ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

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DEPARTMENT OF PROJECT MANAGEMENT

ASSESSMENT OF PROJECT IMPLEMENTATION PRACTICEOF ENTREPRENEUR AND BUSINESS GROWTH PROJECTIMPLEMENTED BY DIGITAL OPPORTUNITY TRUST ORGANIZATION IN ADDIS ABABA

By: Bezawit Berhanu

Advisor: Teklegiorgis Assefa (Asst. Prof.)

MA Thesis in partial fulfilment of the requirements for the award of the degree of Masters of Project Management

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 Fulfilment of the requirement for the Degree of Master of Arts of Project Management.

June, 2017

Addis Ababa, Ethiopia

Statement of Declaration

I, Bezawit Berhanu, have carried out independently a research work on the topic entitled "Assessment of project implementation practice of Entrepreneur and Business Growth project implemented by Digital Opportunity Trust Organization in Addis Ababa" in partial fulfillment of the requirement for the Degree of Masters of art in Project Management with the guidance and support of the research advisor Teklegiorgis Assefa (Asst. Prof.).

This study is my own work that has not been submitted for any degree or Master program in this or any other institutions.

Bezawit Berhanu

Signature _____

Date _____

Addis Ababa, Ethiopia

Statement of Certification

This is to certify that Bezawit Berhanu has carried out this research work on the topic entitled "Assessment of project implementation practice of Entrepreneur and Business Growth project implemented by Digital Opportunity Trust Organization in Addis Ababa" under my supervision.

This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Degree of Masters of Art in Project and Management.

Teklegiorgis Assefa (Asst. Prof.)

Signature _____

Date _____

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

GRADUATE PROGRAM

Thesis for MA in Project Management

By:

Bezawit Berhanu

Approved by Board Examiners

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Examiner	**Signature**	**Date**

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Abbreviation and Acronyms

CPM- Critical Path Method

DOT- Digital Opportunity Trust

NGO- Non Governmental Organization

PERT- Project Evaluation Review Technique

PMBOK- Project Management Body of Knowledge

PMI- Project Management Institution

SPSS- Statistical Package for Social Studies

WBS- Work Breakdown Structure

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Abstract

The purpose of this study is to assess project implementation practices of entrepreneur and business growth project implemented by digital opportunity trust organization. This study was conducted on DOT Ethiopia office located in Addis Ababa. Employees of the Addis Ababa office were the unit analysis for this research. A census method is employed in aim of collecting from all employees. The target population of this study was 18 employees. Among the target population 15 questionnaires returned. Structured questionnaires were employed to collect demographic and other relevant data from project manager and team members. After data collection process the data analysed using simple statistical analysis methods (frequency and percentage) and descriptive analysis (mean and standard deviation) methods had been usedSurvey data were subjected to descriptive statistics and different non parametric analysis using SPSS software. The study revealed that the project processes of initiation, planning, and execution, were adopted while the implementation of the project. And also various activities under each phase were adhered by the organization. Finally, the study found that a number of factors accounted for challenging the project such as: unrealistic expectations from the project by the beneficiaries, lack of user's, lack of resources, unrealistic project time frames, frequent change of project requirements and specifications, and also challenges from government regulations and rules were found to account as challenging factors. Generally, the organization had prepared the plan in good detail and tried to consider all project issues except the communication plan. To the success of the project it is advisable to make the project visible to all stakeholders and communicated effectively, it will improve users input and also need to work closely with government.

Key words: Project implementation, Entrepreneurship and Business Growth

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

A project can be taken as a series of activities and tasks that have a defined objective to be completed within certain specifications, have defined start and end dates, have funding limits, consume human and non-human resources that can be money, people, equipment, and are multifunctional, this means it go across several functional areas (Kerzner , 2009).

A project is a temporary endeavor undertaken to create a unique product or service. Temporary means that every project has a definite beginning and a definite end, and its uniqueness is that the product or service is differ in some distinguishing way from all similar products or services. Managing a project is the application of knowledge, skills, tools, and techniques to the project activities in order to meet or exceed stakeholder needs and expectations from a project. Meeting or exceed stakeholder expectations and needs in variably involves balancing competing demands among: scope, time, cost, quality, and stakeholders with different needs and expectations, identified requirements and unidentified requirements (PMI , 2013).

Nowadays, there is an increase in use of project management procedures for preparing the plan and systematize the project in order to achieve the specified deliverable, within the given period and specified budget. They also try to handle and predict risks in a structured manner. Organizations using project management have shown better utilization of resources, shorter development times, reduced costs, interdepartmental cooperation that builds synergies across the organization, and a better focus on results and quality (Morris, 2007). Implementing a project management practice has led different project organizations to be more effective and efficient while making their deliverables, by preparing more accurate budgeting and scheduling and also in producing improved product (Ali, 2010).

Every project passes through almost similar life cycle from initiation to post evaluation. While executing a project, changes and differences to the plan could happen and decisions are needed to be taken in order to bring the project in to completion. The need for project management

professionals is become the basic deal in managing several projects. Management teams are usually grouped from various disciplines and backgrounds reflecting different attitudes and beliefs imposing different views and solutions that lead to severe conflicts. Project management is a valid and legitimate approach to management and has increasingly become an important tool of choice for the realization of objectives across industries and economic sectors. It involves planning, organizing, and managing resources in order to successfully achieve specific project goals and objectives through the completion of specific tasks.

The primary challenge of project management organizations is to achieve all of the project goals and objectives while meeting the demands of project constraints (Lewis, 2000). The typical project constraints are scope, time, cost and quality. A secondary objective is to optimize the allocation and integration of inputs to meet pre-defined objectives. These challenges ran through project management practices in several industries and become a hindrance for achieving most objectives and results required from the execution of projects. Even though the implementation of project management processes and procedures is a modern practice (that tries in achieving planned objectives within specific time and cost limits, through optimum use of resources and using an integrated planning and control system), but it is still in its early stages of development in developing countries. So, organizations undertaking projects in developing countries must confront these additional problems from the earlier project management challenges in order to ensure the success of the project.

Ethiopia is one of the developing countries that trying to defeat poverty. The country continues to be among the lowest per capita incomes and remains one of the poorest countries in the world. The backwardness of the country has a direct relationship with traditional practices of the agricultural economy. The practices are more traditional. The industry, commerce and service giving sectors are not well exploited. As the majority of the population is below the age of 29, they carry the brunt of this abject poverty, unemployment and underemployment (Ethiopian Economic Association, 2005). This project is aiming to improve business readiness, strengthen the economic performance and increase youth owned micro and small enterprises by providing entrepreneurship and business skill, business development service and enhancing the capacity of local organizations to ensure more including and coordinated services to youth run businesses. It

is a 5 year plan. Within the 5 year, the organization expected to recruit interns, give trainings and help interns and trainees while building their business. The project budgeted 22,748,633. The project is funded by the department of Foreign affairs and trade development of Canada through DOT. It is aimed to help directly young university graduates, youths and women, and MSEs and indirectly of direct beneficiaries family.

Entrepreneur manages to get more out of less by finding ways to push even with minimum resource. Being an entrepreneur is stressful and demanding which usually requires vision, passion, commitment, motivation and willingness to take a calculated risk both personal and financial in order to invest (Elleni, 2005).

1.2 Statement of the problem

Project management is the way of managing change by describing activities that meet specific objectives by involving stakeholders and team work to achieve successful implementation. As a result projects have a definite beginning and end (Horine, 2005)

Project management has become a scientific field with its own professional associations, the Project Management Institute (PMI) and the International Project Management Association (IPMA). These associations are known as promoters of the standardization of project management and certification programs for project managers (Soderlund, 2004). A Guide to the Project Management Body of Knowledge published by PMI has prepared a set of standard terminology and guidelines for project management. The PMBOK Guide is a progression practice that describes the achievement of a project management success by applying and integrating the process of project management; initiating, planning, executing, monitoring and controlling, and closing. Also, the procedure take as a granted all the project management practices fall under the nine knowledge as: project integration management, project scope management, project time management, project cost management, project quality management, project human resource management, project communications management, project risk management, and project procurement management. As most of the models and theories in organizational and managerial behavior were developed from America and other Western

research, performance during implementation is not up to expectations. This is due to different reasons. The absence of clear internal co-ordination mechanisms, government regulations, inefficient personnel and absence of motivation are among these causes. Institutions react to performance inefficiency in many ways. Possible solutions may be oriented towards purchasing consultancy services, training of personnel, change of regulations, and adoption of new methods and tools. There is no evidence that the above measures are definitely successful in improving project performance.

