



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
DEPARTMENT OF PROJECT MANAGEMENT

**CHALLENGES IN PROJECT IMPLEMENTATION AND POSSIBLE
REMEDIAL ACTIONS: CASE STUDY OF PROJECTS UNDER
CARRIED BY TALENT YOUTH ASSOCIATION**

By: Hezkias Tadele

June, 2017

Addis Ababa, Ethiopia



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**A Project work submitted to the School of Graduate studies at Addis Ababa
University College of Business and Economics in Partial Fulfillment of the
Requirements for the Degree of Master of Arts in Project Management**

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DECLARATION

I, the undersigned, declare that the study entitled “*Challenges in Project Implementation and Possible Remedial Actions: Case Study of Projects under carried by Talent Youth Association*” is the result of my own effort and study that all sources of materials used for the study have been acknowledged. I have conducted the study independently with the guidance and comments of the research advisor.

This study has not been submitted for any degree in any university. It is conducted for the partial fulfillment of the Master of Arts Degree in Project Management.

Hezkias Tadele

Date

LETTER OF CERTIFICATION

This is to certify that Hezkias Tadele has conducted this project work entitled “*Challenges in Project Implementation and Possible Remedial Actions: Case Study of Projects under carried by Talent Youth Association*” under my supervision.

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

Wubishet Bekalu (PhD)

Date

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Acronyms & Abbreviations

BoFED: Bureau of Finance and Economic Development

TaYA: Talent Youth Association

M&E: Monitoring and Evaluation

NGO: Non-Governmental Organization

CSO: Civil Society Organization

MoU: Memorandum of Understanding

ToR: Term of Reference

PM: Project Management

PMBOK: Project Management Body of Knowledge

POC: Project-oriented Company

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Abstract

The purpose of this study is to investigate project Implementation challenges and identify possible remedial actions for projects under carried by a local NGO called TaYA. Despite the different project implementation challenges NGOs in Ethiopia face there is a lack of sufficient published studies that document and address these challenges. Therefore, this study is conducted to contribute towards minimizing this gap. The research design is exploratory and descriptive while the sampling technique is purposive. Participants of the study are all program division staff of the organization and data is collected through in-depth interview, close and open-ended questionnaires and document analysis. The analysis is done qualitatively by relating the results with literatures and quantitatively using percentage, frequency and mean. The findings of the study revealed that lack of top management commitment, uncontrolled change to baseline requirement, lack of communication, inadequate tracking and directing of project activities, lack of Monitoring and Evaluation (M&E) system, high uncertainty, lack of accountability & completion criteria, CSO 70/30 policy, schedule pressure, being kept uninformed, unclear expectation, none collaborating functional areas, and staff turnover were the serious challenges the organization face during project implementation. These data support the view that TaYA is vulnerable to most of the challenges due to the traditional approach it adopts for project implementation and its high dependability on donors from abroad. Therefore, to alleviate these prevailing implementation challenges the organization should adopt a standard Project Management (PM) methodology for its projects, diversify funding partners, and conduct need assessment of beneficiaries. Furthermore, it needs to adopt well-structured communication strategy and invest more on the capacity building of its staff.

Key words: *Project implementation processes, NGOs, project implementation challenge, project management*

Chapter One: Introduction

1.1 Background of the Study

Project management refers to the application of knowledge, skills, tools and techniques to project activities to meet a relatively short-term objective that has been established to complete specific goals and objectives (PMI, 2008). The PMBOK states that the project management process describes, organizes and completes the work of the project. It also classifies it into five groups namely, initiating processes, planning processes, executing processes, controlling processes and closing processes.

The Execution process is a process group that involves coordinating people and other resources to carry out the plan (PMBOK, 2000). It is typically the longest phase of the project. It is the phase within which the deliverables are physically built and presented to the customer for acceptance. To ensure that the customer's requirements are met, the project manager monitors and controls the production of each deliverable by executing a suite of management processes. Once a project moves into the Execution Phase, the project team and the necessary resources to carry out the project should be in place and ready to perform project activities. In the standard division of project management discipline this phase is called "Project Execution and Control"; the term "control" is included here because execution is not a blind implementation of what was written in advance but a watchful process where doing things goes along with understanding what is being done, and re-doing it or doing it differently when the action does not fully correspond to what was intended. This "control" is an integral part of project management and is a necessary task of the project manager.

Projects implementation is usually preceded by a well-defined project plan meant to guide during the implementation stage. However, there usually arise variations as activities progress. Gray and Larson (2003) in their focus on the implementation gap or variations defined it as the lack of consensus between the goals set by the top management and those independently set by lower levels of management.

According to Jugdev and Muller (2005), the project implementation process is complex, usually requires extensive and collective attention to a broad aspect of human, budgetary and technical

variables. In addition, projects often possess a specialized set of critical success factors in which if addressed and attention given will improve the likelihood of successful implementation. Business today is operating under high level of uncertainty, projects implementations are open to all sorts of external influence, unexpected events, ever-growing requirements, changing constraints and fluctuating resource flows. This clearly shows that if projects are undertaken and critical process steps not taken to manage them effectively and efficiently, the chances of failure are high.

Increasingly these days, organizations are project based, meaning that the work they do is split into programmes of projects designed to deliver the organization's strategies and add value. Good management of these projects is essential if the organization is going to succeed. Equally important to individual project success is ensuring that the right projects are carried out. Gareis and Huemann (2000) defined Project-oriented Company (POC) as an organization which defines "Management by Projects" as an organizational strategy, applies temporary organizations for the performance of complex processes, manages a project portfolio of different project types, has specific permanent organizations to provide integrative functions, applies a "New Management Paradigm", has an explicit project management culture and perceives itself as being project-oriented. Thus POCs do have specific processes, such as assignments of projects and programmes, project management, programme management, quality management of projects and programmes, project portfolio coordination, networking between projects, personnel management in the POC and organizational design of the POC.

A wide number of project management methods seem to be customized for Non-Governmental Organization's (NGO) needs and they are already in use. The NGO sector is extremely diverse, heterogeneous and populated by organizations with hugely varied size, scope, targets, structures and motivations. Therefore, they face a lot of challenges which, together with absence of proper PM methodology, usually cause poor project planning, scarcity of accountability and stakeholder involvement, complexity of inter-related tasks, superficial risk management strategies, unmotivated project team and eventually – bad quality, losses of time and money (Meda&Evelina, 2015)

Nevertheless, while the livelihoods of many people depend on NGOs' ability to deliver project results effectively and efficiently, project management (PM) is rarely identified as a strategic priority for these organizations (PM4NGOs, 2013). Despite the fact that there are PM tools and methodologies created and adapted exclusively for NGOs, there is still no significant evidence on wide application in this sector. Consequently, it seems that once the project is granted, the initial planning might not be followed, which could reflect on project results and blur the organizational capability to express impacts. Indeed, managers might be enquired about the organizational work legitimacy, as well as the impact accountability of projects.

Ethiopia, as developing country in the world, consist great number of local and international NGOs working in different development areas that face several challenges during project execution. But based on the data obtained from preliminary literature review despite the different execution challenges these organizations face, much emphasis is not given to minimize these problems by applying appropriate project management methodologies. Therefore, the purpose of this study is to fill the existing gap by investigating challenges in Project implementation and provide possible remedial actions in line with the project management knowledge areas. This study will take a local NGO called Talent Youth Association as a case study.

1.1.1 Background of the Organization

Talent Youth Association (TaYA) is an institution established in 2003 by like-minded young people who were concerned with the challenges young people are facing and the consequences. TaYA has particular focus on youth sexual reproductive health targeting young people who are in school, out of school and those in employment.

Core values and principles of the organization

The basic principles TaYA opt to follow in the implementation of this strategic plan are broadly guided by its vision, mission and goals. The fact that TaYA aims to ensure adolescents transit to youth hood and youth as well transit to adult hood smoothly and healthy require specific principles. Accordingly, the following basic principles are taken as critical:

- Collaboration/partnership: TaYA believes that meeting its goals would require close collaboration with public sectors, donors, CSOs, parents, adolescents and youth.

- Empowerment: Enabling key stakeholders in this case parents, public sectors and adolescents/youth is considered an important driver of success and sustainability
- Gender sensitivity: In Ethiopia, it is apparent that girls are the most affected and yet the most neglected in programs. Equally, boys have a lot more roles to reverse this situation. Cognizant of this, TaYA's program will be gender sensitive.
- Participation: TaYA has long been advocating for youth to have an active role in issues of their concern. It will continue to do so and as usual engage adolescents and youth in planning, implementation and evaluation of interventions.
- Transparency/accountability: Program success is the combination of factors and transparency/accountability is an important component. Sustainability of programs, donor interest and sense of ownership and participation by adolescents and youth depends on whether the program is transparent and the organization is accountable to what it draw as goal in its documents
- Ownership: TaYA considers itself as a facilitator and programs and benefits owned by adolescents and youth.
- Working with adolescence and youth builds on trust that this section of population looks for. In view of this TaYA upholds and ensures confidentiality of every adolescents and youth who participate in the programs.

Key result areas of TaYA

- Adolescents and youth in TaYA's operational area access friendly Sexual Reproductive Health information and services
- Young people in TaYA's operational area are empowered with marketable skills
- Improve conducive environment for effective participation of youth in decision making processes at national, regional and international level

1.2 Statement of the problem

According to the PMBOK (2000), project execution involves carrying out project plan by performing the activities included therein. It involves coordinating people and resources, managing stakeholder expectations, as well as integrating and performing the activities of the project in accordance with the project management plan. It is also at this stage that many changes occur to the initial project plan that requires necessary updates to meet the project specifications.

These changes may result lags in project schedule, changes in resource productivity and availability, unanticipated risks...etc. These changes usually affect the project management plan in such a way that it may require further analysis and actions which can lead to a change to the project plan. It is worth noting that, it is at this stage that the major part of expenses of the project occurs and the responses to the new changes affect the deliverables of the project negatively or positively depending on the response to those changes. According to Kerzner (2009), lack of good data on activity progress, inadequate definition of requirements, frequent and uncontrolled changes to the baseline requirements, poor time and cost estimates, difficulties in concluding a project due to lack of completion criteria, frequent replacement of developmental personnel are some of the common challenges organizations face during project execution. The Non-Governmental Organizations (NGOs), as one of project implementing institutions, are also susceptible to such challenges.

The current trend of NGOs in Ethiopia shows that during project implementation they face several challenges related with project management knowledge areas. Despite this trend, there is a lack of sufficient published studies that address these challenges in project implementation. Therefore, this study will try to reflect on the current project implementation challenges of Talent Youth Association, a local NGO, and possible remedial actions for these challenges.

1.3 Research Questions

Central Question

- What are the challenges in Project implementation and possible remedial actions for projects under carried by Talent Youth Association

Associated sub questions

- How does the organization perform cost, scope, schedule, and quality (CSSQ) control in its projects?

- What challenges does the organization face towards conducting project phase kick off, managing deliverable acceptance, managing project CSSQ, monitoring and controlling risks, managing project team and communication management?
- How does the organization build on its deliverables?
- How does the organization deal with risk management?
- What is the communication management practice and challenges of the organization in its projects?

1.4 Objectives of the Study

In line with the aforementioned research questions the study will have the following general and specific objectives: -

General Objective

- To identify the challenges Talent Youth Association (TaYA) faces in project implementation and provide possible remedial actions.

Specific Objectives

- To provide extensive explanation on time, cost and quality management practice of the organization.
- To identify key challenges the organization face in conducting project phase kick off, managing deliverable acceptance, managing project CSSQ, monitoring and controlling risks, managing project team and communication management.
- To assess how the organization builds on its' deliverables.
- To elucidate how the organization deals with risk management
- To assess the communication management practice and challenges of the organization.
- To state related works done by scholars as a bench mark to alleviate the problem occurred in the study area.

