



Addis Ababa University

School of Commerce

Master of Arts in Project Management Program

**Assessing Factors Affecting Project Performance in Integration Project
Management: The Case of Development for Peace Organization Food security
and Livelihood Projects,
Addis Ababa, Ethiopia**

Submitted by: Seada Abdu

Date: June 2024 G.C



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**A Research Project Submitted to Addis Ababa University School of commerce
in partial Fulfillment of the Requirement for the Master of Arts in Project
Management Program**

Submitted by: Seada Abdu

Date: June 2024 G.C

Advisor: Solomon Markos, Ph.D.

Declaration

I hereby declare that this thesis submitted in partial fulfillment of the requirements of Master of Arts in Project Management program is an original work carried out with the guidance of advisor Dr. Solomon Markos. It does not refer to writing of others without stating it both in the text and reference. This research project has not been submitted for any degree in this or any other University.

Name

Signature

Date

Seada Abdu

Letter of certification

This is to certify that Seada Abdu has carried out this research project titled: “Assessing Factors Affecting Project Performance in Integration Project Management: The Case of Development for Peace Organization Food security and Livelihood Projects, Addis Ababa, Ethiopia” under my supervision. This work is original and it is adequate for submission as the partial fulfilment for the award degree in Master of arts in Project Management.

Advisor: Solomon Markos (Ph.D.)


Signature: _____

Date: _____

Approval

A Research Project titled “Assessing Factors Affecting Project Performance in Integration Project Management: The Case of Development for Peace Organization Food security and Livelihood Projects, Addis Ababa, Ethiopia” is conducted by Seada Abdu for the partial fulfillment of the requirements of Master of Arts in Project Management program. It complies with the regulation of the institution. The research satisfies the criteria for original research and maintains a high standard.

Approval by Board of Examiners

_____		_____
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Advisor	Signature	Date

Acknowledgment

I would like to show gratitude to my advisor Dr. Solomon Markos for his helpful comments, consistent support and guidance for the completion of this research project.

I would also like to thank the Development for Peace Organization for giving me support and giving me the will to work on my research project with the company.

Last but not least I would like to thank everyone who was willing to answer my questions and gave me the information I required in the progress of my research project.

Abstract

This research project focuses on Assessing Factors Affecting Project Performance in Integration Project Management: The Case of Development for Peace Organization Food security and Livelihood Projects, Addis Ababa, Ethiopia. The research was aimed at integration project management practice, project performance assessment and key challenge and success factors related to integration management in Development for Peace Organization food security and livelihood projects. The study utilized a descriptive research method with a quantitative research approach. The study used a total population sampling. It incorporated the primary and secondary data collection through a Likert scale questionnaire and analysis using SPSS. The findings of this study show a very good performance on project integration management, project cost management, project communication management, project stakeholder management, project quality management, project procurement management, and project scope management. The success factors for integration management and project performance were also high. But improvement is required in project schedule management, project resource management and project risk management. And attention is required on withstanding integration project management challenges. It is recommended to work on the required areas for improving project performance.

Keywords: integration management, project performance, Development for Peace Organization (DPO)

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Chapter One

Introduction

1.1. Background of the Study

Effective project management is a critical factor in the success of development initiatives, particularly for organizations operating in complex environments. Integration management, a key component of project management, has been identified as a crucial element in enhancing overall project performance (Project-Management-Institute, 2021). The research is intended to examine the role of integration management in the project performance of development initiatives, drawing on the existing literature and exploring the implications for the organization working in complex settings.

Integration management involves the coordination and alignment of various project elements, including scope, time, cost, quality, human resources, communications, risk, and procurement (Project-Management-Institute, 2021). Effective integration management enables project managers to identify and address interdependencies between these different aspects, mitigate conflicts, and enhance overall project performance (Ika & Donnelly, 2017).

Development organizations have a complex operating environment which increases the role of integration management. Factors such as political instability, limited resources, cultural diversity, and the need to coordinate with multiple stakeholders can pose significant challenges in effectively integrating the various components of project management. (Ika, Diallo, & Thuillier, 2012) Ineffective integration can lead to issues such as scope creep, budget overruns, delayed timelines, and suboptimal project outcomes, ultimately hindering the organization's ability to achieve its development goals (Ahsan & Gunawan, 2010).

A Successful integration management practices can contribute to improved project performance in development initiatives. For example, a study by Ika and Donnelly (2017) found that successful international development capacity building projects were characterized by strong integration management, including the alignment of project objectives with stakeholder needs, the coordination of various project elements, and the effective management of interdependencies.

Similarly, a review of World Bank projects by Ika et al. (2012) identified integration management as one of the critical success factors, highlighting the importance of coordinating project activities, resources, and stakeholders to achieve desired outcomes. These findings underscore the significance of integration management in the context of development organizations operating in complex environments.

By prioritizing integration management and implementing robust practices, development organizations can potentially enhance the performance of their development initiatives and improve the overall effectiveness of their efforts.

The key areas where development organizations can focus on strengthening their integration management. Aligning project objectives and activities with the needs and expectations of various stakeholders, including local communities, government agencies, and other development partners (Ika & Donnelly, 2017). Coordinating the different components of project management, such as scope, time, cost, and quality, to ensure seamless execution and address interdependencies is also of a high value (Project-Management-Institute, 2021). Facilitating effective communication and information sharing among project team members, stakeholders, and external partners to promote collaboration and collective problem-solving is also crucial (Ika, Diallo, & Thuillier, 2012). Developing robust risk management strategies to anticipate and mitigate potential challenges that could arise from the complex operating environment and threaten project performance (Ahsan & Gunawan, 2010). And Investing in the development of project management capabilities within the organization, including training and mentoring of staff, to enhance their ability to effectively integrate and manage project elements (Project-Management-Institute, 2021).

1.2. Background of the organization

The Development for Peace Organization (DPO) is non-governmental organization that is found in Ethiopian. It was initiated in 2020 and headquartered in Addis Ababa. The organization is formally enlisted in Ethiopia under the Agency for Civil Society Organizations, bearing the registration number 5164. DPO has also obtained international registration status in numerous other countries in the region. The organization is enlisted with the Relief and Rehabilitation Commission (RRC) in the Republic of South Sudan, holding the registration number 4178. Similarly, DPO is enlisted as an international NGO in the Federal Republic of Somalia, where it is enlisted under the Ministry of Interior, Federal Affairs and Reconciliation with the reference

number NGOD/Moifar0422/022. In addition to its recognized registrations, DPO is currently in the process of securing official registration in the Republic of Kenya and the Republic of Yemen, as part of its efforts to expand its geographic reach and humanitarian operations across the Horn of Africa and the Middle East. Fundamentally, the organization's mission is to address the humanitarian and developmental needs of communities, regardless of their racial, religious, or cultural backgrounds. DPO is dedicated to providing assistance and supporting initiatives that promote peace and sustainable progress in the regions it operates. (DPO, 2021)

DPO is an organization that want to deliver the humanitarian and developmental needs of all people, regardless of their race, color, religion, or cultural background. DPO's foresees individuals and communities living in a safe and healthy environment, with the fulfillment of basic needs of life. (DPO, 2021)

The strategic objectives of development for peace organization are as follows (DPO, 2021)

- Strengthen the capacity of communities to actively participate in environmental protection, sanitation, hygiene, and water development initiatives
- Support the establishment and expansion of both formal and non-formal educational programs.
- Empower citizens to meaningfully engage in electoral processes, thereby promoting democracy and good governance.
- Provide support and rehabilitation services targeted at youth, women, the elderly, and street children.
- Respond to the needs of communities affected by natural and man-made disasters.
- Develop and implement sustainable solutions for refugees and returnees.
- Undertake the construction of essential infrastructure such as schools, health facilities, and shelters for vulnerable populations.
- Implement sponsorship programs to support deprived elders, mothers, fathers, youth, and children.

1.3. Statement of the Problem

Development for peace organizations undertake community development projects to promote sustainable peace and development. Effective project management is crucial for ensuring the

successful implementation of these projects. Integration management, which involves coordinating various project elements and ensuring their whole integration, plays a vital role in project performance. However, the specific challenges and opportunities related to integration management in the context of development for peace organizations in Addis Ababa, Ethiopia, have not been extensively explored. All concerns relating to integration management: practice, impact, and performance shall be put under the microscope for further achievements.

Development for Peace Organization (DPO) is a non-governmental organization based in Addis Ababa, Ethiopia, that focuses on implementing development initiatives aimed at promoting sustainable peace and conflict resolution in the region. As part of its mission, the organization has been actively engaged in executing a wide range of projects, including food security and livelihood, protection, WASH, Agriculture and Environmental protection and others.

Despite DPO's commendable efforts and dedication to its developmental goals, the organization has faced significant challenges in consistently delivering successful project outcomes. Some of their projects have encountered issues such as scope creep, where the project's objectives and activities expand beyond the original plan, leading to increased resource demands and budget overruns. Other projects have experienced delays in implementation, causing them to fall behind schedule and impacting the timely delivery of intended benefits to the targeted communities.

These project performance challenges have become a growing concern for the organization, as they undermine DPO's ability to effectively contribute to its broader organizational goals of fostering sustainable peace and development in Addis Ababa and the surrounding areas. The inconsistent performance of their projects has also raised questions about the efficiency and effectiveness of the organization's project management practices.