The operational activities of NGO's in different African countries are hampered by many factors which have implications on the NGO's autonomy. For instance, the operational environment of NGO's determines the effectiveness of programs and projects undertaken by those NGOs. There are both external and internal environment that disturb the NGO's performance and output. Operational environment factors are: economic, donors, political, social departments, beneficiaries, law and founders (Nyanje, 2016). And, also the project management theories are prepared based primarily on North American research and experience. The Western-oriented techniques or project management are just straight forward procedures that anyone can learn and implement, there are considerable cross-cultural problems in using the approach in nonwestern countries. So, the above mentioned and other several social, cultural, political and financial problems existence leads to poor management performance of projects in less developed countries. Therefore, the strategy for implementing project management in less developed countries must be consistent with the cultural and characteristics of the particular society and configuration of its economical, political and administrative systems (Al-Mharmah, 2000). The above practices and challenges can be directly related to lack of practicing management effectively. Therefore, this research sought to assess the project implementation practices in the case of DOT Ethiopia while they manage their entrepreneur and business growth project.

Therefore, the researcher's aim is to assess the project implementation practices in the case of DOT Ethiopia while they implementing their entrepreneur and business growth project.

1.3 Research Question

- What is the reality of the project implementation practice in DOT Ethiopia?
- How the project is identified and planned in DOT Ethiopia?
- What are the main factors that hinder the project implementation practice?

1.4 Objective of the study

1.4.1 General Objectives

The general objective of this study is to assess the project implementation practices of the entrepreneur and business growth project, in Digital Opportunity Trust Organization, Addis Ababa, Ethiopia.

1.4.2 Specific Objectives

- To understand the reality of the project implementation practice used in DOT Ethiopia.
- To determine the project identification and planning process of DOT Ethiopia.
- To identify the challenging factors that hinders the successful implementation of the project.

1.5 Significance of the Study

The study is expected to benefit different stakeholders:

- To show the project implementation practice in a systematic manner.
- To build awareness among the project team on the project implementation practice of the organization.
- To help the management in identifying the causes of the problems those hinder the effective implementation of the entrepreneur and business growth project.
- To help the researcher to have better understanding of the practical knowledge of the project implementation practice in addition to the theory.
- To help other researchers by giving background information for further investigation on project implementation practice.

1.6 Scope and Delimitations of the study

Even though every project management have its own unique character and management process, this study is delimited to present project implementation practices and challenges of the entrepreneur and business growth project implemented by DOT Ethiopia. The project is implemented in five different major cities of Ethiopia, including Addis Ababa. Due to the distance to other locations and the specified time, the study is restricted only to Addis Ababa project office.

1.7 Organization of the Study

The study is compromised of five chapters. The first Chapter is an introduction to the study which is a blueprint for the study. This chapter would contain the introduction, statement of the problem, basic research questions and objectives of the study, significance of the study, scope and delimitation of the study and lastly the organization of the study. The second chapter presents the review of related literature. This part of the study deals with the literature both the theory and empirical evidences relevant to the study. The methods and procedures used while gathering the information for the study presented in Chapter 3. The third chapter would contain the research approach and design, the data collection procedure, the population and sample size, the data sources and collection techniques, the data analysis, and the ethical consideration taken while in data collection process. The results of analyses and the findings of the data collected for the study and discussion are presented in Chapter 4. Chapter 5 is the last chapter and presents the drawn conclusion on the study and recommendation for further investigation.

CHAPTER–TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the related literatures on the study, which enable us to have a deep understanding to the research topic and briefly expose the readers to some of the major areas of the subject matter under consideration. The chapter is presented under the following sections: Project Management, Development of Project Management, Project Management Methodologies, Project life cycle, Entrepreneurship and Business Growth, Project Success, and Challenges of Project Management.

2.2 Project Management

The description of a project has been the subject of considerable debate over the years among the practitioners of project management and the goal of developing a comprehensive definition of what a project is has remained (Crawford L.& Pollack J., 2007). In order to understand the theory and practice of project management, it is necessary to first establish the definition of a project and then to define project management.

The Project Management Institute (PMI, 2004) defines a project as:" A temporary endeavor undertaken to create a unique product or service". Temporary means that every project has a specific beginning and a specific end. Unique means that a product or service is different in some characteristic way from all other products or services. One of the aspects of a project that the PMI emphasizes is progressive elaboration; a term that refers to a characteristic of projects that integrates the concepts of unique and temporary. "Because the product of each project is unique, the characteristics that distinguish the product or service must be progressively elaborated. Progressively means proceeding in steps; continuing steadily by increments, while elaborated means worked out with detail; developed thoroughly" (PMI, 2004).

A project is an organization of people dedicated to a specific purpose or objective. Projects generally involve large, expensive, unique, or high risk undertakings which have to be completed by a certain date, for a certain amount of money, within some expected level of performance. At

a minimum, all projects need to have well defined objectives and sufficient resources to carry out all the required tasks (Steiner, 1969).

A project can be considered to be any series of activities and tasks that have a specific objective to be completed within certain specifications, have defined start and end dates, have funding limits, consume human and nonhuman resources (i.e., money, people, equipment), and are multifunctional i.e., cut across several functional lines (Kerzner h. , 2009). There are three key dimensions to a project: Cost (Budget), Time (Schedule) and Quality. These have to be balanced to manage a project successfully. A successfully completed project would finish on time, within the estimated budget and having achieved all of the quality requirements that have been defined earlier. These three dimensions of budget, time and quality are often regarded as the aspects of a project that must be kept in an appropriate balance if the project is to achieve a successful outcome (Hamilton, 2004).

A project comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics. Further, the project is usually targeted for use by some client, either internal or external to the organization and its project team. It seems reasonable, therefore, that any assessment of project implementation success should include the above three dimensions and the client satisfaction criteria.

"Project management is the planning, organizing, directing and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives" (Kerzner, 2009).

Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements. Project management is accomplished through the use of the processes such as: initiating, planning, executing, controlling and closing. The work of projects usually involves competing demands for scope, time, cost, risk and quality; stakeholders with different needs and expectations; and identified requirements (PMI, 2004). According to Westland, a project management define as: the skills, tools and management processes required to undertake a project successfully. It incorporates: A set of skills: specialist knowledge, skills and experience are required likelihood of success.

Generally, we can put a project management as a process. It is a process of bringing a project in success. It is a process of initiation, planning, executing, monitoring and closing. While engaging these processes the project manager should use some suite of tools: various types of tools to improve their chances of success. Examples include document templates, registers, planning software, modeling software, audit checklists and review forms. A series of processes: various processes and techniques are required to monitor and control time, cost, quality and scope of projects. Examples include time management, cost management, quality management, change management, risk management and issue management.

2.3 Development of Project Management

The use of project management as a business process goes back a long time. Indeed, the building of the Egyptian pyramids is believed by many to have been assisted by the use of simple project management principles. For much of the history of project management, the predominant application type was engineering and construction projects. This was still the case when project management became formalized in the 1960s with the help of new computing power.

These successes were achieved for a fairly narrow range of applications. However, the potential for project management to be applied to a much wider set of applications gradually became apparent. Important modern applications include implementing a new IT system, research and development, the management of strategic organizational change, new product and service development, and software development.

The early 1950s showed little progress in the formalization of project management, but by the end of the decade, this situation had been significantly changed by two major developments: the development of the network project planning and monitoring techniques of PERT (Project Evaluation Review Technique), CPM (Critical Path Method), and PDM (Precedence Diagramming Method); and systems engineering (Morris, 2007).

However, traditional and modern projects often have very different characteristics. First, the eventual configuration of traditional projects is much more transparent than for modern projects. For example, construction of a bridge or skyscraper typically does not start until very detailed blueprints have been drawn up. We say that such project management applications are

deterministic. By contrast, the exact drug formula to be used in a new pharmaceutical is typically not known until late in the project, as a result of testing and regulatory approval. Similarly, the exact configuration of a software code is not known until its last line is written. We say that such project management applications are nondeterministic. Not surprisingly, the processes of scheduling and budget the project are considerably more difficult for nondeterministic projects than for deterministic ones. A second distinction lies in the difficulty of estimating the amount of work that has been completed so far. While a rough estimate is visually available in the case of a skyscraper, it is typically not available in the case of a software program. This lack of transparency about project progress makes it difficult to estimate time and cost variance relative to project progress, and without this information it is difficult to allocate resources that protect the performance of the project relative to its overall schedule and budget. A third defining difference lies in the time pressure under which projects are completed. By their nature, traditional projects are often of lengthy duration, whereas modern projects can be much shorter, especially for new products and services. With short product and service life cycles, for example as in the consumer electronics industry, a delay in project completion can mean that a product is simply uncompetitive.