1.5 Significance of the study

The findings of this study will help TaYA to clearly understand the type of challenges it is facing in terms of project implementation which will enable the organization to check and evaluate its project management methodologies. The other significance is it helps to relate concepts in different project management courses with practical phenomena in relation to project implementation. The findings, conclusion and recommendation of this study will enable TaYA to alleviate its challenges in project implementation by addressing the root causes of the problems. The research will also add to the existing knowledge with the concept of project implementation challenges of NGOs in Ethiopia. Findings of this study will go on to assist future researchers and academicians as an input for embarking upon similar researches in the future and reckon to further their insight regarding the issue.

1.6 Scope/Delimitation of the Study

This study assessed projects under carried by a Non-Governmental organization (NGO) called Talent Youth Association. Hence the findings of this research may not be applicable to other NGOs since they may have other contributing factors in their areas which may not have been considered in the scope of this study.

According to the PMBOK the execution process group entails project plan execution from the project integration management knowledge area, quality assurance, team development and information distribution from project quality, human resource and communication management knowledge areas respectively.

However, execution is not simply a blind implementation of the plan designed in the prior phases, but a watchful process where doing things goes along with understanding what is being done, and re-doing it or doing it differently when the action does not fully correspond to what was intended. Therefore, this study explored challenges in the implementation process in terms of managing deliverable acceptance, managing project team, communication management, cost, scope, schedule and quality (CSSQ) control, risk monitoring and control

1.7 Limitation of the study

Every study, no matter how well it is conducted and constructed, has limitation. Limitations may occur outside of the researcher's control . The limitations of this research were lack of cooperation from respondents to complete questionnaires and return them back on time. This was mainly due to the workload of the program division staff. Furthermore, data considered as confidential and a competitive asset was not easily available especially the ones related with cost.

1.8 Organization of the study

This study contains five chapters. The first chapter deals with background of the study. Chapter two is dedicated to review related literatures on the topic. The third chapter focuses on research methodology. It includes type and design, participants of the study, sources of data, tools/instruments and procedures of data collection. In addition, methods of data analysis and interpretation are discussed. Chapter four emphasizes on data presentation and analysis while chapter five deals with summary of basic finding, conclusion and recommendation of the research.

Chapter Two: Literature review

2.1 Introduction

This chapter deals on the theoretical literature review of the work of other researchers who have dealt with the subject of project implementation and its challenges. The specific areas covered here are the concept of project implementation and control, core and facilitating processes in project implementation and control and finally challenges associated with these core and facilitating processes.

Current trend in project management combines project execution process and control together since execution is not simply doing what was planned initially but also understanding what is being done, and re-doing it or doing it differently when the action does not fully correspond to what was intended.

Several Literatures refer project implementation as project execution so for the purpose of this study in general and for this review specifically both terms are used interchangeably

2.2 Concept of Project Implementation and Control

According to Westland (2006) project implementation/execution is the longest phase of a project within which deliverables are physically built and presented to the customer for acceptance. The Project Management Body of Knowledge Guide (PMBOK, 2000) also supports this statement by defining it as a process group that involves coordinating people and other resources to carry out the plan. The ITRM Guideline (2006) also depicts Project Execution and Control Phase as part of a project and product lifecycle where the tasks that build the deliverables are executed.

During the execution phase, McConnell (2010) claims that, once a project moves into the execution phase, the project team and the necessary resources to carry out the project should be in place and ready to perform project activities. According to him the Project Plan should have been completed and baselined by this time as well. The project team and specifically the Project Manager's focus now shifts from planning the project efforts to participating in, observing, and analyzing the work being done.

Thompson Jr. and Strickland (20007) defined project implementation as fundamentally an administrative activity which enlists – organizing, budgeting, motivating culture-building, supervising and leading as activities that “make it happen” to achieve intended strategic and financial outcomes. Project implementation varies substantially among different types and sizes of organizations however, primarily it manages resources needed during the implementation process; it focuses on efficiency, and is chiefly an operational process requiring special motivation and leadership skills and co-ordination among many individuals. David (2005) underscores management issues central to implementation as establishing annual objectives, devising policies, allocating resources, altering an existing organizational structure, restructuring and re-engineering, revising reward and incentive plans, minimizing resistance to change, matching managers with strategy, developing a strategy-supportive culture, adapting production/operations processes, developing an effective human resource function and if necessary downsizing.

Thompson Jr. et al (1992) argues that most discussions of strategic planning dwell on how to formulate strategy but pay scant attention on implementation; yet problems with failed strategies are traceable to poor implementation. Thompson further argues that having clear strategies is essential, having brilliant strategies is terrific, but only if those strategies are brilliantly implemented will they lead to lasting competitive advantage. Sandelands (1994) contends that people underestimate the commitment, time, emotion and energy needed to overcome inertia in their organizations to implement their strategies. This lapse creates an implementation gap between stated strategic goals and the realized goals which result in poor strategy implementation hence strategy failure (Abiero, 2010). Alexander (1991) attributes this lapse to limited availability of conceptual models on implementation, implementers are unsure of where the process begins, ends and what it entails. Implementation is perceived as less glamorous than strategy formulation and implementation is commonly overlooked under the appearance that anyone can do it.

Richman (2002) argues Execution consist the processes used to complete the work defined in the project plan to accomplish the project's requirements. Execution process involves coordinating people and resources, as well as integrating and performing the activities of the project in

accordance with the project plan. The main output of project execution is the project deliverables and producing these will be the responsibility of the project team who will be working to the project plan. Richman claims this phase of the project as consisting of two processes: the 'doing' or executing, and the monitoring and controlling since the execution process involves more than simply the production of project deliverables. It is intimately entwined with the monitoring and controlling process.

The PMBOK guide (2000) defines the control process group as a group that ensures project objectives are met by monitoring and measuring the progress regularly to identify variances from plan so that corrective actions can be taken when necessary. The New York State(NYS) Project Management Guidebook (2003) adds up to this concept by linking execution and control as process groups that utilizes all the plans, schedules, procedures and templates that were prepared and anticipated during prior phases. Unanticipated events and situations will inevitably be encountered, and the Project Manager and Project Team will be taxed to capacity to deal with them while minimizing impact on the project's Cost Scope, Schedule and Quality.

The ITRM Guideline (2006) posits project execution and control consist of task execution, measuring project progress, reporting project status, and exercising management controls. The project team executes the tasks as mapped out in the project plan. According to the guideline controlling project execution requires the measurement of project performance, monitoring project risk, and controlling change to the project baseline. It keeps the project on schedule, in scope, and within budget.

2.2.1 Core and facilitating processes in project implementation/execution and control

The PMBOK Guide (2000) assigns the following processes for project implementation and control process groups respectively. Project execution processes include:

- Project plan execution: involves carrying out project plan by performing the activities included therein
- Quality assurance: evaluates overall project performance on a regular basis to provide confidence that the project will satisfy relevant quality standards

- Team Development: develops individual and group skills/competencies to enhance project performance.
- Information distribution: making needed information available to project stakeholders in a timely manner
- Solicitation: obtaining quotations bids, offers or proposals as appropriate
- Source selection: selecting among potential sellers
- Contract administration: managing the relationship with the seller.

Whereas the controlling process entails:-

- Integrated change control: coordinating changes across the entire project
- Scope verification: formalizing acceptance of the project scope
- Scope change control: controlling changes to project scope
- Schedule control: controlling changes to the project schedule
- Cost control: controlling changes to the project budget
- Quality control: monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance
- Performance reporting: collecting and disseminating performance information
- Risk monitoring and control: keeping track of identified risks monitoring residual risks and identifying new risks , ensuring the execution of risk plans and evaluating their effectiveness in reducing risk

The PMP Study Guide (2005) categorizes the executing processes into one core process and five there facilitating processes. The core process is project plan execution and its entire purpose is to complete the project according to plan. As for the facilitating process, the following points are identified: -

- Solicitation: To accept quotes, bids, proposals, and offers to complete the solicited work as defined through solicitation planning.
- Source selection: To determine which source (vendor) will fulfill the procured good or service

- Contract administration: To manage a fair and balanced relationship between the buyer and the seller.
- Quality assurance: To meet the organization's quality standards. QA is an ongoing process that measures the quality of the work results against the demands of the quality standards of the performing organization
- Team development: To develop the competencies of the project team as a whole and the individual members on the project team.
- Information distribution: To follow the details of the communications management plan; specifically, to disperse the required information to the correct parties according to their identified needs and modalities.

With regards to the controlling processes group the PMP study guide identified performance reporting and integrated change control as a core process group while scope verification, scope change control , schedule control , cost control , quality control and risk monitoring and control are depicted as facilitating processes

The NYS Project Management Guidebook (2003) depicts also a similar but slightly different categorization for the process groups involved. According to this guide project execution and control phase consist the following processes:-

- Conduct Project Execution and Control Kick-off: where the Project Manager conducts a meeting to formally begin the Project Execution and Control phase, orient new Project Team members, and review the documentation and current status of the project
- Manage CSSQ: where the Project Manager must manage changes to the Project Scope and Project Schedule, implement Quality Assurance and Quality Control processes according to the Quality Standards, and control and manage costs as established in the Project Budget.

- **Monitor and Control Risks:** where the Project Manager and Project Team utilize the Risk Management Plan prepared in previous phases, and develop and apply new response and resolution strategies to unexpected eventualities.
- **Manage Project Execution:** where the Project Manager must manage every aspect of the Project Plan to ensure that all the work of the project is being performed correctly and on time.
- **Gain Project Acceptance:** where the Project Manager, Customer Decision-Makers and Project Sponsor acknowledge that all deliverables produced during Project Execution and Control have been completed, tested, accepted and approved, and that the product or service of the project has been successfully transitioned to the Performing Organization.

2.2.2 Challenges associated with Project Implementation and Control Processes

Hussey (1998) asserts that Culture is the powerful and complex set of values, traditions, behavioral patterns that bond people in an organization. Culture of an organization can profoundly facilitate or impede implementation. Successful implementation and control of projects requires the right culture according to him. Implementers should strive to preserve, emphasize, and build aspects of an existing culture that supports proposed new strategy.

According to David (2005), nothing could be more detrimental to project implementation than for resources to be allocated in ways not consistent with priorities indicated by approved objectives. However, Ligus (2004) points resources as the third greatest factor for implementation failure. Many companies attempt to “save the dollar” by doing everything on overtime basis, in the end people reach burn out after putting in extensive hours over a long time. Resources include human resources, financial resources, physical resources and technological resources. Effective resource allocation is inhibited by the following challenges: overprotection of resources, lack of sufficient knowledge, vague strategy targets, organizational politics, and a reluctance to take risks, too great emphasis on short-run financial criteria.

Ligus (2004) portrays communication as a key link that can make or break project implementation. One of the causes of implementation failure is poor project communications,

beginning with a failure to alert stakeholders the reasons for up-coming project and continuing to update the organization of the progress and importance of the project implementation. Olsen (2005), also supports this idea by explaining how poor communications prevent different parts of the organization from assessing how they will be impacted by changes in processes, policies, and procedures.

The most challenging issue in project implementation and control according to Muraguri (2010) is lack of commitment and focus from the top management to give their energy and express loyalty to the implementation process. Chapman (2004) singles out the need for efficient and effective leaders in Project implementation and control to guide the rest of the employees through the strategy plan with ease while providing solutions and explanations to unclear issues. Involvement of middle and lower management in the implementation process helps ensure employee buy-in and own-up of the process.

Pearson and Robinson (1997) emphasizes the importance of motivating and rewarding individual or organizational good performances a key ingredient in efficient project implementation and control. However, if this need is loosely viewed, it leads to a formidable challenge, kills morale among staff, breeds resistance, and drags the whole implementation process to cost overruns or failure.

For Henry (2014), implementation and control challenges are related with misalignment between projects and their business objectives, late or delayed projects, dependency conflicts, overlapping and redundant projects, resource conflicts, unrealized business value, diffused decision making, no accountability and fragmentation. Jason (2006) identified lack of good data on activity progress, inadequate definition of requirements, frequent and uncontrolled changes to the baseline requirement, poor time and cost estimates, lack of completion criteria, frequent replacement of developmental personnel, inadequate tracking and directing of project activities were also identified as key challenges when it comes to in project implementation and control.