Existing literatures on project management suggests that effective integration management, which involves the coordination and alignment of different project elements, such as scope, time, cost, quality, resources, communication, procurement, risk, quality and stakeholder engagement, are critical factors in enhancing project performance, particularly in complex operating environments like the one faced by DPO. Integration management plays a crucial role in ensuring that the various aspects of a project are coherently linked and work in harmony, ultimately contributing to the successful delivery of project objectives.

However, it is currently unclear how DPO's current integration management practices are influencing the performance of its development initiatives. The organization has not conducted a comprehensive assessment of the role of integration management in the context of its project performance, leaving a gap in understanding the potential linkages between these two critical components of project management.

The problem that this study seeks to address is the inconsistent project performance experienced by Development for Peace Organization (DPO) in its development initiatives in Addis Ababa, Ethiopia. Specifically, the study will assess integration project management in contributing to or hindering the organization's ability to achieve its desired project outcomes. This examination is crucial in understanding the potential linkages between integration management and project performance, which can inform DPO's efforts to improve its project management practices and ultimately enhance the effectiveness of its development initiatives in the city.

1.4. Research Questions

The key questions of this research project are as follows:

- a. What are the Integration Project Management Practices in Development for Peace Organization Food Security and Livelihood projects?
- b. What is the projects performance assessment in Development for Peace Organization Food Security and Livelihood projects?
- c. What are the key challenges and success factors related to integration management in Development for Peace Organization Food Security and Livelihood projects?

1.5. Research Objectives

The primary objectives of this research project are as follows:

2.1. General Objective

1. To Assess the factors affecting project performance in integration project management: The case of Development for Peace Organization Food security and Livelihood Projects, Addis Ababa, Ethiopia

2.2. Specific Objective

1. To assess the Integration Project Management Practices in Development for Peace Organization Food Security and Livelihood projects
2. To assess project performance of projects in Development for Peace Organization Food Security and Livelihood projects.
3. To know the key challenges and success factors related to integration management in Development for Peace Organization Food Security and Livelihood projects.

1.6. Significance of the Study

The study which assesses the factors affecting project performance in integration project management: The case of Development for Peace Organization Food security and Livelihood Projects, Addis Ababa, Ethiopia , holds significant importance for both the organization and the broader development sector.

The organizational significance of the study will be Providing Insights into DPO's Project Management Practices: The study will offer DPO a comprehensive understanding of how its current integration management practices are influencing the performance of its development initiatives. This knowledge can inform the organization's efforts to identify and address any gaps or weaknesses in its project management approaches. It will Supports Organizational Effectiveness and Goal Achievement and Informs Decision-Making and Resource Allocation.

The sectoral significance is expected to be Contributing to the Knowledge Base on Integration Management in Development Projects, Potential for Broader Application and Informs Capacity-Building Efforts

The key beneficiaries of this study while determining the factors affecting project performance in integration project management: The case of Development for Peace Organization Food security and Livelihood Projects, Addis Ababa, Ethiopia, are:

- Development for Peace Organization (DPO): The study will provide DPO with insights into the integration project management practices they currently employ and how these practices are affecting the performance of their food security and livelihood projects

- **Development Practitioners and Project Managers:** The study will offer valuable lessons and best practices in integration project management that can be applied by other development organizations and practitioners.
- **Donor Organizations and Funding Agencies:** The findings of the study will provide donor organizations and funding agencies with a better understanding of how integration project management practices influence the performance and impact of the projects they support.
- **Local Communities and Beneficiaries:** Improved integration project management practices by DPO, as a result of the study, can lead to more effective and efficient delivery of food security and livelihood interventions.

The significance of this study lies in its potential to provide DPO with a deeper understanding of project performance in integration project management in its, which can inform the organization's efforts to enhance its project management practices and contribute more effectively to sustainable development and peace-building in Addis Ababa and other regions.

1.7. Scope of the Study

The scope of this study on the role of integration management in the project performance of Development for Peace Organization (DPO) in Addis Ababa, Ethiopia, is as follows:

Geographical Scope: The study will focus on the development initiatives and projects implemented by DPO in Addis Ababa, Ethiopia. While DPO's operations may extend beyond Addis Ababa, the scope of this study will be limited to the organization's projects within the city .

Organizational Scope: The primary focus of the study will be on DPO, a non-governmental organization based in Addis Ababa that specializes in development and peace-building initiatives. The study will examine DPO's project management practices, with a specific emphasis on integration management and its influence on project performance.

Project Scope: The study will analyze a sample of DPO's food security and livelihood project that have been implemented in Addis Ababa over the past 3-5 years. The study will focus on the integration management practices employed in these selected projects and their impact on the overall project performance.

Methodological Scope: The study will employ a quantitative data collection and analysis techniques. This includes document questionnaire, and the analysis of project performance data and indicators.

By defining the geographical, organizational, project, and methodological scope, this study aims to provide a focused and comprehensive assessment on factors affecting the project performance in integration project management: the case of Development for Peace Organization in Addis Ababa, Ethiopia, with the goal of generating insights that can inform the organization's efforts to enhance its project management capabilities and the overall effectiveness of its development initiatives.

1.7. Definition of Key terms

Project: A temporary endeavor undertaken to create a unique product or service. It is often organized under the direction of Project Manager, who will ensure that the project achieves its objectives.

Project Management: The application of knowledge, skills, tools and techniques to project activities to meet the project requirements.

Integration Project Management: refers to the processes and activities required to identify, define, combine, unify, and coordinate the various processes and project management activities within a project.

Project Performance: refers to the measurement and evaluation of how well a project is progressing and meeting its objectives.

1.8. Organization of the study

This research study is structured into five distinct chapters. The First Chapter provides the introduction, including the background of the study, statement of the problem, research questions, general and specific objectives, significance and scope of the study, and definitions of key terms. The Second Chapter presents the related literature reviews, covering the theoretical and empirical foundations relevant to the study. The Third Chapter describes the materials and methods used in conducting the research. The Fourth Chapter focuses on the data presentation, analysis, and

interpretation of the findings. Lastly, the Fifth Chapter summarizes the study, draws conclusions, and offers recommendations based on the research outcomes.

Chapter Two

Literature Review

2.1 Introduction

The Role of Integration Management in Project Performance focuses on an important aspect of project management within the specific context of a development organization working for peace in Addis Ababa, Ethiopia. Understanding the role of integration management in project performance is crucial for ensuring the success and effectiveness of such organizations (Lehmann, 2018).

Integration management plays a crucial role in project management by coordinating and harmonizing project components to ensure successful project execution. This literature review explores the current body of knowledge on the role of integration management in project performance, with a specific focus on recent research and insights from development (Lehmann, 2018).

Within development organizations, the complexity of integration management is emphasized due to multiple stakeholders, diverse project components, and cross-cultural considerations. (Jonassen, Kotrlik, & Doris, 2015) argue that integration management is critical in development projects to align project objectives with the needs of beneficiaries and stakeholders. Successful integration management in development organizations leads to improved project outcomes, increased social impact, and enhanced sustainability (Jonassen, Kotrlik, & Doris, 2015).

2.2 Project Management

A project is a temporary endeavor with a specific start and end, aimed at creating something unique. When starting a project, it is important to avoid haphazard approaches and follow proper project management practices. Many projects fail to meet their objectives due to inadequate planning and execution (The-Saylor-Foundation, 2022).

Projects have various constraints that compete for attention: cost, scope, quality, risk, resources, and time. Cost refers to the approved budget, while scope includes the project's goals and deliverables. Quality involves meeting performance requirements and standards. Risk relates to potential negative events and requires proactive management. Resources encompass people,

equipment, and funding necessary for project tasks. Time denotes the project's duration and requires careful scheduling (The-Saylor-Foundation, 2022).

Traditionally, the triple constraint of time, cost, and scope has been emphasized in project management. Balancing these constraints is crucial for project success. Additionally, factors such as quality, risk, resources, and time must be effectively managed to achieve project objectives. Proper project management involves aligning and optimizing these constraints throughout the project's lifecycle. Changes in one constraint can impact others, necessitating informed decision-making to ensure project success. (The-Saylor-Foundation, 2022)

2.3 Integrated Project Management

Holistic approach is key to project management by emphasizing the integration of key project management processes. Integrating project planning, execution, monitoring, and control activities to enhance project success. Project managers should be well equipped with the tools and knowledge necessary to overcome challenges and deliver successful projects. (Barkley, 2006)

There are various essential aspects of integrated project management, by focusing on the alignment and coordination of project management processes. Key themes shall be well known such as integrated project planning, resource integration, communication integration, and risk integration. Integrated project management can lead to improved project performance, increased efficiency, and enhanced stakeholder satisfaction. Integrating various project management knowledge areas and effective collaboration and communication among project team members is of a great importance. (Barkley, 2006)

Aligning project objectives, integrating project management processes, and leveraging performance metrics to monitor and improve project performance is important. By offering strategies and techniques, project managers should be equipped with the knowledge and tools necessary to drive project success through enhanced performance.

Performance measurement, performance analysis, performance improvement, and performance reporting are essential aspects of project performance in integrated project management. Selecting relevant and meaningful performance indicators, setting performance targets, and tracking progress against these targets is key (Lewis & Kanji, 2009).