The 1960s witnessed an intellectual push to apply general management theories to project management, particularly in terms of the "system approach" and organizational factors such as differentiation, integration, and interdependence. The late years of 1960s witnessed a shift form focus upon organizational and scheduling aspects to more comprehensive texts on project management (Morris, 2007). Development in the field of project management in the 1960s also included the formation of two major professional associations. The focus on teamwork was the defining feature of project management in 1970s. While the 70's era seen as an emphasis on work breakdown structures and systems concepts. The 1980s were typified by a focus on project organization, project risk and the external influences (Crawford et al, 2008). This era also led to the development of the international standards for project management. Although project management grows in term of a profession until 1980 but still it was perceived as the sole domain of engineers, finding a niche specifically in the civil engineering industry (Merwe, 2002). Similarly other prominent researcher have discussed the evolution of project management

from managing a single project to multiple projects and then towards project as strategy and business. The Figure below may illustrate the project development.

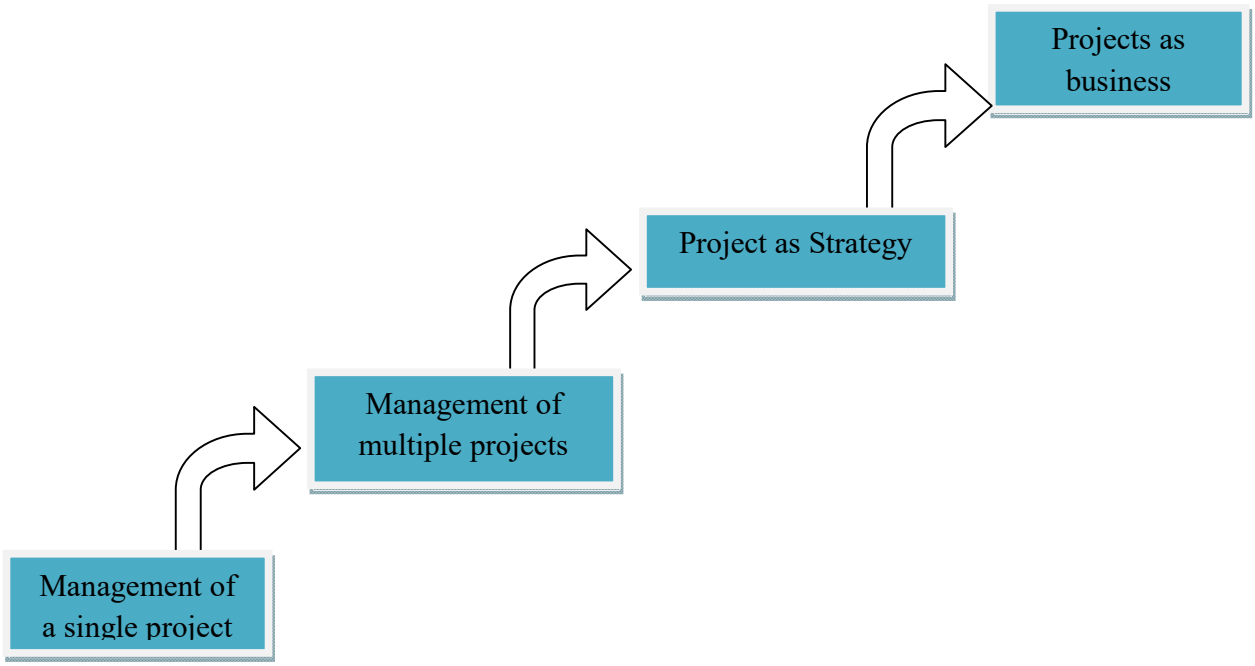


Figure 1: Development of project management

2.4 Project Management Methodologies

A project methodology is a system of practices, techniques, procedures and rule (PMI , 2013). More specific definition of project management methodology is also given as a defined, documented and discoverable set of policies, practices, processes, tools, techniques and templates that provide guidance on how projects are run within an organization (Sean, 2014).

The generic application of project management method is important in all kinds of projects, big or small, complex or simple, profit or non for profit oriented projects. Project success or failure is to a large extent depends on the project manager's ability to adequately identify the appropriate methods for the planning and executing of the project. The project manager's ability to identify all stakeholders and collect their needs is crucial for a good planning of a project since the project plan is based on the required activities which also form the entire project scope. Having identified all the requirements and determined the scope, it is crucial that the

project manager is firm in quoting the cost of the project base on his/ her estimations. This can go a long way to help in achieving the objectives of the project at the right performance level and on time. The risks and issues that probably arise during implementation of a project can be reduced to the minimum, if proper project management methodologies put in use while the stakeholder and requirement analysis and also on the project planning phase.

The characteristics of modern projects make them substantially harder to manage, especially to complete on time and on budget, than traditional projects. This has resulted in the development of new, alternative project management methodologies that can more effectively deal with the difficulties of modern projects. According to Nicolas (2012), several reasons can be identified for the increasing importance of project management as a business process. Principal among the reasons are: Project management effectively controls change, allowing organizations to introduce new products, and processes; Projects are becoming more complex, making them more difficult to control without a formal management structure; Projects with substantially different characteristics, especially in IT, are emerging; Project management helps cross-functional teams to become more effective; and Companies are using project management to develop and test their future leaders.

2.5 Project Life Cycle

Like everyday activity we do as humans which has to be taking through some processes in order to come to a conclusion point at a certain stage, projects also goes through certain process in order to deliver the product, service or the result for which the project is being undertaking. The life cycle of a project is the series of phases or activities that the project passes through from the beginning to the end, which are usually sequential.

The idea of a life cycle suggests that each project has a life. This implies a sequence of phases, including birth, growth, maturity and death. The project life cycle model describes the different phases that a project normally passes through as it progresses to a conclusion. The model is based on the idea that, although all projects have a difference, they all progress through similar phases. Each phase completes a stage of the project (Martin, 2006).

Those phases/stages of development are known as life cycle phases. The project's life cycle has certain beginning and closing that is supported by a schedule. As earlier explained, a project has a life and a sequence of phases, like initiating, executing and closing. A project life cycle model shows the different phases that a project must go through as it moves to closing.

2.5.1 Project Life Cycle Phases

The project management institute classified the project life cycle phases into five stages/ phases that a project passes during its life cycle:

2.5.1.1 Project Initiation

This project initiation life cycle stage is the starting of all other project processes, and also it is an idea initiation/conceptualization of the project. This is the phase where the project goal is identified. Here, objectives and goals may not be clearly stated, so the project team needs to give special attention. This starting point is critical because it is essential for those who will deliver the product/process and for those who will use that product/process and for those who have a stake in the project to reach agreement on its initiation.

During the identification phase of a project some activities conducted to form the project: identifying a business problem or opportunity and various solution options are defined for the business case; a feasibility study conducted to investigate whether each option addresses the business problem and a final recommended solution is then put forward. Once the recommended solution is approved, a project is initiated to deliver the approved solution; some assessments engaged on the sustainability of the project, and on the project basic impact on the environment; expected risks identified and documented with their risk minimizing and eradicating solution; developing the project team and establishes a project office environment; and finally the project charter is completed outlining the objectives, scope, time, budget, and structure of the new project and a project manager is appointed. Now, approval is then sought to move into the detailed planning phase.

2.5.1.2 Project Planning

In this stage the project gets in to a detailed planning. The project activities needed to be performed in the execution phase are properly sequenced, resourced, executed and controlled in this phase.

During the planning stage some activities must be undertaken: Preparing a project plan that has the detail plan of the WBS through assessing the level of effort required to undertake each activity and task is made. The schedule plan is also made in detail with the WBS in this phase. The level of resources needed to carry out for each mentioned activities and tasks are allocated; Preparing the budget needed for each phase, by allocating the total cost of labor, equipment and materials is calculated and an expenses schedule is defined which enables the project manager to measure the forecast spend versus the actual spend throughout the project; The quality expectations both for the deliverables and the management processes are clearly defined and can reasonably achieved during the project, including time, cost, quality, change, risk, issue, procurement, acceptance and communications management; then the quality plan is documented; documenting all foreseeable project risks within a risk plan and also identifying the required actions for prevention as well as mitigation measures in case any of those risks occur; an acceptance plan is also created for clarifying the completion criteria for each deliverable and providing a schedule of acceptance reviews; identifying how stakeholders will be kept informed of the progress of the project and what information to be distributed, means and frequency of distribution and those of charge of the process; a detailed description of the products or services to be acquired from suppliers, the justification for acquiring each product externally as opposed to from within the business, and the schedule for product delivery; and a phase review will be performed in order to ensure that the project has been well planned to achieve its objectives to prepare a completed project plan.

2.5.1.3 Project Execution

It is the third phase in project life cycle stage, where a project took longer duration than the others. It is where deliverables and products are physically made based on the project management plan to satisfy the project specifications.