According to Jaakkoetal (2014), the most important challenges associated with cost management are; uniqueness of projects, varying price of resources, integration engineering costs that are difficult to calculate, and high uncertainty that leads to large contingencies. However, for Josephetal (2007) from the point of view of the owners of a project, quality can also be a

challenge. The owner representatives (sometimes also referred to as the client) tend to spend the bulk of their time on stewarding to the managers. This means that the representatives may not be focusing on quality nearly as much as they should be. Schedule pressure is also another challenge when it comes to managing schedules. For Joseph et al (2007) these pressures come from all avenues of a project, including the shareholders of the company involved, the company owners, the project management team and the government. Stretch targets can be a major contributor to project delays. Stretch targets are essentially over-ambitious goals that require breakthroughs to be achieved.

Gary (2014) depicts lack of risk decision making structure and lack of accountability for risk decisions in an organization are the most common challenges when it comes to managing risks. He further added almost every business executive is comfortable with risk decision making, however, in many cases the right people aren't making those decisions. In many cases, big risk decisions are being made too low in organizations, with people who aren't incentivized to make the right decisions for the organization.

Gaining project acceptance is related with having a clearly defined set of acceptance criteria according to Sabyasachi (2013). According to him failure in such aspect will lead to challenges related with impossible deadlines, resource deprivation lack of stakeholder engagement, undefined goals, scope changes, inadequate skills for the project, lack of accountability and poor communication.

2.3 Conceptual Framework

Based on the above literature review challenges in Project implementation varies. Some authors identified challenges associated with organizational culture, lack of resource, poor communication and lack of senior management commitment. While others identified misalignment between projects, unstable price of resources, uniqueness of projects, schedule pressures, lack of accountability and risk decision making structures as major challenges during project implementation.

All the above challenges are highly associated with the nature of the specific project and it is for fact that even though these challenges were observed during implementation most of them have

relation with the control aspect of that specific project. Hence, these and other unstated project implementation challenges fall under the process group of project execution and control.

Different project management guidebooks have developed different but relatively similar processes that fall under Project execution and control. And this study will make use of these processes mentioned in the guidebooks in relevant and non-redundant manner. Accordingly, the study will assess the challenges in project implementation in terms of conducting project phase kick off, managing deliverable acceptance, managing project CSSQ, monitoring and controlling risks, managing project team and communication management.

The figure above summarizes the conceptual frame work developed for this study. Challenges associated with managing deliverable acceptance, conducting project phase kick off, managing CSSQ, monitoring and controlling risks, managing project team and communication management will thoroughly be assessed in the organization's context.

The below figure portrays the above conceptual framework in detail.

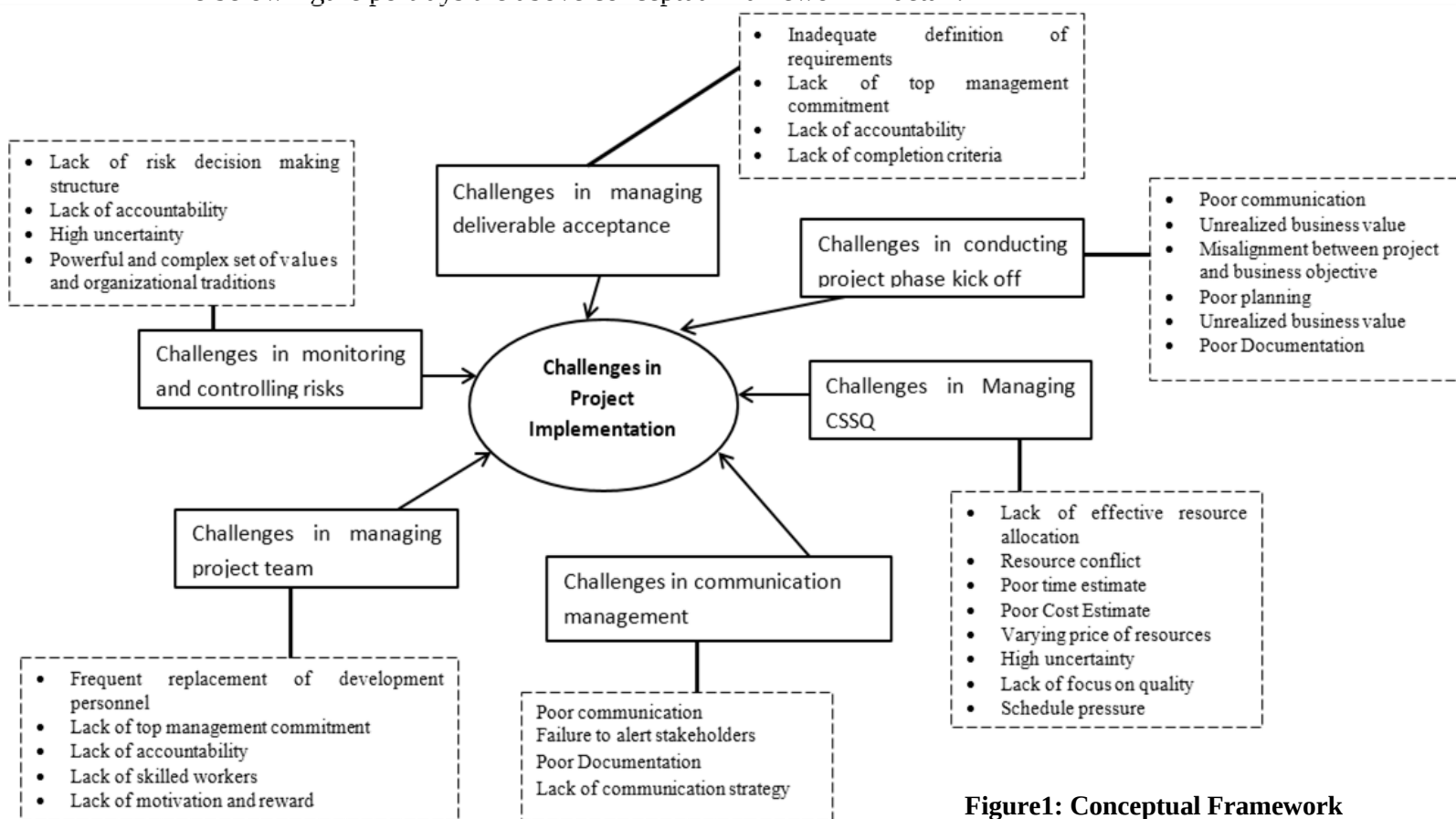


Figure1: Conceptual Framework

Chapter 3: Methodology and Design of the Study

This chapter comprises research design, sample and sampling techniques, sources and tools/instruments of data collection, method of data analysis and presentation, validity and reliability and ethical issues that will be employed in this study.

3.1 The Research Design

Creswell (2009) claims a research design as a master plan specifying the methods and procedures for collecting and analyzing the needed data/information. It is a strategy or blueprint that plans the action for carrying through the research project data. A good research design is often characterized by adjectives like flexible, appropriate, efficient, economical and so on. Thus, a design which minimizes bias and maximizes the reliability of the data collected and analyzed is considered a good design.

Descriptive research study is concerned with describing the characteristics of an individual, or a group. It describes data and characteristics about the population or phenomenon being studied and answers the questions who, what, where, when, "why" and how. Hence, descriptive research design was adopted in this study to obtain information concerning the status of the phenomena to describe "what exists" with respect to variables or conditions associated with challenges in project implementation

This study was a case study of a local NGO called Talent Youth Association (TaYA). Kothari (2009) is emphatic that a case study is a powerful analysis that involves a careful and complete observation of social unit which may be a person, a thing, an institution, a cultural group or even an entire community. As portrayed by Creswell (2009), there is more insight to be gained from the combination of both qualitative and quantitative research than either form by itself. Their combined use provides an expanded understanding of research problems. Thus, with the intention of getting the general picture of the challenges TaYA face during project implementation and possible remedial actions this research adopted both quantitative and qualitative research methods.

3.2 Sample and Sampling Techniques

The population of the study was TaYA's employees. Participants of the study were program division staff of the organization. TaYA's program division entails 17 staff comprised of managing director, project manager, project coordinator, project officer, youth club facilitator and finance & administration

The sampling technique was purposive sampling which is categorized under non-probability sampling. The main reason for selecting this method was because the main goal of purposive sampling is to focus on particular characteristics of a population that are of interest, which will best enable to answer research questions. There are a wide range of purposive sampling techniques that one can use when it comes to this type of sampling technique but for the purpose of this study expert sampling will be used.

Marguerite G. et al, (2010), expert sampling is a type of purposive sampling technique that is used when your research needs to glean knowledge from individuals that have particular expertise. This expertise may be required during the exploratory phase of qualitative research, highlighting potential new areas of interest or opening doors to other participants. Alternately, the particular expertise that is being investigated may form the basis of your research, requiring a focus only on individuals with such specific expertise. Expert sampling is particularly useful where there is a lack of empirical evidence in an area and high levels of uncertainty, as well as situations where it may take a long period of time before the findings from research can be uncovered.

In line with the above statement TaYA's program division staff were selected since they have been working in the organization's project for certain period and are expected to have the relevant experience.

3.3 Sources and Tools/Instruments of Data Collection

This study will use both primary and secondary source of data in order to get appropriate data. Primary data will be collected from the above-mentioned samples through questionnaire and interview. The questionnaire was designed by the researcher using previously adopted questionnaires as an input. Articles, journals, relevant books and online information were also

used as a secondary source of data to supplement and serve as the bases for the instruments and findings of the study.

The questionnaire had open and close ended questions in order to give the chance for respondents to explain issues in detail. In addition to the questionnaire, in-depth interview was also applied. The main focus of the tools was to collect information about the challenges in project implementation and possible remedial actions. Questionnaires were distributed to all staff of the program division while the in-depth interview was conducted with the executive director and finance /admin manager.

3.4 Method of Data Analysis and Presentation

Both quantitative and qualitative methods were used to analyze the collected data. The data obtained using questionnaires was analyzed using descriptive statistics. The collected questionnaires were inserted in to SPSS version 20.00 software in order to make a descriptive analysis of the data, which enabled to present the data quantitatively using frequency, percentage and mean. The in-depth interviews were analyzed by organizing the common ideas and concepts of the response with relevant literatures.

3.5 Validity and Reliability

Validity and reliability issues were used for checking quality of instrument. These are the criterion for evaluating the research tools. Validity of the questionnaire was done through consultations with the advisor and pilot testing of the questionnaire. In order for the study questionnaire to measure what it was to measure; pilot testing was done before the study questionnaire was used in actual data collection. A sample questionnaire was given to five respondents who were to be involved in the study after which it was checked for completeness, ambiguity and language. Necessary adjustments were done before the actual data collection exercise. In the pilot study, respondents were asked to indicate questions that they found ambiguous, those questions that they were uncomfortable with and to make any other comments that could improve the questionnaire. This was to establish any built-in errors in the measurement of the questionnaire.

Reliability, testing the extent to which the measure was without bias was done using the Cronbach's Alpha coefficient, which ranges in value from 0 to 1. The higher the score, the more

reliable the generated scale was. Accordingly, the researcher did Cronbach's Alpha test to check reliability, of the questionnaire. The alpha coefficient for the items was 0.817 it is generally considered acceptable, suggesting that the items have relatively high internal consistency.

3.6 Ethical Issues

The ethical issues that need to be considered in any scientific research were also considered in this study. Ethics are standards of behavior that guide the moral choices about our behavior and our relationship with others. Research ethics was put into consideration when developing and administering data collection tools and techniques, to avoid any form of destruction or violation. The study results depended on the data provided by the respondents from questionnaires interviews and document reviews. Any processes associated with the aforementioned reviews in this study were realistic and bias free. In addition, respondents consent was asked before taking part in this study and the researcher pledged to keep the confidentiality of the information gathered to conduct this study.