2.4 Knowledge areas of project management

The project management knowledge areas encompass the key aspects that project managers must oversee in order to successfully plan, schedule, track, and deliver projects with the support of the project team and stakeholders. These knowledge areas are managed throughout the five project life cycle phases: project initiation, planning, execution, monitoring and controlling, and closing. The process groups represent the chronological stages of a project, while the knowledge areas serve as the core technical subjects necessary for effective project management. Integration of these knowledge areas within the process groups ensures a comprehensive approach to project management. Project management knowledge areas give the vital basis for project success. (Landau, 2023)

A summary of project management competencies:

1. Project Integration Management: Coordinate and integrate various project elements, such as tasks, resources, and changes, scope, time, cost, stakeholder, procurement to ensure project success.
2. Project Scope Management: Define, manage, and control the project's scope, including the work to be done and the boundaries of the project.
3. Project Time Management: Estimate, schedule, and monitor project activities to ensure timely completion and meet project deadlines.
4. Project Cost Management: Estimate, budget, and control project costs to ensure the project is completed within the approved budget.
5. Project Quality Management: To ensure project deliverables meet the required quality standards and meet customer expectations, planning, executing and control activities are required
6. Project Human Resource Management: Acquire the necessary human resources, provide them with development opportunities, and effectively oversee the project team to optimize their productivity and their overall contribution to the realization of project goals.

7. Project Communications Management: Develop a communication plan and effectively manage project communication to ensure timely and appropriate information exchange among stakeholders.

8. Project Risk Management: Identify, assess, and mitigate project risks to minimize their potential impact on project objectives.

9. Project Procurement Management: Plan, manage, and administer procurement activities, including the acquisition of goods and services from external sources.

10. Project Stakeholder Management: Identify, analyze, and engage stakeholders at all stages of the project to comprehend their requirements, handle their expectations, and build constructive relationships.

2.5. Non-governmental organization practicing Integrated Management

The role and management of NGOs in development contexts is a wide topic. It involves various aspects of integrated management, including program design, resource mobilization, governance, and stakeholder engagement. There should be a way to solve the challenges and opportunities faced by NGOs in managing their operations, influencing policy, and engaging with diverse stakeholders. (Crowson, Hilton, & McKay, 2000)

It shall be focused on the unique management challenges faced by NGOs and the importance of effective leadership, financial management, human resource management, and strategic planning in achieving organizational goals shall be given a huge place. (Hudson, 2019)

There should be collaboration between NGOs and the public sector. Examining the dynamics of integrated management in public-private partnerships and highlighting the importance of good governance and accountability mechanisms is an area of focus. (Hodge, Greve, & Biygautane, 2018). The role of NGOs is evolving, their management practices, and the challenges they face in delivering effective services and achieving social impact. (Salamon, 2012)

The role of NGOs in civil society, the management of volunteers, and the challenges of collaboration and partnership working is humongous. Strategic planning, effective leadership, stakeholder engagement, financial management, and good governance is necessary in achieving organizational effectiveness and social impact. NGOs need to balance their missions and values

with the demands of external stakeholders and funding sources (Clark, 2016). The complex relationships between NGOs, states, and donors affects the implications of close relationships with states and donors on NGOs' autonomy, accountability, and integrated management practices (Hulme & Edward, 2018).

Development and peace NGO's project planning, implementation, monitoring, and evaluation, affects the integration of various project management aspects to enhance effectiveness. Peacebuilding while not solely focused on project management, it highlights the importance of integration for sustainable and holistic outcomes (Smith & Smythe, 2018).

Project management principles and practices within development organizations offers guidance on integrating different project components to achieve desired outcomes (Projekt & Sinaiko, Integrated Project Management for Development Organizations: Principles, Tools, and Practices, 2017).

Psychology of conflict within organizations is another key issue. There should be strategies for managing conflicts within the context of development and peace projects, the integration of conflict management into project planning and implementation is key to success (Drew & Gelfand, 2017).

Experiences from International Development offers insights into the integration of qualitative and quantitative methods in monitoring and evaluation. It provides guidance on effectively measuring project outcomes within the development and peace sector. (Michael, Vijanyarda, & Michael, 2010)

It is evident that integrated project management plays a crucial role in the success of development and peace NGOs. The importance of adopting a holistic approach to project planning, implementation, monitoring, and evaluation is significant. By considering the principles and best practices NGOs can enhance their project management practices, effectively address conflicts, and achieve sustainable outcomes in their peacebuilding and development initiatives. (Smith & Smythe, 2018)

2.6 Development and Peace organizations and integrated project management

2.6.1. Project Performance with integrated Project Management

The positive relationship between integration management and project performance outcomes is highlighted. The importance of a well-defined project scope and a comprehensive project plan that includes integration management activities is emphasized (Kerzner, 2020). Project components should be properly integrated to enable effective communication, collaboration, and coordination among team members, resulting in on time and quality of deliverables (Wysocki, 2019).

Integration management is a key knowledge area in project management. It provides a framework for integrating various project management processes, such as scope management, time management, cost management, and risk management, to achieve project objectives. Integration management ensures that changes, conflicts, and risks are promptly addressed, minimizing their impact on project performance. (Project-Management-Institute, 2021)

Project performance is a critical aspect of project management, encompassing various dimensions such as time, cost, scope, quality, and stakeholder satisfaction. Project performance is key for project management. It is importance to integrating key project performance elements such as scope, time, cost, quality, and stakeholder management project management processes, tools, and techniques is used to optimize project performance. (Project-Management-Institute, 2021).

Planning, Scheduling, and Controlling needs a system-based approach to enhance on project performance. Project goals need to be aligned with organizational objectives, analyze project risks, and deploying effective control systems are key to optimizing project outcomes (Kerzner, 2020) .

Project performance in the context of development projects requires understanding the unique challenges and complexities inherent in development work and practical guidance is key to managing these projects effectively (Jonassen, Kotrlik, & Doris, 2015).

To Improve Performance by Integrating Activities, Information, and People investigate specifically into the integration aspect of project performance. The role of integration in achieving project success is by effectively coordinating activities, sharing information, and engaging stakeholders throughout the project lifecycle (Rose, 2017) (Lehmann, 2018).

If the need for effective planning, monitoring, and control to ensure project goals are met and stakeholder expectations are satisfied (Verzuh, 2015). Different project management methodologies impact project performance. The importance of selecting an appropriate approach is based on project characteristics and stakeholder needs (Wysocki, 2019).

2.6.2. Challenges in integrated Project management

The challenges faced during integration management and propose strategies for overcoming them are given priority nowadays. (Jonassen, Kotrlik, & Doris, 2015) highlight frequent integration issues arising from inadequate communication and collaboration among team members. (Kerzner, 2020) notes that changes to project scope or requirements often disrupt integration efforts, leading to delays and budget overruns.

To address these challenges, scholars and practitioners propose strategies for effective integration management. (Rose, 2017) emphasizes the importance of project governance with clear roles and responsibilities. (Lehmann, 2018) suggests the use of integrated project management software and tools to enhance communication, information sharing, and coordination. Additionally, (Verzuh, 2015) highlights the significance of fostering a culture of collaboration and knowledge sharing within organizations.

The inherited difficulties of integrated project management shall be provided with practical guidance for navigating through them. Integration across project management processes and knowledge areas can be complex and there shall be strategies to address common challenges. By recognizing and providing solutions to these obstacles. Project managers shall be equipped with with the knowledge and tools necessary to achieve seamless integration in their projects. (Rose, 2017)

There are various critical challenges that project managers face in integrated project management. Such as organizational barriers, conflicting stakeholder interests, resource allocation conflicts, communication breakdowns, and managing change across integrated projects. Each challenge is should be handled in detail, offering insights, case studies, and practical techniques to overcome them. Proactive planning and risk management is very necessary. It is important to anticipate and mitigate challenges early in the project lifecycle. There shall be a guidance on identifying potential

risks and developing contingency plans to address integration-related issues effectively. (Lehmann, 2018)

2.6.3. Success Factors in Integrated Project management

Effective integration project management is crucial for the successful delivery of complex projects. Several key factors have been identified as contributors to the success of integration project management (IPM) efforts.

Integration planning is a key success factor which involves the development of a detailed, cohesive plan that aligns all project components, such as scope, schedule, and resources (Project-Management-Institute, 2021).

Engaging and managing stakeholders, both internal and external, is essential for IPM success. This includes identifying stakeholders, understanding their needs and concerns, and implementing effective communication strategies (Kerzner, 2020).

Integrating project components often involves navigating complex changes. Implementing a structured change management process helps mitigate risks and ensure that changes are effectively communicated and implemented (Meredith, 2020).

Fostering a collaborative team environment, where members communicate openly and work together towards common goals, can enhance the integration of project activities and decision-making (Project-Management-Institute, 2021).

Regularly monitoring project progress, identifying issues, and taking corrective actions are crucial for maintaining integration throughout the project lifecycle (Kerzner, 2020).

Aligning the project with the organization's strategic objectives and securing the necessary organizational support, resources, and commitment can facilitate the successful integration of project components (Meredith, 2020).

For a successful integration management every step of the way matters starting from the commencement to the closing of the project.

2.7. Empirical review

Peace organizations play a vital role in promoting harmony and stability in Ethiopia. However, the effectiveness of these organizations relies heavily on efficient project management practices. This empirical review aims to examine the role of integrated project management in the development of peace organizations in Ethiopia, shedding light on the impact of such practices on peace initiatives.

Integrated project management practices have been instrumental in enhancing the effectiveness of peace organizations worldwide. However, limited empirical research has been conducted specifically in the Ethiopian context. Comprehensive project planning, stakeholder engagement, risk management, and monitoring and evaluation in development of peace organization is important.

Integrated project management practices significantly contribute to the development and success of peace organizations in Ethiopia. Effective project planning, including clear objectives, well-defined scope, and realistic timelines, emerged as a crucial factor in achieving peace outcomes. Stakeholder engagement throughout the project lifecycle was found to promote ownership and sustainability of peace initiatives. Furthermore, risk identification, analysis, and mitigation strategies played a vital role in addressing potential challenges and uncertainties.