This is the stage where the deliverables are physically constructed, so the team engaged in some processes during the implementation of a project. Here the project manager engages in coordinating people and resources to build final deliverable; managing stakeholder expectations while producing the deliverables; integrating and performing the activities of the project in accordance with the project management plan; analyzing required planning updates and rebase lining: this may include changes to expected activity durations, changes in resource productivity and availability, and unanticipated risks; managing any arouse issues and risks regarding the project; and managing changes to the project plan arouse while implementing the project.

2.5.1.4 Project Monitoring and Controlling

The project manager engages on monitoring and controlling the activities, resource and expense in order to meet customer's acceptance while making/ producing the deliverables. A number of management processes are undertaken to ensure that the project proceeds as planned. Those processes performed to complete the work defined in the project management plan to satisfy the project specifications.

Some activities must be engaged while the team engages in monitoring and controlling of the project status. During this stage the following activities will be conducted: controlling changes and recommending corrective or preventive action in anticipation of possible problems; monitoring the ongoing project activities against the project management plan and the project performance measurement baseline; influencing the factors that could circumvent integrated change control or configuration management so only approved changes are implemented.

2.5.1.5 Project Closure

A project closure stage is the last phase in the project life cycle. Gaining of the customer's acceptance means the project has met its all objectives and it is ready for closure. This phase involves letting the final deliverables to the customers, giving the project document, closing of the project supplier contracts and letting go remain resources.

In order to bring the project in to completion the project team needs to be engaged on some activities during the closure phase; the team performs a project closure; review project

completion: the final activity within a project is conducting a post evaluation of the project to determine if objectives are met through the management processes outlined in the planning phase. To determine how well the project performed and to have understanding on the project result on the organization, and assessment how the project have done, in terms of the scope, budget, schedule, customer's criteria and its objectives; list and documented the key achievements and lessons learnt and then presented to the customers. And, this shows the completion of the project.

2.6 Project Management Success and Challenges

2.6.1 Project Success

A project is successful when it reaches its triple objective that is finished within time, scope and quality (PMI, 2008). It is supported by (Turner, 2004), Project success can be identified by its completion on time, within budget and to specification especially for information technology projects as the standard for judging success.

According to Erling the above definition is a traditional view. He represented as; the overall project success is deal with the wider and long term impact of the project. This means a project success is both the project management success and the project product success. This implies the successful achievement of the triple objectives; the attainment of cost, time and quality objective in accordance with the quality of the project management process.

A project success can be affected by different factors from their environment. The determinants of success are those components that are required to establish an environment where projects are managed consistently with excellence (Kerziner, 1999). Those are the important factors that bring a project for its success. Iman et al, 2008 stated top 10 project success factors that are found in successful projects and top 10 factors those hinder a project from its success achievement. Those points listed below in two sections: project success factors and project challenged factors.

Table 1: Project success factors

Project Success Factors	% of responses
User Involvement	15.90%
Executive Management Support	13.90%
Clear Statement of Requirements	13.00%
Proper Planning	9.60%
Realistic Expectations	8.20%
Smaller Project Milestones	7.70%
Competent Staff	7.20%
Ownership	5.30%
Clear Vision and Objectives	2.90%
Hard-Working, Focused Staff	2.40%
Other	13.90%

Source: Iman et al, 2008

The above table put top 10 different project success factors in descending order according to their impact to a project. From the table the top four factors those contributed for project success are user involvement, executive management support, clear statement of requirements and proper planning. Those will briefly discuss below.

A. User involvement: Even if the project delivers on time and on specified budget it won't succeed if it isn't accepted/if it is not meet the customer's success criteria.

B. Executive management support: this influences the process and progress of a project and lack of executive input can put a project at a severe disadvantage.

C. Clear statement of requirements: this refers to the base level requirements. By creating a minimal, obtainable base level of requirements and then developing those features, the effect of change will be reduced. As a result, an added benefit is that project managers are better prepared to articulate the needs and priorities of the next phase of the project.

D. Proper planning: this is one of the key factors for the success of a project. Creating a project plan is the first thing to do when undertaking any kind of project.

2.6.2 Challenges of Project Management

Related literatures shows that, most projects failed due to: increased competition, shorter product and service life cycles, tighter budgets, unfamiliar and more complex applications, globally distributed and multicultural project teams (Nicolas, 2012). Lack of feedback from previous projects, miscommunication between members of the project team among themselves and different stakeholders, absence of planning and non-adoption of clear methodology lead to the questionability of project success (Ali, 2010). In contrast, several trends are making project management easier: better project management training, publication of best practices information, and better software support (Nicolas, 2012). Non-participation of concerned stakeholders, weather condition, and absence of transparency during implementation is among the hindering factor for managing projects (Getayawkal, 2016).

Even though it is very difficult to generalize and put project management challenges in common terms due to the fact that each and every obstacle to project management vary according to nature of the project and the application employed to particular project setup. Therefore the intention of the researcher is to assess the project implementation practices and challenges of the entrepreneur and business growth project, implementing in Digital Opportunity Trust organization. The following table show top ten challenging points that are believed to challenge a project.

Table 2: Project challenging factors

Project Challenged Factors	% of responses
Lack of User Input	12.80%
Incomplete Requirements and Specifications	12.30%
Changing Requirements and Specifications	11.80%
Lack of Executive Support	7.50%
Technology Incompetence	7%
Lack of Resources	6.40%
Unrealistic Expectations	5.90%
Unclear Objectives	5.30%
Unrealistic Time Frames	4.30%
New Technology	3.70%
Other	23.00%

Source: Iman et al, 2008

According to the above table the major project challenging factors are: the lack of input from the users, incomplete requirements and specifications given by the users and change of the requirements from the users. These causes the project manager could not use good planning to elicit user requirements.

2.7 Entrepreneurship and Business Growth

Entrepreneur manages to get more out of less by finding ways to push even with minimum resource. Being an entrepreneur is stressful and demanding which usually requires vision, passion, commitment, motivation and willingness to take a calculated risk both personal and financial in order to invest (Elleni, 2005).

Entrepreneurship is a dynamic process of creating incremental wealth. As we can understand from the definition, creating of the wealth is on-going process and the process is different from any other person is making it. Entrepreneurs do the work with different ability, skill, and in the way of making the product/service unique and adding some values (Ethiopian Economic Association, 2005).

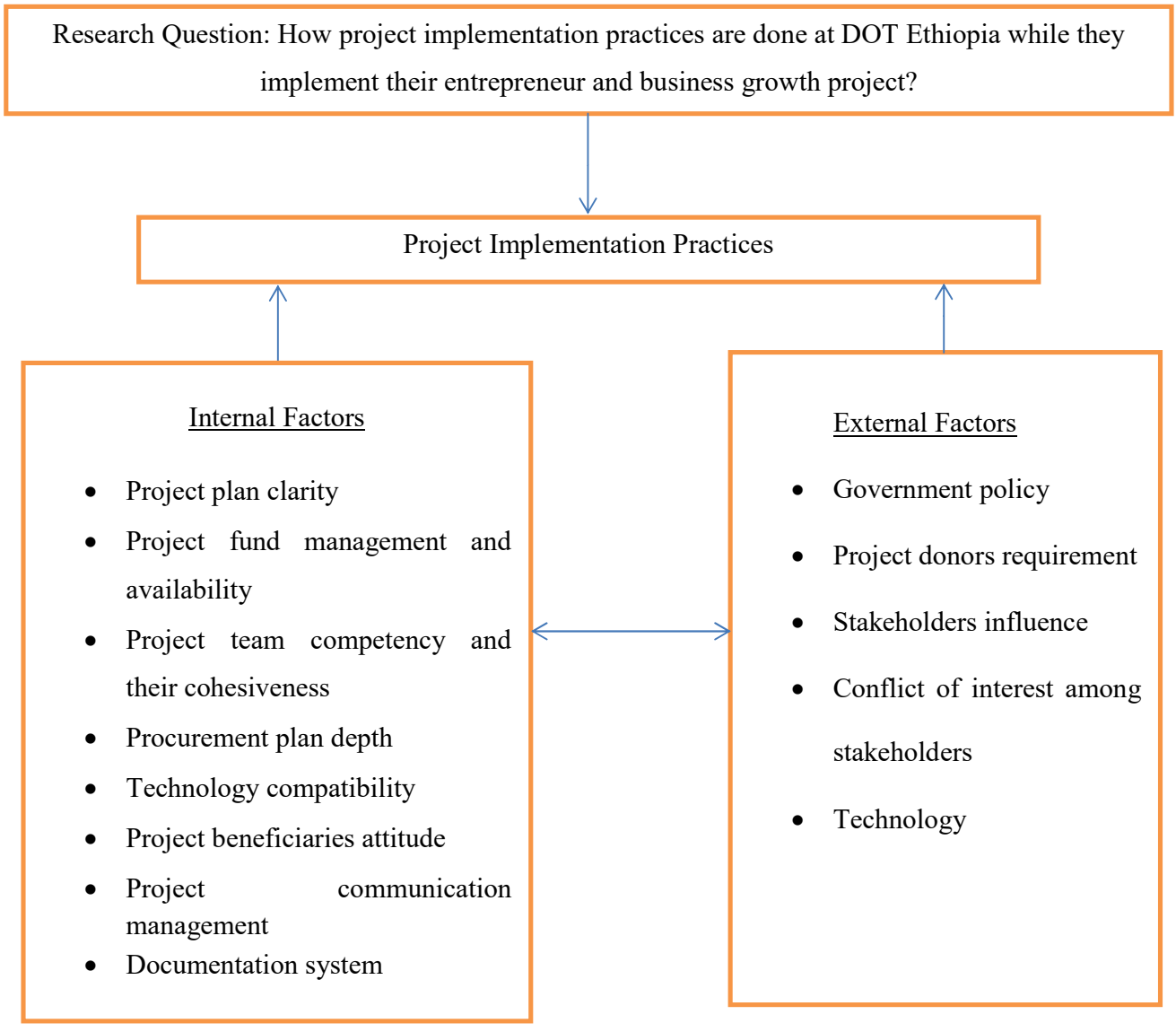
Most economists today agree that entrepreneurship is a necessary ingredient for stimulating economic growth and employment opportunities in all societies. In the developing world, successful small businesses are the primary engines of job creation, income growth, and poverty reduction. Therefore, government support for entrepreneurship as a crucial strategy for economic development. The culture of a community also may influence how much entrepreneurship there is within it. Different levels of entrepreneurship may stem from cultural differences that make entrepreneurship more or less rewarding personally.

