were considered successful.
- Attention should be given to improve integration and risk management practices by PMO
- PMO should give concern, control and facilitate to factors affecting project management practices.

### **5.4 Suggestion of further studies**

The study considered only to VQEP project of ADRA-ETHIOPIA, future researchers can consider carrying out a similar study in different sectors or may compare and contrast other similar sectors with this project to study the role of project management office in implementing project management practices.

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## Appendices

**Addis Ababa University**

**College of Commerce Department of Project Management**

**:ljjjjjjjjjjjjj Interview Questions**

Dear Respected program manager and project managers:

This interview is conducted to collect data for research on: The role of project management office in implementing project management practices: The case of project in ADRA-ETHIOPIA. The information is going to be used as primary data for this research. Therefore, your response and participation in the interview will be extremely valuable for the study. Please note that confidentiality of your response is secured and used only for the purpose of this study.

If you need to know the final results of the study, you may contact me via E-mail. [tesmeklit@gmail.com](mailto:tesmeklit@gmail.com) Thank you in advance for your voluntary participation.

1. please introduce your educational background, year of experience and position in VQEP project
2. what are your duties and responsibilities in VQEP project
3. How do you describe PMO office to VQEP project
4. How does the PMO collaborate with other departments or stakeholders to ensure seamless integration of project activities and deliverables, and what strategies have been most effective in promoting integration across different project teams?
5. How does the PMO identify and prioritize key stakeholders in project management, and what strategies are in place to effectively engage and communicate with them throughout the project lifecycle?
6. How does the PMO ensure clear and effective communication channels are established and maintained across all project stakeholders, and what tools or methods are utilized to facilitate transparent communication throughout the project lifecycle?
7. How does the PMO identify, assess, and mitigate risks within project, and what processes or frameworks are in place to proactively manage and monitor risks throughout the project lifecycle?

8. would you describe the supportive role of PMO in implementing project management practices in VQEP project

9. would you describe any internal or external factors that can affect implementation of project management practices by PMO

**Addis Ababa University**

**College of Commerce Department of Project Management**

## Survey Questionnaire

Dear Respondents,

This questionnaire is designed to gather information about the "The role of Project Management Office(PMO) in implementing project management practices :the case of projects in ADRA-ETHIOPIA ". All responses will be used only to conduct a study for the partial fulfillment of Master's Thesis in Project Management in Addis Ababa University College of Commerce and if needed, it will be as an input for your organization to improve performance. Your anonymity/ secrecy will be strictly maintained as I do not ask for your name here and will not be used for any other purpose. Besides, this survey should only take about 10 minutes of your time. I am grateful for your cooperation in advance!

N.B: Please put a (× )mark to all your responses in the space provided to each question (if necessary).

### PART I: Demographic Information of Respondents

1.1 Gender: Male      Female

1.2 Age: ---22-30 Years    ---31-40 Years    ---41-50 Years    ---51 Years & Above

1.3 Educational level: ---Diploma    --- First Degree    --- Second Degree    ---- PHD and Above

1.4 Work Experience on project management: ---0-2 Years    ---3-5 Years    --6-10 Years    ---11-15 Years    -----Above 15 Years

1.5 Current Position:

-----Managerial (overall)    ----- Project Manager    ---- Senior PM Officer    ---- junior PM officer

1.6 Certification on Project Management    ----BA and Above    -----Trainings    -----No

### Part II: General type questions

1. Is there a project management office in your organization? -----Yes , -----No
2. Is there project management training access in the organization? -----Yes , -----No
3. If your answer for question number two is yes, how often? ----Monthly , ---Quarterly,--  
Semi-annually -----Yearly Once
4. How many times have you taken training related to project management since you joined the Project?
5. What type of PMO is there in your organization? please choose your appropriate answer only.
  - a) Supportive (support in the form of on demand expertise, templates, best practices, access to information and expertise on other projects)
  - b) Controlling (control in the activities, processes, procedures, documentation)
  - c) Directive (beyond simple control, and actually takes over the projects by providing the PM experience and resources to manage the projects)
  - d) Other \_\_\_\_\_

part -III: Questions related to effectiveness of role of project management office in implementing project management practices.

Based on your experience in projects, please evaluate the level of importance of the factors listed in each project management knowledge area practices in relation to effectiveness of PMO (project management office).

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

	Project integration management	5	4	3	2	1
1	The project objectives and deliverables are clearly defined and aligned with the overall project goals.					
2	There is a well-defined and documented process for managing changes and ensuring they are integrated into the project effectively.					
3	Project activities and tasks are coordinated and integrated to ensure smooth project execution.					
4	The project management plan is regularly updated and reviewed to address any changes or modifications required.					
5	Project integration processes are consistently followed and monitored to ensure successful project integration.					
	Project risk management					
1	A comprehensive risk management plan is developed and implemented to identify, assess, and mitigate project risks.					
2	Risks are regularly monitored and tracked to ensure timely identification and response.					
3	The office describes how project issues will be documented and monitored.					
4	The office describes how identified risks will be monitored and how changes to the risk register will be assessed.					
5	The office describes the use of risk management software.					
	Project Communication management					
1	Effective communication channels and methods are					

	established to facilitate timely and accurate information exchange among project stakeholders.					
2	Project progress and updates are regularly communicated to stakeholders in a clear and concise manner.					
3	Communication barriers and challenges are identified and addressed to ensure effective project communication.					
4	Stakeholder feedback and input are actively sought and incorporated into project decisions and actions.					
5	A communication management plan is in place to guide communication activities throughout the project.					
	Project Stakeholder management					
1	Stakeholders are identified and documented, including their roles, interests, and potential impact on the project.					
2	Stakeholder engagement strategies are developed to ensure effective communication and collaboration throughout the project.					
3	Regular stakeholder analysis is conducted to understand their expectations, concerns, and level of influence.					
4	Stakeholder feedback and input are actively sought and incorporated into project decisions and actions.					
5	Stakeholder satisfaction is regularly assessed to ensure their needs are being met and managed appropriately.					

Part IV. Factors affecting implementation of project management practices by PMO

Based on your experience in the Project, please provide to what extent do you agree with the following factors listed under affect implementation of project management practices.

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

	Factors affecting	5	4	3	2	1
1	project management methodologies are properly used in the project.					
2	project management skill within the team					
3	Technical knowledge within the team					
4	Project Goal and objective setting					
5	communication b/n team					
6	stakeholder management					
7	clarity in the scope of the project					
8	Scope creep (uncontrolled extension of the project beyond the planned scope)					
9	Budget(resource) restrictions					
10	Team conflict					
11	Time management					
12	Government policies					

**Thanks For your time .**