In recent studies that have been done in Addis Ababa Ethiopia such discoveries were made:

The organization has a dedicated project management department, and employees receive quarterly training access, though a few were unaware of the department's existence. While the organization faced both external and internal challenges, with government intervention being a significant external issue, the status of their various projects was reported as effective. However, an assessment of the project management knowledge areas revealed lower mean scores across the board, indicating room for improvement. Project scope management, schedule management, and risk management were identified as particular areas of concern, with issues in defining activities, documenting procedures, and adequately managing risks. On the other hand, cost management and resource management were relatively well-handled, though some limitations were noted due to policies and funding sources. Other knowledge areas, such as integration, communications, stakeholder management, procurement, and quality, were being practiced, but the organization

should standardize its procedures and tools to enhance its overall project management performance. (Hezkias, 2019)

Scope management is crucial for project success in the NGO sector, as it helps maintain the balance between time, cost, risk, and quality. Defining scope changes and establishing a process to review task-based scope deviations is important. Involving project team leaders in scope definition for task groups can improve communication and alignment. Time management is a critical knowledge area, as delays in one project can have widespread consequences for other projects. Cost management decisions must be based on quality information to ensure project success, even if cost overruns occur. Communications management acts as the "glue" that holds the project together, and should be given the same level of formal consideration as other knowledge areas. Risk management, though not fully recognized in the NGO sector, is vital for increasing positive impacts and mitigating negative ones. Implementing effective risk management tools and processes is essential for project success. (Worku, 2018)

By assessing the project management practices of selected non-governmental offices. The findings revealed that the respondents were predominantly male, with the majority falling under the 31-40 age group and holding a BA/BSc degree. Project managers and support staff comprised the highest number of job positions within the respondents. In terms of project integration management, all six processes received high mean scores, indicating good practice. However, project scope management had a low mean score, particularly in the area of creating a work breakdown structure (WBS). Project schedule management, quality management, human resource management, communication management, risk management, and procurement management all received high mean scores, suggesting good practice in those areas. Overall, the organizations demonstrated good project management practices in most areas except for project scope management. (Sisay, 2021)

2.8. Research Gaps

On the research Assessing project management practices of NGO's Aid/development project: a case of Gudina Tumsa Foundation by Natnael there are some research gaps.

Examination of the organizations' project schedule management processes: The findings indicated problems in defining activities, documenting policies/procedures, and overall schedule

management. Additional research is required to deeply analyze the organizations' schedule planning, monitoring, and control practices to identify areas for enhancement. (Hezkias, 2019)

Evaluation of the organizations' risk management practices: Despite having risk management processes in place, the lower mean score suggests these practices are not as robust or effective as other knowledge areas. Examining the risk identification, analysis, response planning, and monitoring activities increase proper project risk management practices. (Hezkias, 2019)

The research assessing the effectiveness of Project Management practice in NGO projects: in the case of Ethiopia by Yemesrach, has some identified research gaps as stated below.

Deeper exploration of defining, controlling, and communicating project scope, Examining the specific time management challenges faced by is needed and the strategies they employ to ensure on-time project delivery, Balancing Cost Control and Achieving Project Objectives in Projects, Investigating how cost management is balanced with delivering project success and satisfying stakeholders and Investigating risk management can leverage risk management to not only mitigate threats, but also capitalize on project opportunities. (Worku, 2018)

In the research Assessment on project management practices of selected non-governmental organizations (NGOs) in Addis Ababa by Ammanuel here are some research gaps that could have been addressed deeper.

The study revealed a poor practice of project scope management, particularly in the area of Work Breakdown Structure (WBS) development. And also, the research did not delve into the underlying reasons behind the weak scope management practices observed. And expanding the research to a broader range and exploring the influence of contextual variables could generate more comprehensive and nuanced insights. (Sisay, 2021)

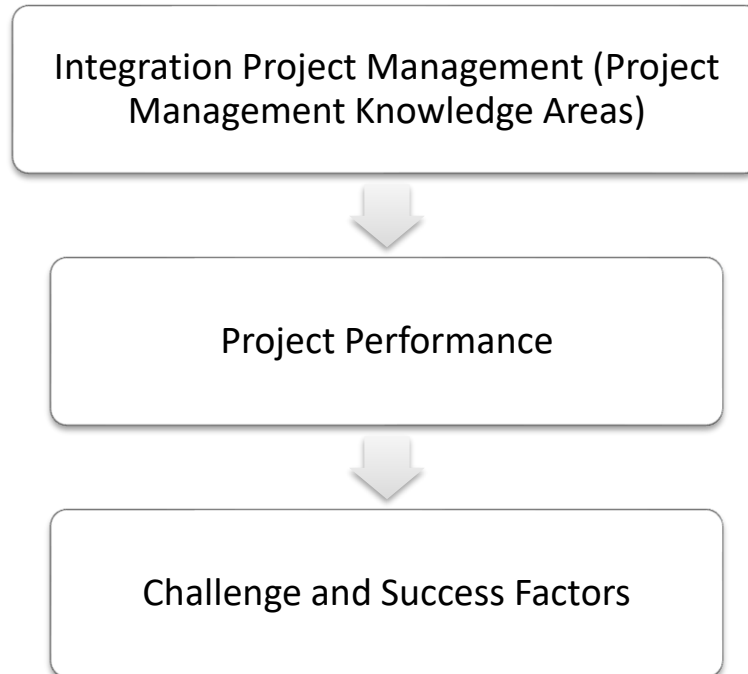
Addressing these research gaps could provide valuable insights to help enhance project management maturity and improve the effectiveness of their project delivery.

2.9. Conceptual Framework

The conceptual framework provides an outline of the key concepts and the anticipated direction of this research study. This framework is visually showed in Figure 1, which illustrates the relationships and interactions between the various components under investigation. The conceptual

framework serves to highlight how each element is expected to contribute to and influence the others within the context of the study.

Figure 1. Conceptual Framework



Chapter Three

Research Methodology

3.1. Introduction

This section presents the research methodology employed to investigate the role of integration management in project performance within development for peace organizations in Addis Ababa, Ethiopia. The study utilizes a quantitative methods approach, incorporating quantitative data collection and analysis to provide a complete understanding of the research problem.

The source of data for this research is primary and secondary source of data. This research is descriptive quantitative research where numerical data are collected and analyzed, for the purpose of generalizing results. A total population sampling is conducted to do the research. And the Likert scale questionnaire is distributed for participants of the research. The research data analysis method chosen is SPSS. SPSS is a software used for data analysis. It offers a range of tools and techniques to analyze data and derive meaningful insight and it is an appropriate tool to prioritize indicators rated on Likert-type scale.

The research procedures to be followed in conducting the study are explained in this section. This includes the research design, research instruments, and sources of data, sample size determination, questionnaire design, sampling technique and data analysis.

3.2. Research Design and Approach

This study uses a descriptive type of research method with a Quantitative Approach. The study analyzes quantitative data related to DPO's project performance under integration project management. This analysis helps to establish the relationships between integration management practices and project performance.

Questionnaire was developed and administered to DPO's employees in program director, project coordinator, operation manager, finance director and, communication, resource mobilization manager and compliance advisor department to collect data on their perceptions of integration management, its implementation, and the impact it has on the organization.

3.3. Data types and sources

This research used quantitative approach. Data is generated in quantitative form. This can be subject matter to do analysis in a proper and accurate way. Questionnaire being used as a data gathering tool, this study assessed the integration project management practices, project performance and the challenge and success factors in this area. The data used in this research were obtained from primary and secondary data sources.

3.3.1. Primary Data Source

The primary data was obtained with questionnaire. The Questionnaire included a list of questions arranged in a predetermined sequence for the purpose of this research. Self-administered questionnaire was chosen to conduct this research. The questionnaire was distributed online to the respondents. Their response is used as a primary source of data. DPO project managers and team members participated in the survey. Numerical data is collected through the questionnaires, including ratings, rankings, and other quantifiable responses related to integration management practices and perceptions.

3.3.2. Secondary Data Source

The secondary source of data that was be used is books (used as a reliable data for the preparation of literature review), published sources (free published sources), journal (for quantitative data), website (governmental and private) and other sources that were relevant to the topic of this study. These sources are easily accessible. This data are helpful in conducting a successful research. This data contributed in time and cost saving for the research that is conducted. The data made it easier to carry out further research.

3.4. Data collection methods

Questionnaire was developed to ensure its validity and reliability. The survey was administered to the identified DPO project managers and team members, through online platforms, depending on the participants' preferences and accessibility.

3.5. Target population and sample design

The target populations in this study are all employees under program director, project coordinator, operation manager, finance director and, communication, resource mobilization manager and compliance advisor department in Development for Peace Organization. In this study used total

population sampling in this case all population will be a respondent for this research. The total number of populations is 33 but data were collected from 32 employees.

3.6. Data analysis and presentation

The data's that were collected through Likert scale questionnaire were analyzed through SPSS. After coding and filling in the data collected through the questionnaire a descriptive statistic, graphs, charts, frequency, mean and other type of outputs were generated through the analysis which is a major help in addressing the major findings.