In the present system due to the lack of effort to strengthen and create fair competitive atmosphere, the private sector is not showing the expected level of development. The business sector that the government monopolized cannot create a fair competitive atmosphere for creativity.

2.8 Conceptual Framework

Based on the above theoretical and empirical literatures the researcher will develop a frame work. The researcher believes that this framework will clarify the relationship of variables in the project implementation success. Finally the purpose of this framework is to guide the researcher in answering the research questions.

Figure 2: Conceptual framework



CHAPTER THREE: METHEDOLOGY

3.1 Introduction

The aim of this chapter is to give explanation on the methods and procedures that are used to answer the research questions projected in the first chapter of this study. The chapter encloses sections about the research design and approach, data collection procedure, population, sample size and sampling techniques, data sources and collection techniques, method of data analysis, and the ethical consideration. It begins by giving an introduction for this chapter. Section 3.2 discusses about the study approach and design that has followed; qualitative and quantitative research and clear explanations and illustrations about the reason for selecting the research design are put as well. Section 3.3 covers about the population, sample size and sampling procedures chosen and explanation as to why certain techniques are chosen by the researcher. Section 3.4 discusses the techniques that the researcher used to collect the valuable data for the study and the sources of data. Section 3.5 includes methods and techniques for data analysis the study used to construct. Finally section 3.6 addresses ethical issues preserved in the study.

3.2 Research Approach and Design

This study is based on a descriptive research whose primary objective is to provide clearer picture of the project phenomenon, mainly on a project implementation practices, and then the implementation challenges, specifically on DOT.

The researcher used the quantitative method to investigate the practical use of the general agreed project implementation process that recognized by the project management institute (PMI) and also to answer the last section of the questionnaire, which is the challenges faced by this project team through their project implementation processes and to determine the main challenges those affect the implementation processes.

The researcher follows a survey research strategy, which is the most popular and common strategy for social researches and mainly used for descriptive types of studies. It allows researchers to collect large amount of data from a population at a very low cost. Therefore, the

researcher employed a questionnaire survey research method because of that survey is usually a preferred research strategy to collect large amount of data and to easily compare and analyze using various statistical techniques.

3.3 Population, Sample size and sampling techniques

The population for this study is employees who were actively participating in the project, the program manager and the country director. The very target population of the study is the employees under the project and the program manager of the project in Addis Ababa. Even though, the sample size can be taken from the targeted population, the researcher collected the data from everyone who has been participating in the project. Rarely, it may be possible to collect and analyze the data from every possible case or group member; this is named a census. The people under the project are few in number, 18 employees. So, the researcher decided to use a census method, distributing the questionnaire for every team member of the project.

3.4 Data sources and Collection Techniques

3.4.1 Data sources

A data can be collected as either primary or secondary. Since the project implementation is western standards it was very essential to collect a primary data from the concerned persons. So, for this study the researcher used the primary source of data. In order to collect the primary data from the DOT employees the researcher used a questionnaire. And some printed documents collected from different prior dissertation, documents review, project concerning books, and public journals in aim of collecting sufficient amount of data in the mentioned area of the study.

3.4.2 Data collection Techniques

The data collected through the questionnaire prepared with close ended questions. The questions are prepared based on research questions as a base. The researcher designed the questions from the literature and some questions from other research questions and journals. The questionnaire consists of 45 questions: which are 5 basic questions, 9 identification phase concerning questions, 10 questions on planning phase, 10 on execution phase questions and lastly 11

challenging factors. Then, it is distributed for the target population and collected. Related documents also collected from books, dissertations, public journals, and the project organization.

3.5 Methods of Data Analysis

The responses gathered from research question about DOT Ethiopia project implementation practices and challenges are analyzed and interpreted using SPSS version 22 software.

3.6 Ethical consideration

The researcher ensures that ensure the quality and reliability of this study. The respondents give approval for the participation in the questionnaire with full awareness of what it is. The confidentiality and secrecy of the voluntary respondents was also guaranteed. This independent and impartial study considered not to cause harm to respondents in what so ever way. Accordingly, the researcher optimally considers all the ethical perspectives.

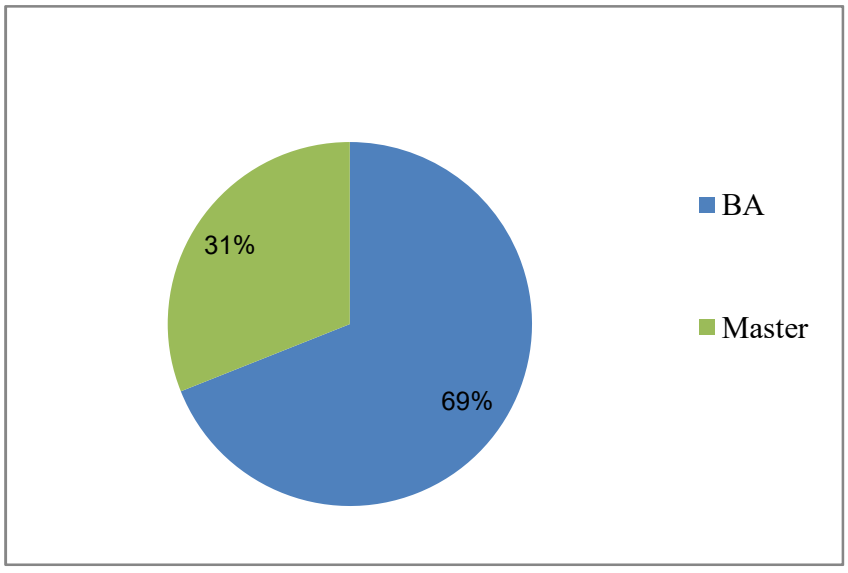
CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Introduction

In this chapter the results of the data collected from the data collection survey are analyzed and discussed using SPSS version 22. The questionnaire distributed within the DOT organization. The study was intended to collect the data from all the employees, but it was very challenging to collect from all due to employee's field work and lack of project knowledge. The questionnaire distributed for all but collected from 15 employees. The research questions mentioned in chapter one answered by the analysis and discussions from the end outcome of the collected data particular to each questions. The questionnaire is composed of three components: the first is respondent's demographic questions; the second composition is all about a project used tools and techniques and finally the challenges that hinder the project through the implementation process.