Chapter 4 Data Presentations and Analysis

This chapter will organize, tabulate and analyze the data gathered using questionnaires and interviews. The analysis was made by categorizing the data in to two parts where the first part deals with the characteristics of the respondents which includes gender, highest level of education, work experience and position in the organization and the second parts deals with the analysis of the data gathered from different sources.

4.1 Characteristics of Respondents

The table below summarizes the respondents' characteristics in terms of sex, level of education, work experience and position in the organization.

Table 4.1 Characteristics of all respondents

Characteristics of Respondents	Category	Gender					
		Female			Male		
		N ^a	%	Table N %	N ^a	%	Table N %
Gender	Female	12	70.6%	70.6%	0	0.0%	0.0%
	Male	0	0.0%	0.0%	5	29.4%	29.4%
Number of years you have been working	< 1 Year	1	8.3%	5.9%	1	20.0%	5.9%
	1-2 years	5	41.7%	29.4%	2	40.0%	11.8%
	2-5 Years	6	50.0%	35.3%	0	0.0%	0.0%
	> 5 Years	0	0.0%	0.0%	2	40.0%	11.8%
Position in the organization	Managing Director	0	0.0%	0.0%	1	20.0%	5.9%
	Project manager	3	25.0%	17.6%	0	0.0%	0.0%
	Project Coordinator	2	16.7%	11.8%	1	20.0%	5.9%
	Project officer	4	33.3%	23.5%	2	40.0%	11.8%
	Youth Club Facilitator	3	25.0%	17.6%	0	0.0%	0.0%
	Finance & Admin	0	0.0%	0.0%	1	20.0%	5.9%
Highest level of education	Diploma	2	16.7%	11.8%	0	0.0%	0.0%
	BSC/BA	7	58.3%	41.2%	3	60.0%	17.6%
	MSC/MA	3	25.0%	17.6%	2	40.0%	11.8%
	PhD	0	0.0%	0.0%	0	0.0%	0.0%

According to the table above the respondents (TaYA's program staff) entail 17 individuals of which 70.6% are female and 29.4% are male. It can be seen from this data that most of the program division staff are females. Based on the interview conducted with the executive director of the organization this is due to the priority the organization gives for female applicants during recruitment process.

In terms of the work experience of the respondents in the organization 11.8% of the respondents working experience is less than a year. Whilst, 41.2% of the respondents have 1-2 years of working experience in the organization's projects. When this data is segregated in terms of gender 29.4 % of female respondents and 11.8% of male respondents fall under this category. 35.3% of respondents have 2-5 years of experience while only 11.8% of the staff has a working experience above five years.

Highest level of education of the respondents extends from diploma to MSC/MA level. 58.8% of the respondents have at least one BA/BSC degree while 29.4% and 11.8% of respondents have MA/MSc and Diploma respectively. The cross tabulation chi square test (χ^2) below shows that there is statistically significant association between highest level of education and position in the organization with a value of $\chi^2(10)=0.02, p<0.05$

Table 4.2 Chi-Square test and highest level of education Cross tabulation

		Highest level of education			Total
		Diploma	BSC/BA	MSC/MA	
Position in the organization	Managing Director	0	0	1	1
	Project manager	0	0	3	3
	Project Coordinator	0	3	0	3
	Project officer	0	6	0	6
	Youth Club Facilitator	2	1	0	3
	Finance & Administration	0	0	1	1
Total		2	10	5	17

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.200 ^a	10	.002
N of Valid Cases	17		

The available position in the program department of the organization includes managing director, project manager, project coordinator, project officer, youth club facilitator and finance and administration. The respondents are comprised of 3 project managers (17.6%), 6 project officers, 3 project coordinators (17.6%), 3 youth club facilitators (17.6%), 1 (5.9%) finance & admin and 1 (5.9%) managing director. In relation to this all project managers and youth club facilitators of the organization are females while top management positions (Managing Director & Finance and Admin head) are held by males.

4.2 Data analysis

In this section challenges in TaYA's project implementation will be presented and analyzed in terms of project deliverables and acceptance, project cost, scope, schedule and quality (CSSQ), risk, communication and team management. Selection of these items for assessment was used by both theoretical considerations and descriptions of challenges facing project implementation found in the literature.

4.2.1 Assessing project scope change control

Project scope provides a clear description of what will and will not be included in each deliverable. According to McConnell (2010) project scope change control provides a description of the way scope will be managed and how changes to scope will be handled.

Table 4.3 Tools and techniques used during scope change control

Tools and techniques used for scope change control		N ^a	Column N %
Scope change control	Poor	7	41.2%
	Below Average	1	5.9%
	Average	9	52.9%
	Good	0	0.0%
	Excellent	0	0.0%
Performance measurement	Poor	6	35.3%
	Below Average	9	52.9%
	Average	2	11.8%
	Good	0	0.0%
	Excellent	0	0.0%
Additional planning	Poor	6	35.3%
	Below Average	1	5.9%
	Average	10	58.8%

	Good	0	0.0%
	Excellent	0	0.0%

According to the above table the most commonly used tool and technique for scope change control is additional planning. 58.8% of the respondents rate the level this tool is used for scope change control as average while performance measurement is below average according to 52.9% of the respondents' opinion. However, TaYA should have used performance measurement to a minimum of average level, since the technique is very useful for different processes in project management including.

Table 4.4 Challenges in Scope Management

Challenges in Scope Management		N ^o	Column N %
Lack of communication	Not at all Problem	0	0.0%
	Minor problem	6	35.3%
	Moderate Problem	10	58.8%
	Serious Problem	1	5.9%
Lack of accountability	Not at all Problem	3	17.6%
	Minor problem	10	58.8%
	Moderate Problem	3	17.6%
	Serious Problem	1	5.9%
Uncontrolled change to baseline requirement	Not at all Problem	0	0.0%
	Minor problem	3	17.6%
	Moderate Problem	13	76.5%
	Serious Problem	1	5.9%
Inadequate tracking & directing of project activities	Not at all Problem	0	0.0%
	Minor problem	7	41.2%
	Moderate Problem	6	35.3%
	Serious Problem	4	23.5%

According to the respondents, lack of communication (58.8% of respondents) and uncontrolled change to baseline requirement (76.5% of respondents) are the moderate problems associated with challenges the organization face in project scope management.

A summary of descriptive statistics for analysis of the extent to which each constraint is considered as a challenge in scope management by the respondents can be found in the table below :-

Table 4.5 Descriptive statistics for challenges associated scope change management

Position in the organization		Lack of communication	Lack of accountability	Uncontrolled change to baseline requirement	Inadequate tracking & directing of project activities	Stretched targets	Overambitious goals
Managing Director	Mean	3.00	2.00	3.00	3.00	3.00	2.00
	N	1	1	1	1	1	1
	Std. dev	.	.	.	.	.	.
Project manager	Mean	3.00	3.00	3.00	3.67	2.33	2.00
	N	3	3	3	3	3	3
	Std. dev	1.000	1.000	1.000	.577	1.155	1.000
Project Coordinator	Mean	3.00	1.67	2.67	2.67	2.67	2.00
	N	3	3	3	3	3	3
	Std. dev	.000	.577	.577	.577	.577	.000
Project officer	Mean	2.83	1.83	2.83	2.33	2.50	1.67
	N	6	6	6	6	6	6
	Std. dev	.408	.753	.408	.516	.837	.816
Youth Club Facilitator	Mean	2.00	2.33	3.00	2.67	1.67	1.67
	N	3	3	3	3	3	3
	Std. dev	.000	.577	.000	1.155	1.155	1.155
Finance & Administration	Mean	2.00	2.00	3.00	4.00	1.00	1.00
	N	1	1	1	1	1	1
	Std. dev	.	.	.	.	.	.
Total	Mean	2.71	2.12	2.88	2.82	2.29	1.76
	N	17	17	17	17	17	17
	Std.dev	.588	.781	.485	.809	.920	.752

The main moderate problems, for the managing director, in terms of challenges in Scope Management are lack of communication, uncontrolled change to baseline requirement, inadequate tracking & directing of project activities and stretched targets with a mean score of 3.0. However for the project managers the main moderate challenge is inadequate tracking & directing of project activities with a mean score of 3.67. Moreover, lack of communication and uncontrolled change to baseline requirement is considered as a main minor problem by the project officers with a mean score of 2.83 whereas youth club facilitators considers uncontrolled change to baseline requirement as a moderate problem with a mean score of 3.

Overall, the most challenging element experienced in terms of scope change management are uncontrolled change to baseline requirement, lack of communication and inadequate tracking & directing of project activities with a mean score of 2.88, 2.82 and 2.71 respectively out of a possible score of 4. These problems can also be related with the monitoring and evaluation system of to the organization which is non-existent.

Moreover, 41.2% of the respondents believe the project scope management system of the organization is poor. From this data it can be generalized that there is a need to improve the project scope management of the organizations that is subject to the aforementioned challenges.

4.2.2 Assessing project cost control

Every project TaYA implements is subject to its respective budget plan according to the finance and administration head. Each project activity is associated with a clearly stated budget line. Whenever there are expenses associated with a particular activity a budget request has to be submitted to the finance and administration department where the budget will be authorized according to the respective budget line. This department monitors the cost performance by strictly following the budget plan. However when the assigned budget for a particular activity is not adequate the department head can either reallocate budget from other activities in different budget line (without putting strong pressure in that particular activity) or writes a letter for the donor requesting additional budget for that specific project.

TaYA informs its donors about the associated costs of projects by sending a quarterly expenditure report. The expenditure report entails activity number, activity description, total advance received this year, total expenditure this period, total approved budget and total advances to date. The organization also sends its externally audited budget every year to the Civil Society Agency and its general assembly.

Table 4.6 Challenges in project cost management

Challenges in project cost management		Count	Column N %
Resource conflict	Not at all Problem	5	29.4%
	Minor problem	7	41.2%
	Moderate Problem	4	23.5%
	Serious Problem	1	5.9%
Poor Cost Estimate	Not at all Problem	0	0.0%

	Minor problem	8	47.1%
	Moderate Problem	6	35.3%
	Serious Problem	3	17.6%
Varying price of resources	Not at all Problem	0	0.0%
	Minor problem	6	35.3%
	Moderate Problem	5	29.4%
	Serious Problem	6	35.3%
High uncertainty	Not at all Problem	0	0.0%
	Minor problem	6	35.3%
	Moderate Problem	9	52.9%
	Serious Problem	2	11.8%
Lack of focus on quality	Not at all Problem	7	41.2%
	Minor problem	2	11.8%
	Moderate Problem	5	29.4%
	Serious Problem	3	17.6%
Schedule pressure	Not at all Problem	0	0.0%
	Minor problem	7	41.2%
	Moderate Problem	4	23.5%
	Serious Problem	6	35.3%
CSO 70/30 policy	Not at all Problem	5	29.4%
	Minor problem	4	23.5%
	Moderate Problem	2	11.8%
	Serious Problem	6	35.3%

The obtained data from the respondents show that resource conflict, poor cost estimate and varying price of resources are minor problems associated with project cost management challenges. However high uncertainty and the CSO 70/30 policy is considered as a moderate (52.9%) and serious problem (35.3%) respectively. The CSO policy is considered as a serious problem because some project expenditures are not clearly articulated whether they fall under project or administration cost.

The organization uses Microsoft Excel spreadsheets in order to track and control project cost but does not use other project management soft wares like MS project office. From this data it can be generalized that the challenges the organization face in cost management are associated with external factors therefore needs to consider developing a contingency plan for its activities

4.2.3 Assessing project schedule control

NYS Project Management Guidebook (2003) depicts Schedule control is concerned with a) influencing the factors that create schedule changes to ensure that changes are agreed upon, b) determining that the schedule has changed, and c) managing the actual changes when and as they occur.

According to the data obtained from the respondents the estimated duration of project activities is described in a quarterly form. The project schedule is divided in to four quarters and activities that are going to be implemented in each quarter will clearly be defined. The duration of each of these activities is estimated based on expert judgment and analogous estimation according to the data obtained from the project managers and the managing director.