3.7. Validity and reliability

Validity and reliability are fundamental for the acceptance of this research. The quality and trustworthiness of the data collected and the conclusions drawn from the study are evaluated. By using Cronbach's alpha reliability analysis, the trustworthiness of the data was assessed. Cronbach's alpha provides a coefficient that ranges from 0 to 1, with higher values indicating greater internal consistency. A Cronbach's alpha value of 0.70 or higher is generally considered acceptable for established scales, while values above 0.80 are considered good, and values above 0.90 are considered excellent (Bernstein & Nunnally, 2013).

Table 1. The reliability of data in the study

no	item	Cronbach Alpha	No of items
1	Integration Management Practices	0.845	6
2	Project Cost Management	0.768	3
3	Project Schedule Management	0.788	3
4	Project Resource Management	0.887	3
5	Project Communication Management	0.867	2
6	Project Stakeholder Management	0.769	3
7	Project Quality Management	0.709	3
8	Project Procurement Management	0.727	3
9	Project Scope Management	0.839	2
10	Project Risk Management	0.911	4
11	Project Performance	0.884	5
12	Integration Project Management Challenging Factors	0.787	7
13	Integration Project Management Success Factors	0.879	6

3.8. Ethical consideration

The research followed ethically and morally acceptable processes throughout the research. The data was collected with the full permission and consent of the participants. The participants' identities will be kept confidential and will not be disclosed in the research findings or reports.

Chapter Four

Result and Discussion

4.1. Introduction

This section presents the key findings and insights derived from the research conducted as part of this project. The results are analyzed and discussed in the context of the stated objectives and the existing body of knowledge on the subject matter. The data collected through the Likert scale questionnaire have been carefully analyzed with SPSS 27. By integrating the results with a thoughtful discussion, this section aims to present a comprehensive and insightful analysis of the project's outcomes.

4.2. Response Rate

A total of 33 questionnaires were distributed, and 32 valid responses were received. Which means out of the total population 96.96% participated as respondents.

The response rate is:

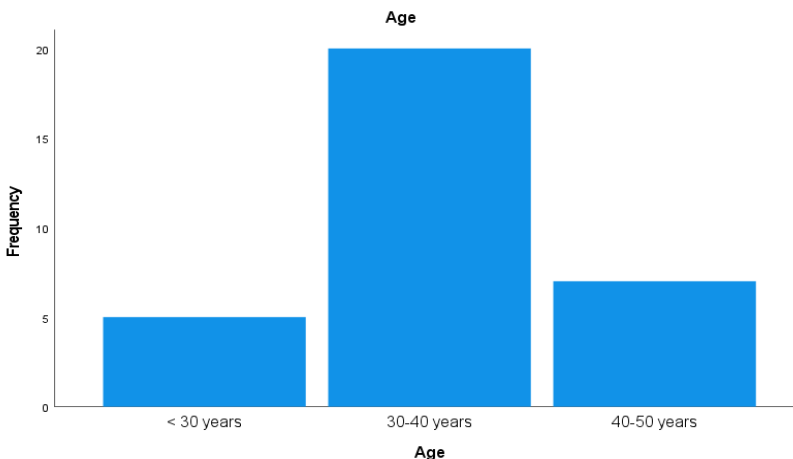
$$\text{Response rate} = (32 / 33) \times 100 = 96.96\%$$

4.3. General information of the respondents

4.3.1. Age

Among the 32 respondents who filled the questionnaire 5 (15.6%) were below the age of 30, 20 (62.5) were between the age of 30-40 and 7 (21.9) were between the age of 40-50.

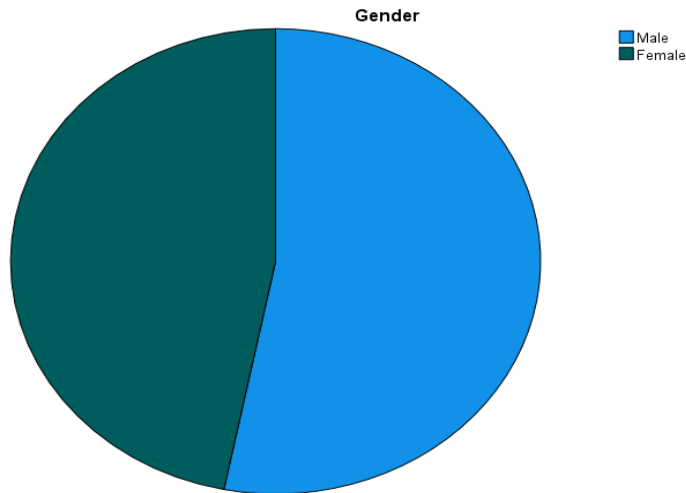
Figure 2. Age of Respondents



4.3.2. Gender

As seen in the chart below out of the 32 respondent 17 (53.1%) were male and 15 (46.9%) were female. This indicates there is not much gap in the male and female respondents.

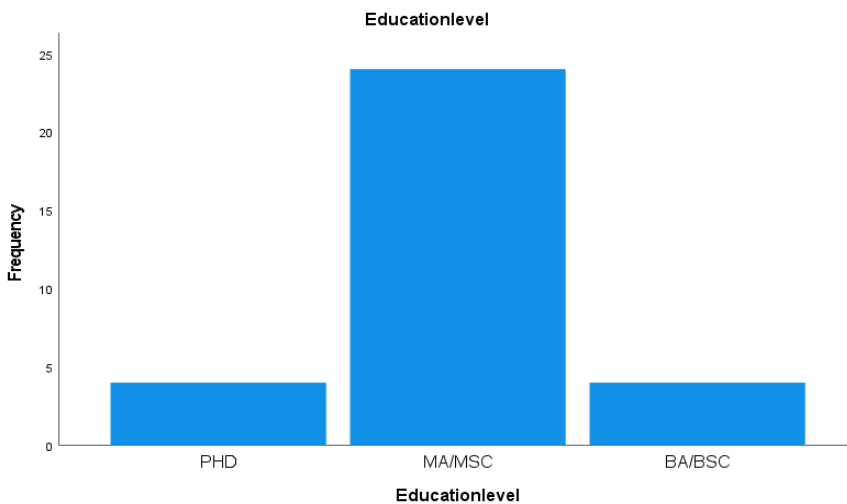
Figure 3. Gender of Respondents



4.3.3. Education Level

As shown in the chart below out of the 32 respondents those with a PhD degree are 4 (12.5%), and those with MA/MSc are 24 (75%), and the one with a BA/BSc degree are 4 (12.5%).

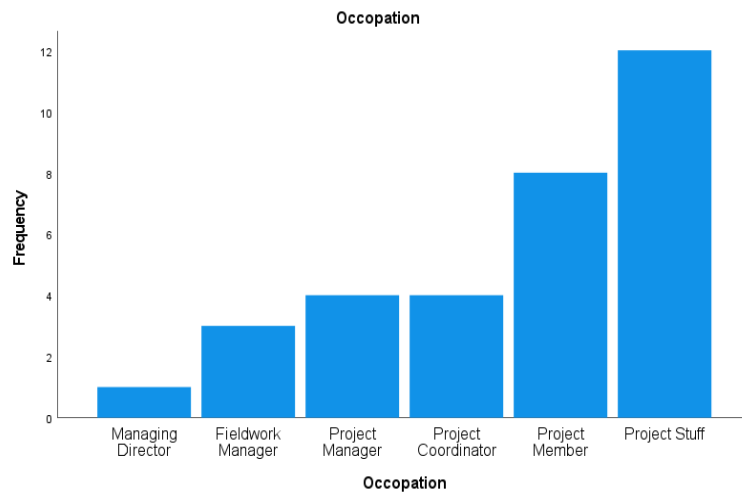
Figure 4. Education Level



4.3.4. Occupation

As shown in the chart below 1 (3.1%) respondent was a managing director, 3 (9.4%) were fieldwork manager, 4 (12.5%) were project manager, 4 (12.5%) were project coordinator, 8 (25.0%) were project member and 12 (37.5%) were project staff.

Figure 5. Occupation



4.4. Project Management Competencies

4.4.1. Project Integration Management

Table 2. Project Integration Management

Item	strongly agree		agree		neutral		disagree		strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Integration Management Practices											
The project has a clearly defined scope, including all necessary deliverables	17	53.1	5	15.6	8	25	2	6.3	0	0	4.16
Integration Management activities are clearly documented in the project plan	5	15.6	20	62.5	6	18.8	1	3.1	0	0	3.91
The plan includes mechanisms for coordinating and integrating various project components	7	21.9	15	46.9	6	18.8	4	12.5	0	0	3.78
There is a designed project manager responsible for integration management	16	50	9	28.1	3	9.4	4	12.5	0	0	4.16
The project team regularly communicates and collaborates to address integration issues.	9	28.1	16	50	6	18.8	1	3.1	0	0	4.03
Integration Management tools or software are utilized effectively	17	53.1	10	31.3	4	12.5	1	3.1	0	0	4.34

As the results show in the above table 53.1% (17) respondents strongly agree, 15.6%(5) respondents agree, 25%(8) respondent are neutral and 6.3%(2) respondents disagree that the project has a clearly defined scope, including all necessary deliverables. And for the question Integration Management activities are clearly documented in the project plan 15.6% (5) respondents strongly agreed, 62.5% (20) respondents agreed, 18.8% (6) respondent are neutral and 3.1% (1) respondents disagreed. For the question the plan includes mechanisms for coordinating

and integrating various project components 21.9% (7) respondents strongly agreed, 46.9% (6) respondents agreed, 18.8% (6) respondent are neutral and 12.5% (4) respondents disagreed. The result also shows 50% (16) respondents strongly agree, 28.1% (9) respondents agree, 9.4% (3) respondent are neutral and 12.5% (4) respondents disagree that there is a designed project manager responsible for integration management. For the question the project team regularly communicates and collaborates to address integration issues 28.1% (9) respondents strongly agreed, 50% (16) respondents agreed, 18.8% (6) respondent are neutral and 3.1% (1) respondents disagreed. And for the last question in this section Integration Management tools or software are utilized effectively 53.1% (17) respondents strongly agreed, 31.3% (10) respondents agreed, 12.5% (4) respondent are neutral and 3.1% (1) respondents disagreed. So based on the results the organization has a good integration project management practice. Plans for coordinating and integrating various component needs further attention relative to the other factors.