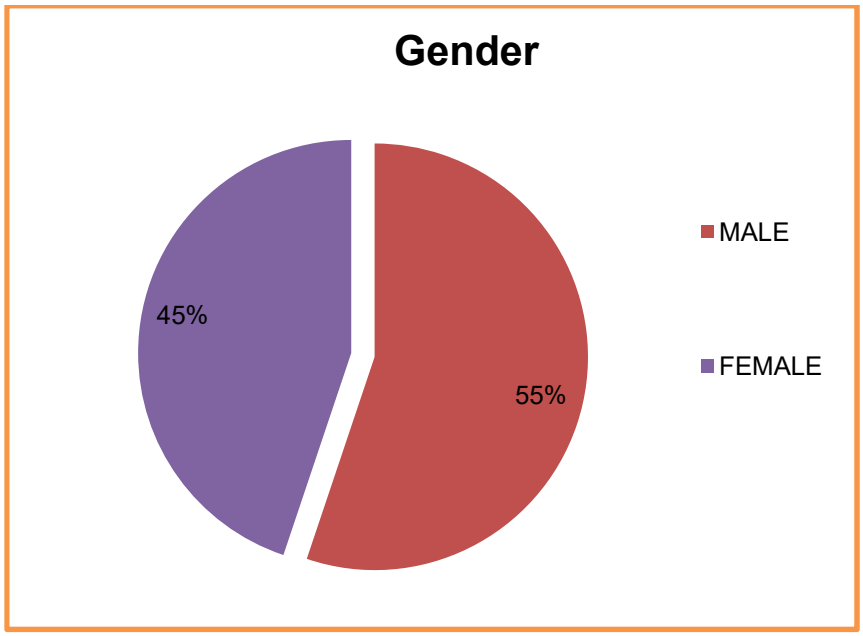
4.2 Respondent's personal Information

Figure 3: Level of Employee's Education



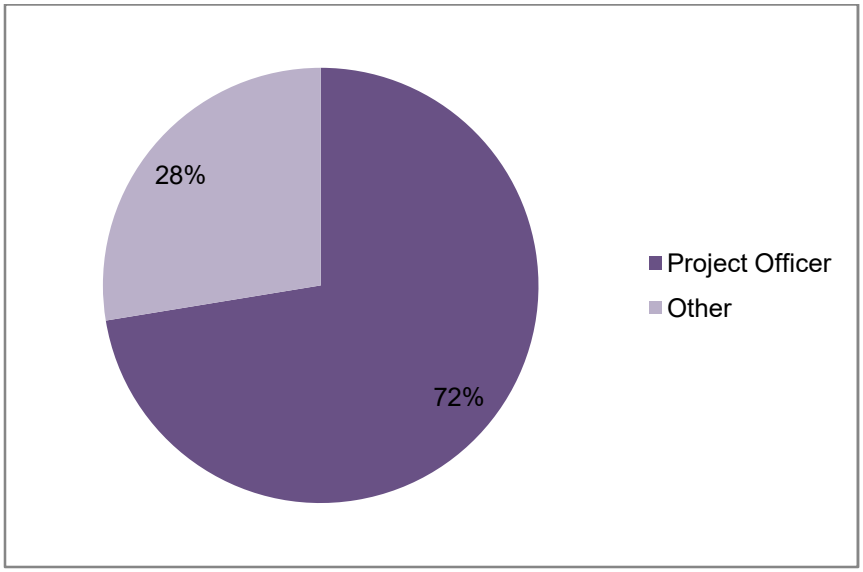
Source: Own Survey, 2017

Figure 4: Gender



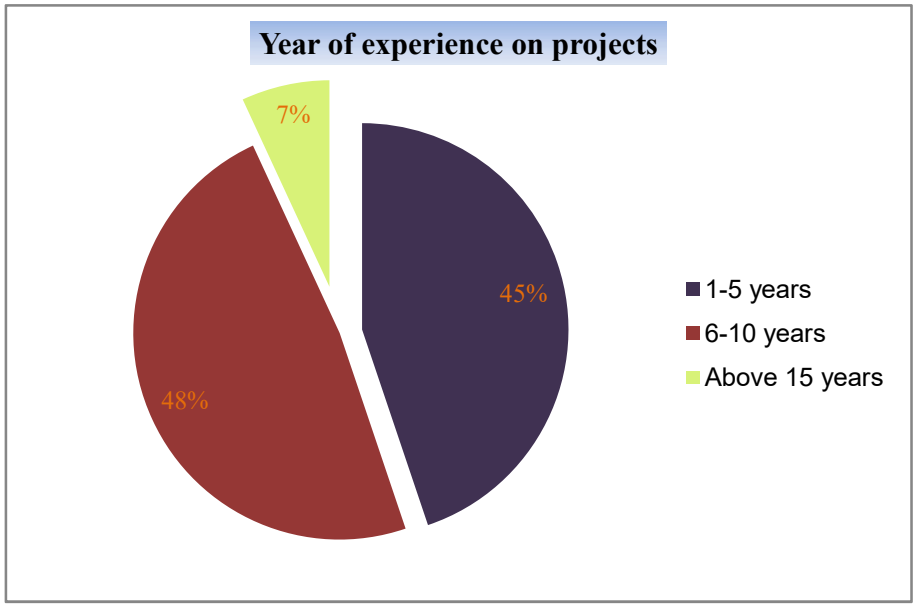
Source: Own Survey, 2017

Figure 5: Employee's current job position



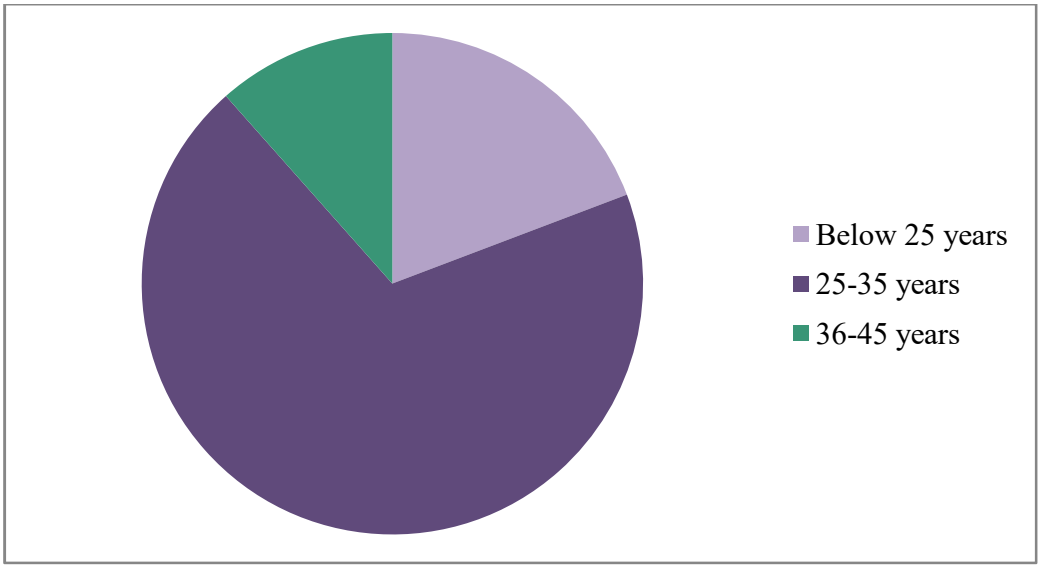
Source: Own Survey, 2017

Figure 6: Year of experience you have on projects



Source: Own Survey, 2017

Figure 7: Age



Source: Own Survey, 2017

About 55.2% of the respondents were male and 44.8% were female. The respondents categorized in to four age groups, 17.2% found under the age of 25, 62.1% were in the range of 25-35 years, the 10.3% respondents found in the range of age of 36-45 and the other 10.3% respondents were found above the age of 45. Regarding to their education level, the majority of the respondents were bachelor degree holders with 69% and the rest 31% were master graduates. As of having different educational level those respondents have different level of project related work experience; most of them (48.3%) have 6-10 years of experience on project related works, while next 44.8% of the respondents have 1-5 years of experience and the rest 6.9% have above 10 years of experience on projects.

4.3 Results and Analysis on the project implementation practices

4.3.1 Analysis on the Identification Phase

The DOT organization employee's responses towards the project identification phase presented in table below in the form of percentage of strongly disagree, disagree, neutral, strongly agree, and agree, mean and standard deviation.

The mean value that is derived shows the average of the employee's responses on each statement. While, the standard deviation shows how the respondents give diverse answer to the specific question.

All of the respondents have agreed up on the project compatibility with the state's development plan. Majority of the respondents agreed that the organization had conducted a project feasibility study in the identification phase: 86.7% of respondents agreed but the rest 13.3% didn't agree on the project feasibility study question. The respondents had strongly support the next two statements: Conducting the basic environmental impact assessment by 60% and the sustainability study of the project by 70% of the respondents. 33.3% of those respondents didn't have any support on the question whether the organization had conducted the basic environmental assessment in the identification phase, and the rest disagreed on the same question. 13.3% of the respondents were neutral on the sustainability study and the rest totally disagreed. The 93.3% of the respondents agreed on identifying and analyzing the risks those are expected to affect the project from its success in the project formation period. Majority f the respondents: 86.3% have

agreed in the establishment of the project office in the project formation phase. 26.6% of the respondent didn't agree on the participation of all the team members in the formation of the project, 40% of respondents were neutral whether all team members have participated in the identification phase or not but the rest 33.3% of the respondents agreed in the participation of the team members while the formation of the project. Above 60% of the respondents agreed both on the study to identify project requirements and formation of the project charter that describes the scope, time, cost, budget, quality and risks of the project.