Table 4.7 Tools and Techniques used during schedule control

Tools and Techniques used during schedule control		Count	Column N %
Project network diagram	Poor	5	29.4%
	Below Average	10	58.8%
	Average	2	11.8%
	Good	0	0.0%
	Excellent	0	0.0%
Schedule change control system	Poor	0	0.0%
	Below Average	6	35.3%
	Average	9	52.9%
	Good	2	11.8%
	Excellent	0	0.0%
Performance measurement	Poor	1	5.9%
	Below Average	6	35.3%
	Average	2	11.8%
	Good	8	47.1%
	Excellent	0	0.0%
Additional planning	Poor	0	0.0%
	Below Average	6	35.3%
	Average	11	64.7%
	Good	0	0.0%
	Excellent	0	0.0%
Project management software	Poor	6	35.3%
	Below Average	10	58.8%

	Average	1	5.9%
	Good	0	0.0%
	Excellent	0	0.0%
Variance analysis	Poor	5	29.4%
	Below Average	9	52.9%
	Average	3	17.6%
	Good	0	0.0%
	Excellent	0	0.0%

Based on the table above the use of project network diagram, schedule change control system and additional planning to control project schedule is average. Over 50% of respondents also agree that project management software and variance analysis are used below average in order to control project schedule.

Schedule pressure is the most common challenge the organization face in almost every project it implements. According to the managing director and project managers this is due to two reasons. One, the long process it takes to sign project agreement with government bureaus and second the bureaucracy to approve and transfer fund from the donor side. Mostly these challenges are countered because the organization does not estimate early start/finish and late start/finish of the activities.

4.2.4 Assessing project quality control

Quality control and quality assurance are two concepts by which the quality of the deliverables and management processes are assured and controlled during a project, according to Kerzner (2009). TaYA believes quality assurance (QA) methods should be used to assure the level of quality of project deliverables and processes. However, according to the managing director of the organization, even though the organization has an understanding of the concept the number of preventive steps taken to eliminate variances in the quality of deliverables produced from the quality targets set is limited due to limitation of resource in projects. The projects also doesn't use any standard tool and techniques like bench marking, flow charting , design of experiments....etc for the purpose of quality assurance.

However when it comes to quality control the organization uses certain tools and techniques to control the actual level of quality of project deliverables. These techniques include inspection,

peer review and documentation review. A summary of descriptive statistics for analysis of the extent to which certain PMBOK standard tools and techniques are used for quality control can be found in the table below.

Table 4.8 Descriptive statistics for tools and techniques used during quality control

Position in the organization		Inspection	Control charts	Pareto diagrams	Statistical sampling	Flowcharting	Trend analysis
Managing Director	Mean	4.0000	3.0000	2.0000	3.0000	2.0000	2.0000
	N	1	1	1	1	1	1
	Std. dev	.	.	.	.	.	.
Project manager	Mean	3.6667	1.6667	1.0000	3.0000	1.3333	1.0000
	N	3	3	3	3	3	3
	Std. dev	.57735	1.15470	.00000	2.00000	.57735	.00000
Project Coordinator	Mean	3.0000	2.3333	1.6667	2.0000	1.6667	1.6667
	N	3	3	3	3	3	3
	Std. dev	1.73205	1.15470	.57735	1.00000	.57735	.57735
Project officer	Mean	4.0000	2.0000	1.5000	2.1667	1.6667	1.5000
	N	6	6	6	6	6	6
	Std. dev	.00000	1.09545	.54772	.40825	.51640	.54772
Youth Club Facilitator	Mean	3.0000	1.6667	1.3333	3.3333	1.3333	1.3333
	N	3	3	3	3	3	3
	Std. dev	1.73205	1.15470	.57735	.57735	.57735	.57735
Finance & Administration	Mean	4.0000	1.0000	1.0000	2.0000	1.0000	1.0000
	N	1	1	1	1	1	1
	Std. dev	.	.	.	.	.	.
Total	Mean	3.5882	1.9412	1.4118	2.5294	1.5294	1.4118
	N	17	17	17	17	17	17
	Std. dev	1.00367	1.02899	.50730	1.00733	.51450	.50730

From the table above the widely used tools and techniques by the organization for quality control are inspection and statistical sampling with a mean score of 3.58 and 2.52 out of possible score of 5. The reason why statistical sampling is considered as one of the widely used techniques is not because its mean score is very high but as compared to the mean value of other tools and techniques their value resides to poor or below average score. With regards to this it can be concluded that TaYA have a poor culture of using standard tools and techniques for quality control and needs to incorporate additional tools and techniques .

In terms of challenge in quality management, over 50% of respondents believe lack of focus on quality, schedule pressure, inadequate definition of requirement and inadequate tracking & directing of project activities are moderate challenges the organization face.

Table 4.9 Challenges in project quality control

		Count	Column N %
Resource conflict	Not at all Problem	13	76.5%
	Minor problem	4	23.5%
	Moderate Problem	0	0.0%
	Serious Problem	0	0.0%
Lack of focus on quality	Not at all Problem	0	0.0%
	Minor problem	8	47.1%
	Moderate Problem	9	52.9%
	Serious Problem	0	0.0%
Schedule pressure	Not at all Problem	0	0.0%
	Minor problem	2	11.8%
	Moderate Problem	10	58.8%
	Serious Problem	5	29.4%
Inadequate definition of requirements	Not at all Problem	1	5.9%
	Minor problem	6	35.3%
	Moderate Problem	10	58.8%
	Serious Problem	0	0.0%
Stretched targets	Not at all Problem	5	29.4%
	Minor problem	9	52.9%
	Moderate Problem	3	17.6%
	Serious Problem	0	0.0%
Inadequate tracking & directing of project activities	Not at all Problem	0	0.0%
	Minor problem	8	47.1%
	Moderate Problem	9	52.9%
	Serious Problem	0	0.0%

A summary of descriptive statistics for analysis of the extent to which each constraint is considered as a challenge in project quality control by the respondents can be found in the table below :-

Table 4.10 descriptive statistics for challenges associated project quality control

Position in the organization		Resource conflict	Lack of focus on quality	Schedule pressure	Inadequate definition of requirements	Stretched targets	Inadequate tracking & directing of project activities
Managing Director	Mean	1.0000	2.0000	3.0000	3.0000	2.0000	2.0000
	N	1	1	1	1	1	1
	Std. Dev	.	.	.	.	.	.
Project manager	Mean	1.3333	2.6667	3.3333	2.0000	2.0000	2.6667
	N	3	3	3	3	3	3
	Std. Dev	.57735	.57735	.57735	1.00000	1.00000	.57735
Project Coordinator	Mean	1.3333	2.0000	3.0000	2.3333	2.0000	2.6667
	N	3	3	3	3	3	3
	Std. Dev	.57735	.00000	1.00000	.57735	1.00000	.57735
Project officer	Mean	1.3333	2.6667	3.0000	2.6667	1.6667	2.5000
	N	6	6	6	6	6	6
	Std. Dev	.51640	.51640	.63246	.51640	.51640	.54772
Youth Club Facilitator	Mean	1.0000	2.6667	3.6667	2.6667	2.3333	2.3333
	N	3	3	3	3	3	3
	Std. Dev	.00000	.57735	.57735	.57735	.57735	.57735
Finance & Administration	Mean	1.0000	3.0000	3.0000	3.0000	1.0000	3.0000
	N	1	1	1	1	1	1
	Std. Dev	.	.	.	.	.	.
Total	Mean	1.2353	2.5294	3.1765	2.5294	1.8824	2.5294
	N	17	17	17	17	17	17
	Std. Dev	.43724	.51450	.63593	.62426	.69663	.51450

All the respondents consider schedule pressure as a moderate problem with a mean score of 3 except the case of project managers and youth club facilitators where the mean score is 3.3 & 3.6 respectively. Inadequate definition of requirements is considered as the central minor problem in project quality control by the project coordinators, project officers and youth club facilitators with a mean score of 2.67

Overall, the most challenging element experienced in terms of project quality control is schedule pressure with a mean score of 3.17 out of possible score of 4. Then lack of focus on quality, schedule pressure and inadequate definition of requirements comes next with a mean score of

2.52 which is closer to moderate problem. It is worth noting at this point that the organization faces high number of challenges that become impediment to project implementation in the area of project quality control

4.2.5 Assessing project deliverables and acceptance

Based on the data obtained from the interviews TaYA's deliverables are constructed in a 'waterfall' fashion, where each activity is undertaken sequentially until the project is completed. TaYA is an Ethiopian Resident Charity so it generates up to 90% of its funds from foreign donors. As a result of this, the organization is expected to sign a memorandum of understanding (MOU) with the donors before going straight to implementation. In the MOU the activities required to build each deliverable will be clearly specified. After the signing of the MOU of the project the organization will sign a letter of agreement with the donors and relevant bureau of finance and economic development (BoFED).

The required activities that need to be implemented in order to build each deliverables of the project will be specified in the project proposal as well. The acceptance of the project deliverables depend on the criteria set in the aforementioned documents according to the managing director of the organization.

Another concept assessed related with project deliverables was deliverables impact to meet objectives and goals of the organization. TaYA's project focus areas are reproductive health, youth leadership and job readiness. However due to lack of fund, from time to time, TaYA is forced to implement projects whose deliverables does not contribute to its objective and goal. In relation to this TaYA implements most of its projects without conducting need assessment of the beneficiaries. most of the projects are designed based on the interest of donors and the organization doesn't conduct any kind of baseline assessment rather simply adopts information obtained from donors. This statement can be supported by the table below.

Table 4.11 Project deliverables impact to meet the objectives and goals of the organization

Deliverables impact to meet the objectives and goals	Frequency	Percent
Poor	0	0%
Below Average	7	41.2%
Average	4	23.5%

Good	6	35.3%
Excellent	0	0%
Total	17	100.0%

From the total respondents 41.2% believe that the project deliverables impact to meet the objectives and goals of the organization is below average while 23.5% and 35.3% thinks it is average & good respectively.

Table 4.12 Challenges in building project deliverables and managing deliverable acceptance

Challenges in building project deliverables and managing deliverable acceptance		N ^a	Column N %
Inadequate definition of requirement	Not at all Problem	0	0.0%
	Minor problem	15	88.2%
	Moderate Problem	2	11.8%
	Serious Problem	0	0.0%
Lack of top management commitment	Not at all Problem	0	0.0%
	Minor problem	6	35.3%
	Moderate Problem	10	58.8%
	Serious Problem	1	5.9%
Lack of accountability	Not at all Problem	2	11.8%
	Minor problem	3	17.6%
	Moderate Problem	6	35.3%
	Serious Problem	6	35.3%
Lack of completion criteria	Not at all Problem	0	0.0%
	Minor problem	6	35.3%
	Moderate Problem	5	29.4%
	Serious Problem	6	35.3%

The challenges associated with building deliverables and managing deliverable acceptance fall under lack of top management commitment, lack of accountability and lack of completion criteria. 58.8% of the respondents think lack of top management is a moderate problem while 35.3% identify lack of accountability and lack of completion criteria as a serious problem.

A summary of descriptive statistics for analysis of the extent to which each of the constraints are considered as a challenge by the respondents can be found in the table below

Table 4.13 Descriptive statistics for challenges associated with building deliverables and managing deliverable acceptance

Position in the organization		Inadequate definition of requirement	Lack of top management commitment	Lack of accountability	Lack of completion criteria
Managing Director	Mean	2.00	3.00	2.00	3.00
	N	1	1	1	1
	Std. Dev	.	.	.	.
Project manager	Mean	2.00	3.00	3.67	3.33
	N	3	3	3	3
	Std. Dev	.000	1.000	.577	1.155
Project Coordinator	Mean	2.00	2.67	2.00	2.67
	N	3	3	3	3
	Std. Dev	.000	.577	1.000	.577
Project officer	Mean	2.33	2.67	2.83	3.00
	N	6	6	6	6
	Std. Dev	.516	.516	1.169	.894
Youth Club Facilitator	Mean	2.00	2.33	3.33	2.67
	N	3	3	3	3
	Std. Dev	.000	.577	.577	1.155
Finance & Administration	Mean	2.00	3.00	4.00	4.00
	N	1	1	1	1
	Std. Dev	.	.	.	.
Total	Mean	2.12	2.71	2.94	3.00
	N	17	17	17	17
	Std. Dev	.332	.588	1.029	.866

Lack of top management and lack of completion criteria are considered as moderate challenges for the managing director with a mean score of 3.00 while for the project coordinators and youth club facilitators' lack of completion criteria is a minor problem with a mean score of 2.67. For the Project managers and finance and admin lack of accountability is more of a serious problem with a mean score of 3.67 and 4 respectively.