4.4.2. Project Cost Management

Table 3. Project Cost Management

Item	strongly agree		agree		neutral		disagree		strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Project Cost Management											
Project costs are accurately estimated and budgeted	7	21.9	17	53.1	4	12.5	4	12.5	0	0	3.84
project expenses are controlled to minimize cost overruns	14	43.8	10	31.3	4	12.5	4	12.5	0	0	4.06
Project cost variance is analyzed mitigation plan is implemented	9	28.1	12	37.5	9	28.1	2	6.3	0	0	3.88

As it can be illustrated from the above table the results obtained from the question project costs are accurately estimated and budgeted show that 21.9% (7) respondents strongly agree, 53.1% (17) respondents agree, 12.5% (4) respondent are neutral and 12.5% (4) respondents disagree. For the other question that states project expenses are controlled to minimize cost overruns 43.8% (14) respondents strongly agree, 31.3% (4) respondents agree, 12.5% (4) respondent are neutral and 12.5% (4) respondents disagree. For the last question in this section which is project cost variance is analyzed mitigation plan is implemented 28.1% (9) respondents strongly agree, 37.5% (12)

respondents agree, 28.1% (9) respondent are neutral and 6.3% (2) respondents disagree. From the result it can be said the company has a good project cost management practice.

4.4.3. Project Schedule Management

Table 4. Project Schedule Management

Item	strongly agree		agree		neutral		disagree		strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Project Schedule Management											
Realistic project schedules and timelines are developed.	5	15.6	10	31.1	5	15.6	12	37.5	0	0	3.25
Project activities are properly sequenced	5	15.6	8	25	4	12.5	15	46.9	0	0	3.09
schedule conflicts, delays, and resource constraints are dealt with timely	2	6.3	12	37.5	4	12.5	14	43.8	0	0	3.06

As it can be illustrated from the above table the results obtained from the question Realistic project schedules and timelines are developed show that 15.6% (5) respondents strongly agree, 31.1% (10) respondents agree, 15.6% (5) respondent are neutral and 37.5% (12) respondents disagree. For the other question that states Project activities are properly sequenced 15.6% (5) respondents strongly agree, 25% (8) respondents agree, 12.5% (4) respondent are neutral and 46.9% (15) respondents disagree. For the last question in this section which is schedule conflicts, delays, and resource constraints are dealt with timely 6.3% (2) respondents strongly agree, 37.5% (12) respondents agree, 12.5% (4) respondent are neutral and 43.8% (14) respondents disagree. From the result it can be said the organization has an average project schedule management practice. But this area shall be given attention for improvement.

4.4.4. Project Resource Management

Table 5. Project Resource Management

Item	strongly agree		agree		neutral		disagree		strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Project Resource Management											
Project resources are effectively allocated, including personnel, equipment, and materials.	7	21.9	8	25	4	12.5	13	40.6	0	0	3.28
Project resources are effectively managed, including personnel, equipment, and materials.	7	21.9	13	40.6	4	12.5	8	25	0	0	3.59
Resource shortages or conflicts are given a swift attention	2	6.3	12	37.5	4	12.5	14	43.8	0	0	3.09

The above table shows us, for the question Project resources are effectively allocated, including personnel, equipment, and materials 21.7% (7) respondents strongly agree, 25% (8) respondents agree, 12.5% (4) respondent are neutral and 4.06% (13) respondents disagree. For the other question that states Project resources are effectively managed, including personnel, equipment, and materials 21.9% (7) respondents strongly agree, 40.6% (13) respondents agree, 12.5% (4) respondent are neutral and 25% (8) respondents disagree. For the final question in this segment which is Resource shortages or conflicts are given a swift attention 6.3% (2) respondents strongly agree, 37.5% (12) respondents agree, 12.5% (4) respondent are neutral and 43.8% (14) respondents disagree. From the result it can be concluded even though the results are not very low the organization need to give attention to its project management strategies and find better way of implanting it.

4.4.5. Project Communication Management

Table 6. Project Communication Management

Item	strongly agree		agree		neutral		disagree		strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Project Communication Management											
Effective communication among project team members, stakeholders, and other relevant parties is ensured.	6	18.8	14	43.8	8	25	4	12.5	0	0	3.69
Communication challenges in geographically distributed teams or multicultural environments are managed.	5	15.6	11	34.4	11	34.4	5	15.6	0	0	3.50

The above table indicates the results conducted on project communication management. As shown on the table 18.8% (6) respondents strongly agree, 43.8% (14) respondents agree, 25% (8) respondent are neutral and 12.5% (4) respondents disagree that there is effective communication among project team members, stakeholders, and other relevant parties is ensured. The other question that states Communication challenges in geographically distributed teams or multicultural environments are managed 15.6% (5) respondents strongly agree, 34.4% (11) respondents agree, 34.4% (11) respondent are neutral and 15.6% (5) respondents disagree. From the result it can be said the company have a good project communication management but it need further work to have an excellent management practices.

4.4.6. Project Stakeholder Management

Table 7. Project Stakeholder Management

Item	strongly agree		agree		neutral		disagree		strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Project Stakeholder Management											
Stakeholders' needs, expectations, and interests are identified.	12	37.5	6	18.8	12	37.5	2	6.3	0	0	3.88
Stockholder related issues are managed properly	5	15.6	18	56.3	7	21.9	2	6.3	0	0	3.81
Conflicts are resolved and stakeholder engagements are maintained	8	25	14	43.8	5	15.6	5	15.6	0	0	3.78

As shown on the table the results show 37.5% (12) respondents strongly agree, 18.8% (6) respondents agree, 37.5% (12) respondent are neutral and 6.3% (2) respondents disagree that there is Stakeholders' needs, expectations, and interests are identified. On the other question that states stockholder related issues are managed properly 15.6% (5) respondents strongly agree, 56.3% (18) respondents agree, 21.9% (7) respondent are neutral and 6.3% (2) respondents disagree. For the last question that says conflicts are resolved and stakeholder engagements are maintained 25% (8) respondents strongly agree, 43.8% (14) respondent agree, 15.6% (5) respondent are neutral and 15.6% (5) respondents disagree. From the result obtained it can be understood the company has a good stakeholder management practice.

4.4.7. Project Quality Management

Table 8. Project Quality Management

Item	strongly agree		agree		neutral		disagree		strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Project Quality Management											
Quality standards are met	11	34.4	12	37.5	7	21.9	2	6.3	0	0	4.00
Project deliverables meet customer expectations	7	21.9	13	40.6	8	25	4	12.5	0	0	3.72
Quality requirements are balanced with project constraints such as time and cost	5	15.6	18	56.6	6	18.8	3	9.4	0	0	3.78

As shown on the table the results show 34.4% (11) respondents strongly agree, 37.5% (12) respondents agree, 21.9% (7) respondent are neutral and 6.3% (2) respondents disagree that Quality standards are met. On the other question that states Project deliverables meet customer expectations 21.9% (7) respondents strongly agree, 40.6% (13) respondents agree, 25% (8) respondent are neutral and 12.5% (4) respondents disagree. For the last question that says Quality requirements are balanced with project constraints such as time and cost 15.6% (5) respondents strongly agree, 56.6% (18) respondent agree, 18.8% (6) respondent are neutral and 9.4% (3) respondents disagree. From the result obtained it can be understood the company has a very good project quality management practice. So good practices shall be kept for very high performance.

4.4.8. Project Procurement Management

Table 9. Project Procurement Management

Item	strongly agree		agree		neutral		disagree		strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Project Procurement Management											
Vendors and suppliers are Selected and managed properly	6	18.8	20	62.5	4	12.5	2	6.3	0	0	3.94
Project procurement decisions of the organization are documented and used as reference	4	12.5	14	43.8	14	43.8	0	0	0	0	3.69
Contracts are negotiated to ensure compliance with procurement regulations	8	25	12	37.5	10	31.3	2	6.3	0	0	3.81

From the illustration of the table above 18.8% (6) respondents strongly agree, 62.5% (20) respondents agree, 12.5% (4) respondent are neutral and 6.3% (2) respondents disagree that Vendors and suppliers are Selected and managed properly. On the other question that states Project procurement decisions of the organization are documented and used as reference 12.5% (4) respondents strongly agree, 43.8% (14) respondents agree, 43.8% (14) respondent are neutral. For the last question that says Contracts are negotiated to ensure compliance with procurement regulations 25% (8) respondents strongly agree, 37.5% (10) respondent agree, 31.3 % (10) respondents are neutral and 6.3% (2) respondents disagree. From the result obtained it can be understood the company has a high Project procurement management practice. With a little bit of attention, the practice can be of a very high scale. Although the highest attention shall be given to documentation of procurement decisions.