Table 3: The project identification phase

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard deviation
Convenience of the project with the state development strategy.	-	-	-	20	80	4.8	0.41
The organization conducts a feasibility study.	6.7	6.7	-	46.7	40.0	4.0	1.16
An assessment taken on the project environmental impact.	6.7	-	33.3	46.7	13.3	3.60	0.98
Take a study on sustainability of the project.	6.7	6.7	13.3	40.0	33.3	3.8	1.18
Take a study on project risks.	6.7	-	-	40.0	53.3	4.33	1.04
Establishing the project office.	6.7	6.7	-	33.3	53.3	4.20	1.20
Developing the project team in the beginning.	13.3	13.3	40.0	13.3	20.0	3.13	1.30
Identifying the project requirements.	6.7	6.7	26.7	46.7	13.3	3.53	1.06
Preparing the project charter.	6.7	6.7	6.7	20.0	60.0	4.2	1.26
Average						3.83	0.42

Source: Own Survey, 2017

As shown in the above table, respondents have shown their decision on the identification phase with the average mean of 3.83 and a standard deviation value of 0.42. This show that, the respondent's perception towards the identification phase process lied in the agreed range.

4.3.2 Analysis on the Planning Phase

The organization employees responses presented in the following table in the form of percentage of strongly disagree, disagree, neutral, agree, and strongly agree, the mean and the standard deviation of each item in the table 4.

Majority of the respondents positively agreed on the following questions of the planning phase: 86.7% of the respondents agreed that the organization prepared a detailed plan of the project requirements and activities that describes how to implement the project, Detailed project schedule prepared for every activity that will be done during the implementation phase 86.3%, Very detailed project budget was prepared 73.3% , Prepare for the foreseeable project risks and identify the required actions to prevent and mitigate the occurrence of risk 73.3%, the project maintained team dynamism and work cohesiveness 73.3%, Set the expected quality standards for both the deliverables and the management processes 60%, Project deliverables acceptance criteria prepared that indicates the completion for each 53.4%, and Clear terms of reference for tender was prepared and documented 53%. The responses on the two planning questions were different from the above: 40% of the respondents were neutral on the proper procurement plan was prepared in advance but it was strongly supported by other 53.3% of the respondents and 46.7% of the respondents were neutral on Detailed communication plan for all stakeholders was prepared and supported by 46.6 % of the rest of the respondents.

Table 4: The project planning phase

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard deviation
Preparing detailed plan that describes how to implement.	13.3	-	-	20	66.7	4.26	1.38
Preparing detailed schedule for every activity to be done.	6.7	6.7	-	33.3	53.3	4.20	1.02
Determining quality standard.	6.7	13.3	20.0	33.3	26.7	3.60	1.24
Preparing detailed budget that shows the required amount.	6.7	-	20.0	40.0	33.3	3.93	1.09
Preparing procurement plan.	6.7	-	40.0	33.3	20.0	3.60	1.05
Preparing clear terms of reference for tendering.	6.7	6.7	33.3	33.3	20.0	3.53	1.15
Preparing risk plan of the project	6.7	6.7	13.3	33.3	40.0	3.93	1.22
Maintaining team dynamism and work cohesiveness while developing the team.	6.7	6.7	13.3	33.3	40.0	3.93	1.22
Preparing detailed communication plan for all stakeholders.	6.7	-	46.7	33.3	13.3	3.46	0.99
Preparing acceptance criteria that indicates the completion for each deliverables.	6.7	6.7	33.3	26.7	26.7	3.6	1.18
Average						4.01	0.60

Source: Own Survey, 2017

As of the above table the average mean is 4.01. This show the respondent's perception towards the planning phase process is in agreed range. The diversity of the responses given by the respondents shown by the standard deviation is 0.6.

4.3.3 Analysis on the Execution phase

The DOT organization employees responses presented on the table below in the form of percentage: strongly disagree, disagree, neutral, agree, and strongly agree, mean and standard deviation for each question under the project implementation phase.

Majority of the respondents agreed on all the questions under the execution phase: Project cost was managed according to the budget 73.4%, Project schedule was maintained based on the project plan 53.4%, Project quality was maintained based on the project quality management plan 66.6%, Changes happened during the implementation of the project were handled according to project change management plan 53.3%, Project risks were managed based on the project risk management plan 66.7%, Conflicts and issues aroused during the implementation of the project resolved based on the plan 53.3%, Communications to stakeholders were conducted to enhance transparency of the project 66.6%, Project used appropriate communication channels based on the project plan 73.3%, Project controlling and monitoring activities were carried out internally by the project team 73.3%, and Proper documentation after the accomplishments of each project phase was conducted 80%.

Table 5: The project execution phase

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard deviation
Managing the project cost according to the budget.	13.3	-	13.3	46.7	26.7	3.73	1.27
Maintaining the project time based on the project schedule.	13.3	6.7	26.7	46.7	6.7	3.26	1.16
Maintaining the project quality according to the quality plan.	6.7	6.7	20.0	33.3	33.3	3.8	1.2
Any changes handled according to the change management.	13.3	-	33.3	40.0	13.3	3.4	1.18
Managing risks effectively.	6.7	6.7	20.0	40.0	26.7	3.73	1.16
Any conflicts and issues aroused resolved effectively and properly.	6.7	6.7	33.3	33.3	20.0	3.53	1.12
Managing communication among stakeholders effectively.	13.3	-	20.0	33.3	33.3	3.73	1.33
Using appropriate communication channels.	6.7	6.7	13.3	40.0	33.3	3.86	1.18
Controlling and monitoring activities carried out internally by team members.	6.7	6.7	13.3	20.0	53.3	4.06	1.27
Documenting properly after each accomplishment for each phase.	6.7	-	13.3	46.7	33.3	4.0	1.06
Average						3.9	0.76

Source: Own Survey, 2017

As can be seen from the above table the average mean is 3.9, which is above average. This show the respondent's perception towards the execution phase process is in agreed range. The diversity of the responses given by the respondents is expressed by the standard deviation of 0.76.

4.4 Challenging factors

The employees responses towards the challenging factors were presented in the form of percentage of strongly disagree, disagree, neutral, agree, strongly agree, mean and standard deviation for each items in the table below.

Majority of the respondents ranked these statements as highly challenging points for their project: Unrealistic expectations of the project output 73.3%, lack of user inputs 66.6%, Lack of resources 60%, unrealistic project time frames 60%, changing requirements and specifications frequently 53.4%, and Challenges from government rules and regulations 53.3%.

Majority of the respondents ranked the following as least affecting factors: Lack of executive management support 40%, Incomplete Requirements and specification 46.7% Absence competency of project team members 53.4%, new technology 66.7%, and unclear visions and objectives 66.7%.

Table 6: The problems affecting the project

Questions	Least	Lower	Moderate	Highly	Extremely	Mean	Standard deviation
Lack of user input	13.3	13.3	6.7	33.3	33.3	3.60	1.45
Incomplete Requirements and specification.	26.7	20.0	20.0	20.0	13.3	2.73	1.43
Changing Requirements and specifications frequently.	13.3	13.3	20.0	26.7	26.7	3.4	1.4
Lack of executive management support.	20.0	20.0	13.3	33.3	13.3	3.4	1.41
New technology.	-	66.7	13.3	6.7	13.3	2.66	1.11
Lack of resources.	13.3	13.3	13.3	20.0	40.0	3.6	1.5
Unrealistic expectations of the project output.	13.3	6.7	6.7	40.0	33.3	3.73	1.38
Unclear Visions and objectives.	40.0	26.7	20.0	6.7	6.7	2.13	1.24
Unrealistic project time frames.	13.3	6.7	20.0	33.3	26.7	3.53	1.35
Absence competency of project team members.	26.7	26.7	20.0	13.3	13.3	2.6	1.4
Challenges from government rules and regulation.	13.3	13.3	20.0	20.0	33.3	3.46	1.45
Average						3.8	1.37

Source: Own Survey, 2017

The above table shows the challenging factors had an average mean of 3.8. This shows that respondents have positive agreements on the problems of the project that are affecting the project. The diversity of the responses is given by the respondents as indicated by the standard deviation is1.37.