Overall, the most challenging element experienced in terms of building deliverables and managing deliverable acceptance are lack of completion criteria and lack of accountability with a mean score of 2.94 and 3 respectively out of a possible score of 4. Hence, for an organization

that has been implementing several projects for over a decade these problems are serious impediments of project implementation that needs to be improved right away.

4.2.6 Assessing project risk management

64.7% of the respondents agree that involvement of team members during risk identification is poor. This is because the organization does not have a structured risk management strategy. In fact the organization uses a reactive approach than a proactive one, it always struggle to solve problems when they exist. This statement can be supported by the table below.

Table 4.14 Project managers culture to reassess risk

Project managers culture to reassess risk	Frequency	Percent
Below Average	15	88.2
Average	1	5.9
Good	1	5.9
Excellent	0	0
Total	17	100.0

The above table show project managers culture to continually look for risks, reassess old ones and reevaluate risk mitigation plans. 88.2% of the respondents consider such culture of the project managers is below average

However the organization sees risk in terms of the following four areas:-

1. Being in line with the CSO law
2. Sustainability of resources
3. Being in line with donor's interest
4. Staff turnover

Based on these areas the organization tries to monitor & control risk using periodic project reviews. Other than that the organization doesn't make use of any risk monitoring and controlling techniques. Sometimes it uses different tools prepared by donors based on their interest but such tools don't help the organization to make a precise and consistent monitoring and evaluation of projects.

Lack of risk decision making structure, high uncertainty, poor communication and poor planning are rated as serious challenges associated with project risk management by over 52% of the respondents.

Table 4.15 Challenges in project risk management

Challenges in project risk management		Count	Column N %
Lack of risk decision making structure	Not at all Problem	0	0.0%
	Minor problem	2	11.8%
	Moderate Problem	4	23.5%
	Serious Problem	11	64.7%
Lack of accountability	Not at all Problem	7	41.2%
	Minor problem	0	0.0%
	Moderate Problem	9	52.9%
	Serious Problem	1	5.9%
High uncertainty	Not at all Problem	0	0.0%
	Minor problem	8	47.1%
	Moderate Problem	0	0.0%
	Serious Problem	9	52.9%
Powerful and complex set of values and organizational traditions	Not at all Problem	2	11.8%
	Minor problem	7	41.2%
	Moderate Problem	8	47.1%
	Serious Problem	0	0.0%
Stretched targets	Not at all Problem	9	52.9%
	Minor problem	8	47.1%
	Moderate Problem	0	0.0%
	Serious Problem	0	0.0%
Poor communication	Not at all Problem	1	5.9%
	Minor problem	6	35.3%
	Moderate Problem	1	5.9%
	Serious Problem	9	52.9%
Poor planning	Not at all Problem	5	29.4%
	Minor problem	2	11.8%
	Moderate Problem	0	0.0%
	Serious Problem	10	58.8%

A summary of descriptive statistics for analysis of the extent to which each constraint is considered as a challenge in project risk management by the respondents can be found in the table below:-

Table 4.16 Descriptive statistics for challenges associated project risk management

Position in the organization		Lack of risk decision making structure	Lack of account ability	High uncertainty	Powerful and complex set of values and organizational traditions	Stretched targets	Poor communication	Poor planning
Managing Director	Mean	4.0000	1.0000	2.0000	2.0000	1.0000	4.0000	1.0000
	N	1	1	1	1	1	1	1
	Std. Dev	.	.	.	.	.	.	.
Project manager	Mean	4.0000	3.3333	3.3333	2.0000	1.6667	3.0000	3.0000
	N	3	3	3	3	3	3	3
	Std. Dev	.00000	.57735	1.15470	1.00000	.57735	1.00000	1.73205
Project Coordinator	Mean	2.6667	1.6667	2.6667	2.6667	1.3333	2.6667	3.0000
	N	3	3	3	3	3	3	3
	Std. Dev	1.15470	1.15470	1.15470	.57735	.57735	1.15470	1.73205
Project officer	Mean	3.8333	2.0000	3.0000	2.1667	1.5000	2.8333	2.3333
	N	6	6	6	6	6	6	6
	Std. Dev	.40825	1.09545	1.09545	.75277	.54772	1.32916	1.36626
Youth Club Facilitator	Mean	3.3333	2.3333	3.3333	2.6667	1.3333	3.3333	4.0000
	N	3	3	3	3	3	3	3
	Std. Dev	.57735	1.15470	1.15470	.57735	.57735	1.15470	.00000
Finance & Administration	Mean	3.0000	3.0000	4.0000	3.0000	2.0000	4.0000	4.0000
	N	1	1	1	1	1	1	1
	Std. Dev	.	.	.	.	.	.	.
Total	Mean	3.5294	2.2353	3.0588	2.3529	1.4706	3.0588	2.8824
	N	17	17	17	17	17	17	17
	Std. Dev	.71743	1.09141	1.02899	.70189	.51450	1.08804	1.40900

The table above demonstrates the major serious problems for the managing director are lack of risk decision making structure & poor communication with a mean score of 4. For the project manager also lack of risk decision making structure is the serious problem with the same mean

score. However for the project coordinators and project officers the main challenge is associated with poor planning and lack of risk decision making structure. Poor Planning is a serious problem for the youth club facilitators and finance and admin with a mean score of 4

Overall, the most challenging element experienced in terms project risk management is lack of risk decision making structure with a mean score of 3.52 out of possible score of 4 followed by high uncertainty and poor communication with 3.05 mean score. From this data it can be concluded that the organization does not have any decision making structure associated with risks and is highly vulnerable to make poor decisions associated with risks.

4.2.7 Assessing project communication management

In terms of direction of communication TaYA uses lateral, downward and upward direction of communication. Accordingly, TaYA uses both traditional and modern methods for internal and external communication. In terms of internal communication the organization uses email, voice call, project meetings and hard copy documents. For external communication the organization uses email, organization's website, general assembly meeting, annual reports, board meeting and different social medias.

The organization also has its own communication strategy for its projects however this communication strategy has not been put to practice yet. The organization makes a frequent communication about the status of its project with respective donors in addition to the quarterly report it develops for office use purpose.

The organization communication with the external environment is considered as good by 47.1% of the respondents while 29.4% consider it as average. The table below summarizes the respondents rating about the external communication with different stakeholders

Table 4.17 External communication with stakeholders

		Count	Column N %
External communication with different stakeholders	Poor	0	0.0%
	Below Average	4	23.5%
	Average	5	29.4%
	Good	8	47.1%
	Excellent	0	0.0%

In terms of challenges in internal communication, as depicted in the table below, over 50% of the respondents identified not all employees being kept informed & not receiving consistent and timely message from management as a serious problem. While, unclear expectation and functional areas not collaborating are considered as moderate by 70.6% & 41.2% of the respondents respectively. From this data it can be concluded that majority of the respondents are kept in the dark mostly and do not get the right information at the right time even though they are part of the project team.

Table 4.18 Challenges in communication

		Count	Column N %
Not all employees being kept informed	Not at all Problem	0	0.0%
	Minor problem	2	11.8%
	Moderate Problem	4	23.5%
	Serious Problem	11	64.7%
Employees not receiving consistent and timely message from management	Not at all Problem	0	0.0%
	Minor problem	2	11.8%
	Moderate Problem	6	35.3%
	Serious Problem	9	52.9%
Right information is not being sent to the right people	Not at all Problem	2	11.8%
	Minor problem	13	76.5%
	Moderate Problem	2	11.8%
	Serious Problem	0	0.0%
Unclear expectation	Not at all Problem	1	5.9%
	Minor problem	1	5.9%
	Moderate Problem	12	70.6%
	Serious Problem	3	17.6%
Employees not open with each other	Not at all Problem	8	47.1%
	Minor problem	7	41.2%
	Moderate Problem	2	11.8%
	Serious Problem	0	0.0%
Functional areas not collaborating	Not at all Problem	2	11.8%
	Minor problem	6	35.3%
	Moderate Problem	7	41.2%
	Serious Problem	2	11.8%
Communication hampered by distance between units	Not at all Problem	1	5.9%
	Minor problem	10	58.8%
	Moderate Problem	5	29.4%
	Serious Problem	1	5.9%

4.2.8 Assessing project team management

The project team of the organization doesn't go through the four stages of team development. This is because of limitation of resources and staff turnover. Rather than allowing the project team to go through the four stages of forming, storming, norming and performing the organization hires project staff depending on the availability of fund and expects that project staff to perform in the project team after giving a 45 days imprecise learning period.

According to the respondents the type of orientation provided to a new program staff is not consistent. For some it is relatively detailed and structured while for others it is vague. Most of the respondents agree that the organization expects project team members to learn by doing.

The table below summarizes the type of challenges the respondents came across while managing/being part of a project team.

Table 4.19 Challenges in managing project team

		Count	Column N %
Gaining the right understanding of the amount and scope of assigned work	Not at all Problem	3	17.6%
	Minor problem	3	17.6%
	Moderate Problem	2	11.8%
	Serious Problem	9	52.9%
Following the planned assignments	Not at all Problem	2	11.8%
	Minor problem	4	23.5%
	Moderate Problem	11	64.7%
	Serious Problem	0	0.0%
Increasing the details level per task and activities, if needed	Not at all Problem	10	58.8%
	Minor problem	7	41.2%
	Moderate Problem	0	0.0%
	Serious Problem	0	0.0%
Completing the assigned tasks within the constraints of scope, quality, time and cost	Not at all Problem	0	0.0%
	Minor problem	4	23.5%
	Moderate Problem	13	76.5%
	Serious Problem	0	0.0%
Informing the leader of any issues arisen	Not at all Problem	10	58.8%
	Minor problem	7	41.2%

	Moderate Problem	0	0.0%
	Serious Problem	0	0.0%
Proactively communicate and collaborate with other team members	Not at all Problem	17	100.0%
	Minor problem	0	0.0%
	Moderate Problem	0	0.0%
	Serious Problem	0	0.0%
Staff turnover	Not at all Problem	0	0.0%
	Minor problem	0	0.0%
	Moderate Problem	11	64.7%
	Serious Problem	6	35.3%

52.9% of the respondents believe gaining the right understanding of the amount and scope of assigned work is a serious challenge associated with managing a project team while 64.7% believe staff turnover is a moderate challenge related with the subject.