4.4.9. Project Scope Management

Table 10. Project Scope Management

Item	strongly agree		agree		neutral		disagree		strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Project Scope Management											
Project scope is clearly stated	6	18.8	15	46.9	10	31.3	1	3.1	0	0	3.81
Conflicting scope-related requests from stakeholders is balanced.	6	18.8	11	34.4	7	21.9	8	25	0	0	3.47

On the table above results of project scope management are shown. For the question that states Project scope is clearly stated 18.8% (6) respondents strongly agree, 46.9% (10) respondents agree, 31.3% (10) respondent are neutral and 3.1% (1) respondents disagree. For the last question that says Conflicting scope-related requests from stakeholders is balanced 18.8% (6) respondents strongly agree, 34.4% (11) respondent agree, 21.9% (7) respondent are neutral and 25% (8) respondents disagree. From the result obtained it can be understood the company has a good Project scope management practice. Although a special attention is required for conflicting scope related requests from stakeholders.

4.4.10. Project Risk Management

Table 11. Project Risk Management

Item	strongly agree		agree		neutral		disagree		strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Project Risk Management											
Project risks and uncertainties are identified	8	25.0	8	25.0	6	18.8	10	31.3	0	0	3.44
Project risks and uncertainties are assessed	6	18.8	9	28.1	11	34.4	6	18.8	0	0	3.47
Project risks and uncertainties are mitigated	4	12.5	11	34.4	8	25	9	28.1	0	0	3.31
Unforeseen risks and adapting risk mitigation strategies are dealt with as needed	1	3.1	11	34.4	11	34.4	9	28.1	0	0	3.12

As shown on the table the results show 25% (8) respondents strongly agree, 25% (8) respondents agree, 18.8% (6) respondent are neutral and 31.3% (10) respondents disagree that project risks and uncertainties are identified. On the other question that states project risks and uncertainties are assessed 18.8% (6) respondents strongly agree, 28.1% (9) respondents agree, 11% (34.4) respondent are neutral and 18.8% (6) respondents disagree. For the question that says project risks and uncertainties are mitigated 12.5% (4) respondents strongly agree, 34.4% (11) respondents agree, 25% (8) respondent are neutral and 28.1% (9) respondents disagree. For the last question that says Unforeseen risks and adapting risk mitigation strategies are dealt with as needed 3.1% (1) respondents strongly agree, 34.4% (11) respondent agree, 34.4% (11) respondent are neutral and 28.1% (9) respondents disagree. From the result obtained it can be understood the company has an average Project risk management practice. But a special attention must be given since it is one of the project management areas that showed low mean score. All risk management practices shall be revised.

4.5. Project Performance Assessment

Table 12. Project Performance Assessment

Item	strongly agree		agree		neutral		disagree		strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Project Performance	F	%	F	%	F	%	F	%	F	%	
Project completion practices are within the timeframe	4	12.5	13	40.6	3	9.4	12	37.5	0	0	3.28
Quality of deliverables of the projects are as required	5	15.6	14	43.8	10	31.3	3	9.4	0	0	3.66
Project budget has adherence to the plan	10	31.3	9	28.1	11	34.4	2	6.3	0	0	3.84
Stakeholders with the project's current state in terms of quality, communication, and stakeholder engagement are satisfied	6	18.8	12	37.5	7	21.9	7	21.9	0	0	3.53
Project objective and deliverables is going as planned	8	25.0	11	34.4	6	18.8	7	21.9	0	0	3.62

The above table shows respondents answer analysis on the project performance area. Among the respondents 12.5% (4) respondents strongly agree, 40.6%(3) respondents agree, 9.4%(3) respondent are neutral and 37.5%(12) respondents disagree that the project completion practices are within the timeframe. And for the question Quality of deliverables of the projects are as required 15.6% (5) respondents strongly agreed, 43.8% (10) respondents agreed, 31.3% (10) respondent are neutral and 9.4% (3) respondents disagreed. For the question the project budget has adherence to the plan 31.3% (10) respondents strongly agreed, 28.1% (9) respondents agreed, 34.4% (11) respondent are neutral and 6.3% (2) respondents disagreed. The result also shows 18.8% (6) respondents strongly agree, 37.5% (7) respondents agree, 21.9% (7) respondent are neutral and 21.9% (7) respondents disagree that there is a stakeholder with the project's current state in terms of quality, communication, and stakeholder engagement are satisfied. And for the last question in this section project objective and deliverables is going as planned 25% (8) respondents strongly agreed, 34.4% (11) respondents agreed, 18.8 % (6) respondent are neutral and 21.9% (7) respondents disagreed. So based on the results the organization has a project performance that is very good but it need improvement in time related issues.

4.6. Key Integration Management Challenges and Success Factors

4.6.1. Integration Project Management Challenging Factors

Table 13. Integration Project Management Challenging Factors

Item	strongly agree		agree		neutral		disagree		strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Integration Project Management Challenging Factors											
Managing the disruptions caused by internal and external changes and their impact on project progress	5	15.6	9	28.1	4	12.5	14	43.8	0	0	3.16
Giving consistent attention to Integration management and resources within the organization	1	3.1	13	40.6	13	40.6	5	15.6	0	0	3.31
Managing the challenges of preventing scope creep or dealing with ambiguous requirements	0	0	22	68.8	8	25.0	2	6.3	0	0	3.62
Controlling project expenses and prevent cost overruns	10	31.3	12	37.5	8	25.0	2	6.3	0	0	3.94
Developing realistic project schedules and timelines	2	6.3	4	12.5	14	43.8	12	37.5	0	0	2.87
Visibility and transparency across project components and dependencies.	1	3.1	2	6.3	13	40.6	15	46.9	1	3.1	2.59
Consistent or compatible project documentation and reporting practices	1	3.1	10	31.1	16	50.0	5	15.6	0	0	3.22

As the results show in the above table 15.6% (5) respondents strongly agree, 28.1%(9) respondents agree, 12.5%(4) respondent are neutral and 43.8%(14) respondents disagree that managing the disruptions caused by internal and external changes and their impact on project progress. And for the question giving consistent attention to integration management and resources within the organization 3.1% (1) respondents strongly agreed, 40.6% (13) respondents agreed, 40.6% (13) respondent are neutral and 15.6% (5) respondents disagreed. For the question the managing the challenges of preventing scope creep or dealing with ambiguous requirements 68.8% (22) respondents agreed, 25.0% (8) respondent are neutral and 6.3% (2) respondents disagreed. The result also shows 31.3% (10) respondents strongly agree, 37.5% (12) respondents agree, 25% (8) respondent are neutral and 6.3% (2) respondents disagree that there is a controlling project expenses and prevent cost overruns. For the question developing realistic project schedules and timelines 6.3% (2) respondents strongly agreed, 12.5% (4) respondents agreed, 43.8% (14) respondent are neutral and 37.5% (12) respondents disagreed. For the question the visibility and transparency across project components and dependencies 3.1% (1) respondents strongly agreed, 6.3% (2) respondents agreed, 40.6% (13) respondent are neutral and 46.9% (1) respondents disagreed. And for the last question in this section consistent or compatible project documentation and reporting practices 3.1% (1) respondents strongly agreed, 31.1% (10) respondents agreed, 50% (16) respondent are neutral and 15.6% (5) respondents disagreed. So based on the results the organization has an average performance on withstanding challenges but it needs improvements in managing changes, consistency in integration management, schedule, visibility and transparency, and documentation. The results show some of the components show the lowest mean value. So a special attention is required.

4.6.2. Integration Project Management Success Factors

Table 14. Integration Project Management Success Factors

Item	strongly agree		agree		neutral		disagree		strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Integration Project Management Success Factors											
Project charter is created, the project's purpose, objectives, and high-level requirements is defined	6	18.8	11	34.4	9	28.1	6	18.8	0	0	3.53
Project management plan is developed and all the subsidiary management plans and baselines are consolidated into a comprehensive plan	11	34.4	6	18.8	8	25.0	7	21.9	0	0	3.66
Project work is directed and managed which leads and performs the work defined in the project management plan	14	43.8	6	18.8	7	21.9	5	15.6	0	0	3.91
Project work is monitored and controlled	3	9.4	8	25	14	43.8	7	21.9	0	0	3.22
Integrated change control is performed and changes are coordinated across the entire project	1	3.1	13	40.6	6	18.8	12	37.5	0	0	3.09
Project is closed out. All activities across all project management process groups are finalized	8	25	9	28.1	12	37.5	3	9.4	0	0	3.69

As the results illustrates in the above table 18.8% (6) respondents strongly agree, 34.4%(11) respondents agree, 28.1%(6) respondent are neutral and 18.8%(6) respondents disagree that project charter is created, the project's purpose, objectives, and high-level requirements is defined. And for the question project management plan is developed and all the subsidiary management plans and baselines are consolidated into a comprehensive plan 34.4% (11) respondents strongly agreed, 18.8% (6) respondents agreed, 25% (7) respondent are neutral and 21.9% (7) respondents disagreed. For the question the project work is directed and managed which leads and performs the work defined in the project management plan 43.8% (14) respondents strongly agreed, 18.8% (6) respondents agreed, 21.9% (7) respondent are neutral and 15.6% (5) respondents disagreed. The result also shows 9.4% (3) respondents strongly agree, 25% (8) respondents agree, 43.8% (14) respondent are neutral and 21.9% (8) respondents disagree that there is a project work is monitored and controlled. For the question the integrated change control is performed and changes are coordinated across the entire project 3.1% (1) respondents strongly agreed, 40.6% (13) respondents agreed, 18.8% (6) respondent are neutral and 37.5%(12) respondents disagreed. And for the last question in this section Project is closed out and all activities across all project management process groups are finalized 25% (8) respondents strongly agreed, 28.1% (9) respondents agreed, 37.5% (3) respondent are neutral and 9.4% (3) respondents disagreed. So based on the results most of the integration management success factor are showing a very good result but a special attention shall be given for monitoring and controlling and change control for a better performance.