4.5 Limitations of the study

There was reluctance of some employees to fill and return the questionnaire by the time table set at the beginning. Besides, there was the lack of project management knowledge among some officials and also the absence of project officials at their office desk due to field work. What made worse was the available time given to conduct this study. The researcher couldn't achieve as much as expected on the depth and extent of the survey while conducting this research especially to incorporate qualitative data. It was not possible to do within the specified time and employees accessible during the data collection period. Those limitations made the data collection process very challenging and the study conducted with this considerable limitations.

4.6 Further Implication for future Research

- Researchers can investigate the implementation practices in public sector projects.
- Further studies could be done to develop project methodologies suitable for our country context.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSSIONS AND RECOMMENDATIONS

This chapter summarizes and conclude the findings of the study with possible recommendations. It also discusses the limitations of the research project and proposes further areas of a research.

5.1 Summary of the major findings

This study assesses the project implementation practices of the entrepreneur and business growth project implemented by Digital opportunity Trust Organization in Addis Ababa. And also it further tried to understand the challenges that hinder the project during its implementation process. Summary of major research findings are presented below:

The first objective of the study which sought to determine the reality of the project implementation practice adopted by DOT while executing the entrepreneur and business growth projects was achieved. The study found that, project implementation practices were properly adopted by DOT, in Addis Ababa Region

The study also revealed that the project implementation processes of initiation, planning, and execution, were adopted while the implementation of the project. And also various activities under each phase were adhered by the organization.

Finally, the study found that a number of factors accounted for challenging of the project such as: unrealistic expectations from the project by the beneficiaries, lack of user's, lack of resources, unrealistic project time frames, frequent change of project requirements and specifications, and also challenges from government regulations and rules were found to account as challenging factors.

5.2 Conclusion

Based on the findings and data analysis of the research, the following conclusions are drawn:

The research findings has illustrate that the project had effectively integrated with the state development strategy. The organization had conducted the feasibility study, basic environmental impact assessment, sustainability study and also had conducted a study on any foreseeable risks that may arise during the implementation phase. And, they effectively prepared the project charter during the identification phase that describes the project objective, cost, scope, time and risks.

The plan also prepared in detail and in good concern. It gives clear way how to implement the project and this helps them during their implementation process. The communication plan was not clear to show when, what and to whom to report by every stakeholder of the project. There were some project problems appeared while the processes: beneficiaries unrealistic expectations from the project, lack of user's input, lack of resources, unrealistic project time frames, frequently changing the project requirements and specifications, and challenges from government regulations and rules.

5.3 Recommendations

- Emphasis should give for the identification phase of the project. Aligning the project goal with the big goal of the organization and the state' strategic plan is important and needs to be appreciated and continued.

- The project should be visible and communicated to all stakeholders effectively. Stakeholder's participation while developing and planning the project is important to increase their participation, commitment and ownership.

- Stronger focus on the Project timeframes is needed. It should be realistic and defined clearly based on the most possible and the least possible calculation.

- Stronger emphasis needs to give to scope creep. Identification and planning of the project should carry out in accordance with the project charter and all stakes needs to participate. Contingencies plans in the project plan are required to avoid unpleasant project surprises.

- Considering government rules and regulation is important. The state's rules and regulations should be considered throughout the project implementation process and this consideration help a project in achieving its success.

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APPENDICES

Addis Ababa University
School of Commerce
Project management program

Questionnaire to be filled by the employees of Digital Opportunity Trust organization

Dear respondents:

I am a graduate student of Addis Ababa University, School of Commerce. I'm conducting a research on **Project Implementation Practices** as a partial fulfilment of senior essay required for Masters of Arts program in project management. The very purpose of this research is to assess the practices of project implementation at Entrepreneur and Business Growth in Ethiopia project, and related challenges while implementing the project.

There are several factors that can make this research fruitful, but for the most your cooperation, honesty and genuine responses are the basic ones. Therefore, I would like to express my deepest gratitude for your cooperation in answering for the questions. The questionnaire will take a maximum of 15 minutes to complete. I kindly request your time and cooperation. Finally, at most I assure you that your response will be utilized only for academic purposes only and it will be maintained confidentially

Directions for filling the questionnaire:

- To make the satisfaction survey objective and make your response confidential, please don't mention your name or any other identification.
- There is no right and wrong answers of the option provided. Therefore, you are kindly requested to fill your opinion regarding each question.
- Please put a "√" mark on your choice in the space provided.
- In any situation where there are issues that are not pertinent to your case, you can skip to the next question.

I thank you in advance for your attention,

Bezawit Berhanu

This questionnaire has two major parts.

- The first part deals with background information.
- The second part deals with project implementation practices.

Please try to answer all the questions to the best of your knowledge either by ticking the appropriate box or by writing your answer carefully in the space provided. In a situation where there are issues that are not pertinent to your case, you can skip to the next question.

SECTION ONE: Background Information.

1- Level Education:

A. Diploma ☐ B. BA ☐ C. Master ☐

2- Sex

A. Male ☐ B. Female ☐

3- Your current job position:

A. Country Director ☐
B. Project Manager ☐
C. Project Officer ☐
D. Other_____

4- Years of work experience you have on projects.

A. 1-5 years ☐ B. 6-10 years ☐ C. 11-15 years ☐ D. >15 years ☐

5- Age:

A. < 25 years ☐ B. 25-35 years ☐ C. 36-45 years ☐ D. > 45 years ☐

SECTION TWO: Project Management

The following lists of statements will be used to get relevant information for the accomplishment of the research objectives. Thus, please indicate your level of agreement with each statement by ticking **(√)** on the spaces provided under each option. The options range from Strongly Agree to Strongly Disagree.

Note: SA - for Strongly Agree

A- For Agree

N- For Neutral

D- For Disagree, and SD- For Strongly Disagree

	A. During the Project identification phase (put a "√" mark on your choice)	**SD**	**D**	**N**	**A**	**SA**
1	The project is convenient with the state development strategy.					
2.	Feasibility study for the project was conducted adequately.					
3.	Basic environmental impact assessments were done.					
4.	Project sustainability study was conducted.					
5.	Risks of the project were analyzed carefully.					
6.	Set up the project office.					
7.	Project team members were fully participated at project identification phase.					
8.	Study on all project requirements was conducted.					
9.	"Project Charter" which describes scope, objectives, time, budget, and risks was prepared.					
	B. project planning phase (put a "√" mark on your choice)	**SD**	**D**	**N**	**A**	**SA**
10.	Detailed project requirements and activities plan that describes how to implement the project was prepared.					
11.	Detailed project schedule is prepared for every activity that will be done.					

12.	Expected quality standard set for both the deliverables and management processes.					
13.	Proper procurement plan was prepared in advance.					
14.	Clear terms of reference for tender was prepared and documented.					
15.	Prepare for the foreseeable project risks and identify the required actions to prevent and mitigate the occurrence of risk.					
16.	Detailed communication plan for all stakeholders was prepared.					
17.	Very detailed project budget was prepared.					
18.	The project maintained team dynamism and work cohesively.					
19.	Project deliverables acceptance criteria prepared that indicates the completion for each.					
C. Project Execution Phase (put a "√" mark on your choice)		**SD**	**D**	**N**	**A**	**SA**
20.	Project cost was managed according to the budget.					
21.	Project schedule was maintained based on the project plan.					
22.	Project quality was maintained based on the project quality management plan.					
23.	Changes happened during the implementation of the project were handled according to project change management plan.					
24.	Project risks were managed based on the project risk management plan.					
25.	Conflicts and issues aroused during the implementation of the project resolved based on the plan.					
26.	Communications to stakeholders were conducted to enhance transparency of the project.					
27.	Project used appropriate communication channels based on the project plan.					
28.	Project controlling and monitoring activities were carried out internally by the project team.					
29.	Proper documentation after the accomplishments of each project phase was conducted.					

SECTION THREE: Project Implementation Challenges

Iman at. el (2008), described the following points as challenging areas of a project. So, to have a common ground on the challenges of the project the researcher would like request you to rank the following lists of major project challenges. Please rank the following project management challenges based on your experience to express how much they influenced your project implementation towards its success.

Please put a **"√"** mark on your level of agreement.

No.	Project Challenging factors	Rank				
		Least	**Lower**	**Moderate**	**Higher**	**Extremely**
1	Lack of user input					
2	Incomplete Requirements and specification					
3	Changing Requirements and specifications frequently					
4	Lack of executive management support					
5	New technology					
6	Lack of resources					
7	Unrealistic expectations of the project output					
8	Unclear visions and objectives					
9	Unrealistic project time frames					
10	Absence competency of project team members					
11	Challenges from government rules and regulation					