A summary of descriptive statistics for analysis of the extent to which each constraint is considered as a challenge in managing project team by the respondents can be found in the table below:-

Table 4.20 Descriptive statistics for challenges associated with managing project team

Position in the organization		Gaining the right understanding of the amount and scope of assigned work	Following the planned assignments	Increasing the details level per task and activities, if needed	Completing the assigned tasks within the constraints of scope, quality, time and cost	Informing the leader of any issues arisen	Proactively communicate and collaborate with other team members	Staff turnover
Managing Director	Mean	4.0000	3.0000	1.0000	3.0000	1.0000	1.0000	4.0000
	N	1	1	1	1	1	1	1
	Std. Dev	.	.	.	.	.	.	.
Project manager	Mean	3.6667	2.6667	1.3333	2.6667	1.3333	1.0000	3.6667
	N	3	3	3	3	3	3	3
	Std. Dev	.57735	.57735	.57735	.57735	.57735	.00000	.57735
Project Coordinator	Mean	3.3333	2.6667	1.3333	2.3333	1.0000	1.0000	3.0000
	N	3	3	3	3	3	3	3
	Std. Dev	1.15470	.57735	.57735	.57735	.00000	.00000	.00000
Project officer	Mean	1.8333	2.6667	1.5000	2.8333	1.5000	1.0000	3.3333
	N	6	6	6	6	6	6	6

	Std. Dev	1.16905	.81650	.54772	.40825	.54772	.00000	.51640
Youth Club Facilitator	Mean	3.6667	2.0000	1.3333	3.0000	1.6667	1.0000	3.3333
	N	3	3	3	3	3	3	3
	Std. Dev	.57735	1.00000	.57735	.00000	.57735	.00000	.57735
Finance & Administration	Mean	4.0000	2.0000	2.0000	3.0000	2.0000	1.0000	3.0000
	N	1	1	1	1	1	1	1
	Std. Dev	.	.	.	.	.	.	.
Total	Mean	3.0000	2.5294	1.4118	2.7647	1.4118	1.0000	3.3529
	N	17	17	17	17	17	17	17
	Std. Dev	1.22474	.71743	.50730	.43724	.50730	.00000	.49259

According to the table above gaining the right understanding of the amount and scope of assigned work and staff turnover are the most serious problem for the managing director with a mean score of 4. But for the project managers, project coordinators and youth club facilitators these challenges are considered as moderate problems with a mean score of 3.6, 3.3 and 3.6 respectively. For the project officers completing the assigned tasks within the constraints of scope, quality, time and cost is their biggest problem compared to others with a mean score of 2.8. The finance & administration also thinks gaining the right understanding of the amount and scope of assigned work is a serious problem with a mean score of 4 while completing the assigned tasks within the constraints of scope, quality, time and cost and staff turnover are moderate problems with a mean score of 3

Overall, staff turnover and gaining the right understanding of the amount and scope of assigned work are the most challenging elements in terms of project team management with a mean score of 3.35 & 3 respectively out of possible score of 4. These challenges are good indicators that the organization manages its project in a very traditional manner and doesn't follow any standard during implementation of projects.

Chapter 5 Summary, Conclusions and Recommendations

This study was conducted in the area of Project Implementation challenges and possible remedial actions for projects under carried by TaYA. The general objective was to assess the challenges in project implementation and provide possible recommendations. The specific objectives were to assess how the organization builds on its' deliverables, to provide extensive explanation on time, cost and quality management practice of the organization, to identify key challenges the organization face in managing project deliverable acceptance, managing project CSSQ, monitoring and controlling risks, managing project team and communication management, to elucidate how the organization deals with risk management, to assess the communication management practice and challenges of the organization and to state related works done by scholars .

Despite the different project implementation challenges NGOs in Ethiopia face there is a lack of sufficient published studies that document and address these challenges. Therefore, this study was conducted to contribute towards minimizing the existing gap .The samples used for the study were selected from the organization's program division using purposive sampling. Both exploratory and descriptive research designs were used to provide richer understanding about the phenomenon under study. Data from the sample was collected using questionnaires and in depth interviews. It was then analyzed qualitatively by relating the results with literatures and quantitatively using descriptive statistics which enabled to present the findings in terms of frequency, percentage and mean.

5.1 Summary

The implementation challenges were assessed in terms of project deliverable and acceptance, project cost, scope, schedule and quality, project risk, communication and team management.

The following are findings from the study. In terms of building project deliverables and acceptance the organization uses a waterfall fashion. The activities required to build project deliverables are determined by the Memorandum of Understanding(MOU) and the project proposals signed between TaYA , donors and respective Bureau of finance and economic development (BoFED). Due to lack of fund TaYA is forced to implement projects whose

deliverables doesn't contribute to its objective and goal. . The most common challenges the organization face in terms of building project deliverables and managing deliverable acceptance are lack of top management commitment, lack of accountability and lack of completion criteria

During scope change control the most commonly used technique by the organization was additional planning. Uncontrolled change to baseline requirement, lack of communication and inadequate tracking and directing of project activities were the most challenging elements under scope change control. The overall scope management system of projects was identified as poor.

The organization does not have a well-structured Monitoring and Evaluation system. It uses different tools prepared by donors based on their interest and that have a serious impact for the organization to identify its area of weakness.

In terms of cost control the organization strictly follow the budget line that is assigned to a specific activity. However when there are deviations from the budget line the finance and administration department either reshuffle budget from other activities without putting a pressure in that particular activity or submits letter for the donor requesting additional budget for that specific project. High uncertainty and the CSO 70/30 policy is considered as a moderate and serious challenges, respectively.

When it comes to schedule control the organization uses project network diagram, schedule change control system and additional planning. Furthermore, Analogous estimation and expert judgment are also used when the organization estimate the duration of project activities. Schedule pressure is the most common challenge the organization faces in its projects.

With regards to quality assurance and control the number of preventive steps taken by TaYA to eliminate variances in the quality of deliverables produced from the quality targets set is very limited due to limitation of resource in projects. Lack of focus on quality, schedule pressure, inadequate definition of requirement and inadequate tracking & directing of project activities are moderate challenges the organization face in terms of project quality control.

TaYA's projects do not have a structured risk management strategy and follows a proactive approach to deal with risks. Lack of risk decision making structure, high uncertainty, poor

communication and poor planning were the common challenges associated with project risk management.

Communication flows in a lateral, upward and downward manner. The organization has its own communication strategy but has never been put to practice. Email is the most commonly used information distribution method used to communicate internally amongst the staff and externally with relevant stakeholders. Being kept uninformed, unclear expectation, not receiving consistent and timely message from management and non-collaborating functional areas were common challenges observed in terms of communication management.

Due to limitation of resources and staff turnover project team of the organization doesn't go through the four stages of team development. The type of orientation provided to a new program staff is very poor; the organization expects project team members to learn by doing rather than giving appropriate induction period. Staff turnover and gaining the right understanding of the amount and scope of assigned work are the most common challenges observed in managing the project team.

5.2 Conclusions

From the above findings the study can conclude that TaYA face a lot of problems when it comes to project implementation. Some of these challenges are lack of top management commitment, uncontrolled change to baseline requirement, lack of communication, inadequate tracking and directing of project activities, lack of Monitoring and Evaluation (M&E) system, high uncertainty, lack of accountability and lack of completion criteria, CSO 70/30 policy, schedule pressure, being kept uninformed, unclear expectation, non-collaborating functional areas, and staff turnover.

Achieving the financial stability required to consistently implement quality projects and activities, and to serve as supporters for the interests of constituents is also another challenge TaYA is facing. Just like other local NGOs in the country TaYA is highly dependent upon donors and sponsors from abroad. Generally speaking, there is no significant domestic support for the work of NGOs, and it is not realistic to assume that there will be in the near term. The viability and sustainability of the NGO sector is consequently quite fragile and this makes TaYA vulnerable to scarcity of resources and ongoing struggle for operating funds.

However, for an organization that has been implementing projects for over a decade most of the aforementioned challenges wouldn't have been noticeable had the organization created a formal project management system. In nutshell TaYA is vulnerable to most of the challenges because of the traditional approach it follows to manage the identified processes in the literature rather than using standard tools and techniques.

5.3 Recommendations

The NGO sector is extremely diverse, heterogeneous and populated by organizations with hugely varied size, scope, targets, structures and motivations. Therefore, it face a lot of challenges which, together with absence of proper Project management methodology, usually cause poor project implementation, scarcity of accountability and stakeholder involvement, complexity of inter-related tasks, superficial risk management strategies, unmotivated project team and eventually – bad quality, losses of time and money. In line with this based on the study finding the following recommendations are made to be used as a remedial action.

- If TaYA does not have enough financial and human resources, adopting a standard Project Management (PM) methodology could help to meet the challenges by improving communication among project team members, developing work performance, better controlling of resources and most importantly – by simplifying PM processes to reach project results in the most efficient way.
- The organization needs to diversify its funding partners so that it will not be forced to implement projects whose deliverables are not in line with the organizations goals and objectives. Some potential funding partners in the area of youth sexual reproductive health includes David & Lucile Packard foundation, European Union, pathfinder, Rutgers WPF and AMREF Flying Doctors
- Before going to the implementation of projects designed by donors TaYA needs to conduct need assessment of beneficiaries as it have a serious impact on project implementation.
- The identified challenges associated with lack of communication and uncontrolled change to baseline requirement in scope change control can be minimized by using a well-structured communication strategy and developing a clear baseline requirement for every project

- To avoid schedule pressure the organization should develop a network diagram for its project activities and estimate late start- late finish and early start-early finish estimates. It should also use other standard tools and techniques
- TaYA needs either to hire skilled man power or invest more on its program staff capacity building in order to increase their capacity to manage projects in a standardized way
- Both management and leadership are necessary in dealing with project teams, in the contemporary approach to projects, project managers should work collaboratively with the project team to the extent possible while continually pushing to reach project goals.
- According to different literatures perfect communication is unattainable. But since effective communication and worker productivity are positively related the organization should choose the correct communication channel and use feedback to make effective communication

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Appendices

Addis Ababa University College of Commerce

Graduate Program

Project Management Department

Assessment of Challenges in Project Implementation and Possible Remedial Actions: Case Study of Projects under carried by Talent Youth Association.

Questionnaire

General Instruction and information:

The main purpose of this questionnaire is to collect data for the research entitled “Challenges in Project Implementation and Possible Remedial Actions: Case Study of Projects under carried by Talent Youth Association”. There are several factors that can make this research fruitful. But for the most your cooperation, honesty and genuine responses are the basic ones. In order to keep your response as confidential as possible please don't write your name. The information you provide will be used only for academic purpose (only for the study under consideration) and will be kept confidential; hence, please don't hesitate to provide the necessary information to the best of your knowledge about the subject matter

This questioner has open and close-ended questions. Please select the option that is most suitable to accurately reflect your opinion when you reply to the close ended questions. For the open ended questions please feel free to write your answers on the space provided in a detailed and precise way.

I gratefully thank you for your invaluable time you take to answer the questions included in this questionnaire. (In case you need any clarification on the questions please contact me on +251911572357)

I. General Question

1. What is your position in the organization (Please put (in the box next to your choice)

Managing Director ☐

Project manager ☐

Project Coordinator ☐

Project officer ☐

Other ☐ (please specify): _____

2. Your Gender

Female ☐

Male ☐

3. Number of years you have been working in this organization

Less than 1 year ☐

1 -2 years ☐

2-5years ☐

more than 5 years ☐

4. The highest level of education you have completed

Diploma ☐

BSC/BA ☐

MSC/MA ☐

PhD ☐

5. Your educational background (the field you have studied) _____

Project Deliverables and acceptance. (Please put a circle in your choice)

6. Does the organization have a Term of Reference for every project it implements?

Yes ☐

No ☐

7. How do you rate the practice of (project you are part of) maintaining a log of project activities?

	Poor	Below Average	Average	Good	Excellent
Maintaining a log of project activities	1	2	3	4	5

8. How do you rate project deliverables impact to meet the objectives and goals of the organization?

	Poor	Below Average	Average	Good	Excellent
Project deliverables impact to meet the objectives and goals	1	2	3	4	5

9. Please rate the following challenges you may came across while building project deliverables and managing **deliverable acceptance**.