4.7. Mean and Standard Deviation Results of all Factors

Table 15. Mean and Standard Deviation for all factors

No	Factor	Mean	SD
1	Integration Management Practices	4.19	0.57
2	Project Cost Management	3.92	0.79
3	Project Schedule Management	3.13	0.93
4	Project Resource Management	3.32	0.98
5	Project Communication Management	3.59	0.88
6	Project Stakeholder Management	3.82	0.77
7	Project Quality Management	3.83	0.71
8	Project Procurement Management	3.81	0.63
9	Project Scope Management	3.64	0.87
10	Project Risk Management	3.33	0.91
11	Project Performance	3.58	0.84
12	Integration Project Management Challenging Factors	3.25	0.56
13	Integration Project Management Success Factors	3.51	0.81

The basic role of integration management on project performance has shown effective coordination and alignments of various component. It helped to align projects objectives and deliverables. By integrating knowledge areas of project management execution of the projects was facilitated. Especially project cost management, project communication management, project stakeholder management, project quality management, project procurement management, and project scope management showed a higher result which indicates these factors have a positive impact on the project performance. Factors such as project charter, project management plan development, project work being directed and managed with leads and project close out influenced the success of integration management. Although most of the factors are on the higher end, we can see from the table above some areas need special attention so that higher results are achieved. Those areas include project schedule management, project resource management, project risk management and integration project management challenging factors. The organization has lower challenge withstanding when it comes to the areas stated above therefor work needs to be done in this area.

Chapter Five

Conclusion and Recommendation

5.1. Conclusion

This research project examines the factors affecting project performance in integration projectn management in food security and livelihood projects undertaken by the Development for Peace Organization (DPO) in Addis Ababa, Ethiopia. The research aims to assess DPO's project integration management practices, evaluate the impact of integration management on project performance, and identify key challenges and success factors related to integration management in these development projects.

The study employs a descriptive quantitative approach. A total population sampling method is used, and Likert scale questionnaires were distributed to the research respondents. The data analysis is conducted using the SPSS software.

The findings indicate that project integration management has a key factor in enhancing project performance. Project integration management helped align project objectives and deliverables, as well as facilitating the execution of various project management knowledge areas, such as project cost management, project communication management, project stakeholder management, project quality management, project procurement management, and project scope management. Key factors contributing to the success of project integration management included project charter development, management plan development, leader directed project work, and proper project closeout.

However, the study also identified areas that require special attention, including project schedule management, resource management, and risk management, where the organization faces greater challenges. Addressing these areas can help Development of Peace Organization achieve higher levels of integration management and, consequently, improved project performance.

5.2. Recommendation

This research has provided valuable insights into the factors that affect project performance within integration project management of DPO's food security and livelihood projects, but further study is required so that it could build upon and expand the current understanding. Based on the findings of the research, the following recommendations are proposed:

- The organization should conduct a comprehensive review of the project scheduling processes to identify and address any gaps or inefficiencies. It should adapt a better approach to properly sequence activities and schedule conflicts, delays, and resource constraints should be dealt with timely.
- A centralized resource management system must be developed to better allocate and utilize resources across projects. Project resources must be effectively allocated, including personnel, equipment, and materials. And resource conflict resolution processes must be implemented to effectively manage competing demands on shared resources.
- A more formalized and systematic approach to unforeseen risks and adapting risk mitigation strategies should be adopted.
- Detailed analysis needs to be conducted to identify the specific challenges faced in integration project management. Including change management and documentation. Strategies need to be developed and implemented to address the identified challenges.
- Consistence in applying project integration management though out different projects is basic, it keeps low performing projects to the bare minimum. It promotes a culture of continuous improvement and knowledge sharing.

By addressing these areas for improvement and controlling the organization's strengths in integration project management, the organization can enhance its overall project performance.

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Appendix

Questionnaire



Addis Ababa University

School of Commerce

Graduate Program

Master of Arts in Project Management

Questionnaire prepared for the participants

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This questionnaire is prepared for a research project in Addis Ababa University, School of Commerce for a Master of Arts in Project Management Program. The research is done on “The role of integrated project management in Development for Peace Organization.”

The Research is being carried out as partial fulfilment of the requirements for award of Master of Arts Degree in Project Management. The questionnaire aims to get an answer on the following objectives

- Integration Project Management Practice in Development for Peace Organization Food Security and livelihood projects
- Integration management project performance assessment in Development for Peace Organization Food Security and livelihood projects
- Key challenges and success factors related to integration management in Development for Peace Organization Food Security and livelihood projects

Direction

- Name is not required
- If you cannot get any satisfying choice among the given alternatives, you can write your answer
- For the open-ended items, give brief answer in the space provided
- Put on “√” on the provided place

Section 1: Profile

1. Demographic Information

No	Respondent's Information	Frequency
1	Age	<30
		30-40
		40-50
		>50
2	Sex	Male
		Female
3	Educational Level	PHD
		MA/MSC
		BA/BSC
		Diploma
		If other please specify, _____
4	Occupational Level	Managing Director
		Fieldwork Manager
		Project manager
		Project Coordinator
		Project Member
		Project Staff
		If other please specify, _____

Section 2

1) In the table below, there are some factors that are related to integrated project management. Please choose the degree of importance of the issues that affect integrated project management in DPO Food Security and livelihood projects.

5=Strongly Agree
 4= Agree
 3= Neutral
 2= Disagree
 1= Strongly Disagree

No	Factor	Agreement Scale				
		5	4	3	2	1
1	Integration Management Practices					
a	The project has a clearly defined scope, including all necessary deliverables					
b	Integration Management activities are clearly documented in the project plan					
c	The plan includes mechanisms for coordinating and integrating various project components					
d	There is a designed project manager responsible for integration management					
e	The project team regularly communicates and collaborates to address integration issues.					
f	Integration Management tools or software are utilized effectively					
1.1	Project Cost Management					
a	Project costs are accurately estimated and budgeted					
b	project expenses are controlled to minimize cost overruns					
c	Project cost variance is analyzed mitigation plan is implemented					
1.2	Project Schedule Management					
a	Realistic project schedules and timelines are developed.					
b	Project activities are properly sequenced					
c	schedule conflicts, delays, and resource constraints are dealt with timely					
1.3	Project Resource Management					
a	Project resources are effectively allocated, including personnel, equipment, and materials.					
b	Project resources are effectively managed, including personnel, equipment, and materials.					

c	Resource shortages or conflicts are given a swift attention					
1.4	Project Communication Management					
a	Effective communication among project team members, stakeholders, and other relevant parties is ensured.					
b	Communication challenges in geographically distributed teams or multicultural environments are managed.					
1.5	Project stakeholder Management					
a	Stakeholders' needs, expectations, and interests are identified.					
b	Stockholder related issues are managed properly					
c	Conflicts are resolved and stakeholder engagements are maintained					
1.6	Project Quality Management					
a	Quality standards are met					
b	Project deliverables meet customer expectations					
c	Quality requirements are balanced with project constraints such as time and cost					
1.7	Project Procurement Management					
a	Vendors and suppliers are Selected and managed properly					
b	Project procurement decisions of the organization are documented and used as reference					
c	Contracts are negotiated to ensure compliance with procurement regulations					
1.8	Project Scope Management					
a	Project scope is clearly stated					
b	Conflicting scope-related requests from stakeholders is balanced.					
1.9	Project Risk Management					
a	Project risks and uncertainties are identified					
b	Project risks and uncertainties are assessed					
c	Project risks and uncertainties are mitigated					
d	Unforeseen risks and adapting risk mitigation strategies are dealt with as needed					

No	Factor	Agreement Scale				
		5	4	3	2	1
2	Project Performance					
2.1	Project completion practices are within the timeframe					
2.2	Quality of deliverables of the projects are as required					
2.3	Project budget has adherence to the plan					
2.4	Stakeholders with the project's current state in terms of quality, communication, and stakeholder engagement are satisfied					
2.6	Project objective and deliverables is going as planned					

No	Factor	Agreement Scale				
		5	4	3	2	1
3	Key Integration Management Challenges and Success factors					
3.1	Integration Project Management Challenging Factors					
3.1.1	Managing the disruptions caused by internal and external changes and their impact on project progress					
3.1.2	Giving consistent attention to Integration management and resources within the organization					
3.1.3	Managing the challenges of preventing scope creep or dealing with ambiguous requirements					
3.1.4	Controlling project expenses and prevent cost overruns					
3.1.5	Developing realistic project schedules and timelines					
3.1.6	Visibility and transparency across project components and dependencies.					
3.1.7	Consistent or compatible project documentation and reporting practices					

3.2	Integration Project Management Success Factors					
3.2.1	Project charter is created, the project's purpose, objectives, and high-level requirements is defined					
3.2.2	Project management plan is developed and all the subsidiary management plans and baselines are consolidated into a comprehensive plan					
3.2.3	Project work is directed and Managed which leads and performs the work defined in the project management plan					
3.2.4	Project work is Monitored and controlled					
3.2.5	Integrated change control is performed and changes are coordinated across the entire project					
3.2.6	Project is closed out. All activities across all project management process groups are finalized					

Section 3. Suggestions for Improvement

Please provide any suggestions or recommendations you may have for improving integration management practices and project performance within Development for Peace Organization Food Security and livelihood projects.