Challenges	Not at all a problem	Minor Problem	Moderate Problem	Serious Problem
Inadequate definition of requirement	1	2	3	4
Lack of top management commitment	1	2	3	4
Lack of accountability	1	2	3	4
Lack of completion criteria	1	2	3	4

Project Scope (Please put a circle in your choice)

10. How would you rate the extent to which you use the following tools and techniques during **scope planning**?

Tools & Techniques	Poor	Below Average	Average	Good	Excellent
Product analysis (includes techniques such as product breakdown, functional analysis and quality functional deployment	1	2	3	4	5
Benefit/cost analysis (involves estimating tangible and intangible costs and benefits of various project and product alternatives	1	2	3	4	5
Alternatives identification (includes brainstorming and lateral thinking	1	2	3	4	5
Expert judgment	1	2	3	4	5

11. Please rate the extent to which you use the following tools and techniques for **scope change control**

Tools and techniques	Poor	Below Average	Average	Good	Excellent
Scope change control	1	2	3	4	5
Performance measurement	1	2	3	4	5
Additional planning	1	2	3	4	5

12. Please rate the following challenges you may come across during **project scope management**

Challenges	Not at all a problem	Minor Problem	Moderate Problem	Serious Problem
Lack of communication	1	2	3	4
Lack of accountability	1	2	3	4
Uncontrolled change to baseline requirement	1	2	3	4
Inadequate tracking & directing of project activities	1	2	3	4
Stretched targets	1	2	3	4
Overambitious goals	1	2	3	4

13. Please rate the organization's **project scope management system**

	Poor	Below Average	Average	Good	Excellent
Project scope management system	1	2	3	4	5

Project Cost (Please put a circle in your choice)

14. Please rate the extent to which you use the following tools and techniques for **project cost control**

Tools & Techniques	Poor	Below Average	Average	Good	Excellent
Cost change control system (defines the procedures by which the cost baseline may be changed)	1	2	3	4	5
Performance measurement (help to assess the magnitude of any variations that do occur)	1	2	3	4	5
Earned value management (EVM) (physical work actually accomplished, including the estimated value of this work)	1	2	3	4	5
Additional planning (new or revised cost estimates or analysis of alternative approaches)	1	2	3	4	5
Computerized tools (project management software, spreadsheets,...etc)	1	2	3	4	5

15. Please rate the following challenges you may come across during **project cost management?**

Challenge	Not at all a	Minor	Moderate	Serious
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	problem	Problem	Problem	Problem
Resource conflict	1	2	3	4
Poor Cost Estimate	1	2	3	4
Varying price of resources	1	2	3	4
High uncertainty	1	2	3	4
Lack of focus on quality	1	2	3	4
Schedule pressure	1	2	3	4
CSO 70/30 policy	1	2	3	4

Project Schedule (Please put a circle in your choice)

16. Please rate the extent to which you use the following tools and techniques during **estimation of activity duration**.

Tools & Techniques	Poor	Below Average	Average	Good	Excellent
Expert judgment	1	2	3	4	5
Analogous estimating	1	2	3	4	5
Quantitatively based durations (the quantities to be performed for each specific work category)	1	2	3	4	5
Reserve time (contingency)	1	2	3	4	5

17. Please rate the extent to which you use the following tools and techniques during **schedule development**.

Tools & Techniques	Poor	Below Average	Average	Good	Excellent
Mathematical analysis (involves calculating theoretical early and late start and finish dates for all project activities without regard for any resource pool limitations.	1	2	3	4	5
Duration compression (includes crushing, fast tracking...etc)	1	2	3	4	5
Simulation (calculating multiple project durations with different sets of activity assumptions)	1	2	3	4	5
Resource leveling heuristics (allocate scarce resources to critical path activities first)	1	2	3	4	5
Project management software	1	2	3	4	5

18. How would you rate the organization's culture to use **project network diagram** for its project activities?

	Poor	Below Average	Average	Good	Excellent
Project network diagram usage	1	2	3	4	5

19. How would you rate the extent to which you use the following tools and techniques during **schedule control**?

Tools & Techniques	Poor	Below Average	Average	Good	Excellent
Schedule change control system (defines the procedures by	1	2	3	4	5

which the project schedule may be changed)					
Performance measurement	1	2	3	4	5
Additional planning	1	2	3	4	5
Project management software	1	2	3	4	5
Variance analysis	1	2	3	4	5

20. Please rate the following challenges you may come across during **project schedule management**.

Challenge	Not at all a problem	Minor Problem	Moderate Problem	Serious Problem
Resource conflict	1	2	3	4
Poor Schedule Estimate	1	2	3	4
Stretched targets	1	2	3	4
Overambitious goals	1	2	3	4
High Uncertainty	1	2	3	4
Schedule pressure	1	2	3	4

Project Quality (Please put a circle next to your choice)

21. Please rate the extent to which you use the following tools and techniques during **quality planning**.

Tools & Techniques	Poor	Below Average	Average	Good	Excellent
Benefit/cost analysis	1	2	3	4	5
Benchmarking (comparing actual or planned project practices to those of other projects to generate ideas for improvement and to provide a standard by which to measure performance)	1	2	3	4	5
Flow-charting (any diagram that shows how various elements of a system relate)	1	2	3	4	5
Design of experiments (a statistical method that helps identify which factors might influence specific variables)	1	2	3	4	5
Cost of quality (the total cost of all efforts to achieve product/service quality)	1	2	3	4	5

22. How would you rate **quality management plan** of the organization's projects?

	Poor	Below Average	Average	Good	Excellent
Quality management plan	1	2	3	4	5

23. Please rate the extent to which you use the following tools and techniques during **quality assurance**.

Tools & Techniques	Poor	Below Average	Average	Good	Excellent
Benefit/cost analysis	1	2	3	4	5
Benchmarking	1	2	3	4	5
Flowcharting	1	2	3	4	5

Design of experiments	1	2	3	4	5
Cost of quality	1	2	3	4	5
Quality audits (structured review of other quality management activities)	1	2	3	4	5

24. Please rate the extent to which you use the following tools and techniques for **quality control**.

Tools & Techniques	Poor	Below Average	Average	Good	Excellent
Inspection (measuring, examining, and testing undertaken to determine whether results conform to requirements)	1	2	3	4	5
Control charts (graphic display of the results, over time, of a process.)	1	2	3	4	5
Pareto diagrams (A diagram that shows how many results were generated by type or category of identified cause)	1	2	3	4	5
Statistical sampling (choosing part of a population of interest for inspection)	1	2	3	4	5
Flowcharting	1	2	3	4	5
Trend analysis (using mathematical techniques to forecast future outcomes based on historical results)	1	2	3	4	5

25. Please rate the following challenges you may come across during project **quality management**.

Challenge	Not at all a problem	Minor Problem	Moderate Problem	Serious Problem
Resource conflict	1	2	3	4
Lack of focus on quality	1	2	3	4
Schedule pressure	1	2	3	4
Inadequate definition of requirements	1	2	3	4
Stretched targets	1	2	3	4
Inadequate tracking & directing of project activities	1	2	3	4

Project Risk Management (Please put a circle next to your choice)

26. Please rate the degree the project manager involves team members during **risk identification**.

	Poor	Below Average	Average	Good	Excellent
Involvement of team members during risk identification	1	2	3	4	5

27. Please rate the degree project Managers of the organization continually look for new risks, reassess old ones, and re-evaluate **risk mitigation plans**

	Poor	Below Average	Average	Good	Excellent
Project Managers culture to continually look for risks, reassess old ones and reevaluate risk mitigation plans	1	2	3	4	5

28. Please rate the extent to which you use the following tools and techniques **for risk identification**.

Tools & Techniques	Poor	Below Average	Average	Good	Excellent
Documentation reviews	1	2	3	4	5
Information-gathering techniques (brainstorming, Delphi, interviewing, strengths, weaknesses, opportunities, and threats (SWOT) analysis)	1	2	3	4	5
Checklists	1	2	3	4	5
Assumptions analysis	1	2	3	4	5
Diagramming techniques (includes Cause-and-effect diagrams System or process flow charts, Influence diagrams)	1	2	3	4	5

29. Please rate the extent to which you use the following tools and techniques to **monitor & control risk**

Tools & Techniques	Poor	Below Average	Average	Good	Excellent
Project risk response audits	1	2	3	4	5
Periodic project risk reviews	1	2	3	4	5
Earned value analysis	1	2	3	4	5
Technical performance measurement	1	2	3	4	5

30. Please rate the type of challenge you came across during **project risk management**.

Challenge	Not at all a problem	Minor Problem	Moderate Problem	Serious Problem
Lack of risk decision making structure	1	2	3	4
Lack of accountability	1	2	3	4
High uncertainty	1	2	3	4
Powerful and complex set of values and organizational traditions	1	2	3	4
Stretched targets	1	2	3	4
Poor communication	1	2	3	4
Poor planning	1	2	3	4

Project Communication Management (Please put a circle next to your choice)

31. Please rate the extent to which you use the following **direction of communication** in your projects.

Direction of communication	Poor	Below Average	Average	Good	Excellent
Upward	1	2	3	4	5
Downward	1	2	3	4	5
Lateral	1	2	3	4	5

32. To what extent do you use the following **information distribution methods** in your projects.

Information distribution methods	Poor	Below Average	Average	Good	Excellent
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Project meetings	1	2	3	4	5
Hard-copy document distribution	1	2	3	4	5
Shared access to networked electronic databases	1	2	3	4	5
Fax	1	2	3	4	5
Electronic mail	1	2	3	4	5
Voice mail	1	2	3	4	5
Video conferencing	1	2	3	4	5
Project intranet	1	2	3	4	5

33. How would you rate **external communication of the organization** about its projects to the external stakeholders?

	Poor	Below Average	Average	Good	Excellent
External communication with stakeholders	1	2	3	4	5

34. Please rate the extent to which you use the following tools and techniques for **performance reporting**?

Tools & Techniques	Poor	Below Average	Average	Good	Excellent
Performance reviews (meetings held to assess project status and/or progress)	1	2	3	4	5
Variance analysis (comparing actual project results to planned or expected results.)	1	2	3	4	5
Trend analysis (examining project results over time to determine if performance is improving or deteriorating)	1	2	3	4	5
Earned value analysis (the value of the work actually completed)	1	2	3	4	5

35. Please rate the type of **communication challenge** you may come across in your projects.

Challenge	Not at all a problem	Minor Problem	Moderate Problem	Serious Problem
Poor communication	1	2	3	4
Failure to alert stakeholders	1	2	3	4
Lack of well-defined communication strategy	1	2	3	4
Ineffective use of existing information distribution methods	1	2	3	4

Project Team Management (Please put a circle next to your choice)

36. How would you rate the four stages (**forming, storming, norming and performing**) of team development in your projects?

	Poor	Below Average	Average	Good	Excellent
Four stages of team development	1	2	3	4	5

37. Please rate the following **challenges** you may come across while **managing/being part of a project team**.

Challenge	Not at all a	Minor	Moderate	Serious
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	problem	Problem	Problem	Problem
Gaining the right understanding of the amount and scope of assigned work	1	2	3	4
Following the planned assignments	1	2	3	4
Increasing the details level per task and activities, if needed	1	2	3	4
Completing the assigned tasks within the constraints of scope, quality, time and cost	1	2	3	4
Informing the leader of any issues arisen	1	2	3	4
Proactively communicate and collaborate with other team members	1	2	3	4

II. Please Provide your Responses on the Space Provided

1. What other issues/challenges have you came across while managing project cost, scope, schedule and quality (CSSQ)?

2. What do you recommend as a remedial action to solve the above issues you came across?

3. If you have additional or other suggestions/ comments please provide on the space provided?

Addis Ababa University College of Commerce
Graduate Program
Project Management Department

Assessment of Challenges in Project Implementation and Possible Remedial Actions: Case Study of Projects under carried by Talent Youth Association.

Interview Guide

The purpose of this Interview questions is to collect data for the research entitled “Challenges in Project Implementation and Possible Remedial Actions: Case study of projects under carried by Talent Youth Association (TaYA)”. There are several factors that can make this research fruitful. But for the most your cooperation, honesty and genuine responses are the basic ones

I gratefully thank you for your invaluable time you take to answer the questions included in this questionnaire.

Part One

What is your Educational background and level?

What is your Job description and responsibility?

How many years have you been working in this position?

Please specify TaYA’s vision, policy and goal.

Please describe the organizational structure of TaYA.

Part Two

1. How does the organization build on its deliverables?
2. How does the organization perform schedule, scope, cost and quality control in its projects?
3. What challenges does the organization face in managing Cost, Scope, Schedule and Quality (CSSQ),
4. What do you recommend as a remedial action to solve the above challenges (question #3) you came across

5. What challenges does the organization face during project kick off phase and gaining project acceptance?
6. How does the organization deal with risk management
7. What challenges does the organization face in monitoring and controlling risks
8. What is the existing communication management practice of the organization in its projects?