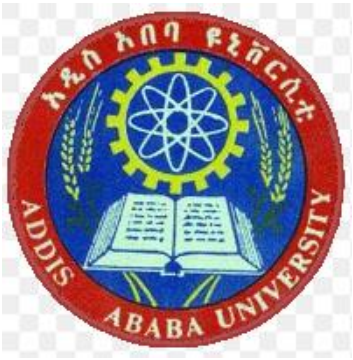

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

Assessment on Project Management Practices: A Case Study On SNV's Gender and Youth Empowerment In Horticulture Market (GYEM) Project

BY

Betelhem Moges

Advisor: Adane Atara (Dr.)

December, 2020

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A PROJECT WORK SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS DEGREE IN PROJECT MANAGEMENT

Advisor: Adane Atara (Dr.)

December, 2020

ADDIS ABABA, ETHIOPIA

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DEPARTMENT OF PROJECT MANAGEMENT

This is to certify that the thesis is prepared by Betelhem Moges, entitled: "Assessment on Project Management Practices: A Case Study On SNV's Gender and Youth Empowerment In Horticulture Market (GYEM) Project" and submitted in partial fulfillment of the requirements for the degree of Masters of Arts in project management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Approved Board Committee:

_____	_____	_____
Advisor	**Signature**	**Date**
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Internal Examiner	**Signature**	**Date**
_____	_____	_____
External Examiner	**Signature**	**Date**

DECLARATION OF CANDIDATE

I hereby declare that this research: “Assessment on Project Management Practices: A Case Study on SNV’s Gender and Youth Empowerment in Horticulture Market (GYEM) Project” is my own work and that it has not been submitted anywhere for any approval.

Name: Betelhem Moges

Signature: _____

Date: _____

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STATEMENT OF DECLARATION

This is to certify that Betelhem Moges has carried out this project work entitled: "Assessment on Project Management Practices: A Case Study on SNV's Gender and Youth Empowerment in Horticulture Market (GYEM) Project" under my supervision. This work is original in nature and it is sufficient for submission as the partial fulfillment for the award degree in Masters of art in project management.

_____	_____	_____
Advisor	**Signature**	**Date**

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ABSTRACT

Project management has evolved over time to a sophisticated and complex process, becoming the principal mean of dealing with change in modern organizations. Project management practices help organizations and practitioners to identify their priorities and develop related competencies to achieve their project targets. The current study intends to assess the practice of project management practice on A Case Study on SNV's Gender and Youth Empowerment in Horticulture Market (GYEM) Project by establishing relationships between the ten knowledge areas as per PMBOK guidelines. A total of 8 people has participated in this survey for their direct and strong involvement in the project. Data was collected through email using a well-structured research questionnaire. The collected data is analyzed using both quantitative and qualitative methods with descriptive research techniques. Percentages and mean were used to analyze the data obtained. The findings of this study show that, the project has practiced a proper time, cost and scope management as well as an average appliance of quality management. The result has as well acknowledged a cohesive practice of project human resource, stakeholder, integration and procurement management while noticing a lack of agreeableness on project risk management practice. The researcher further took subjective judgement to notice a weak communication management. Thus, this study suggested for the project to implement project management knowledge areas by following formal procedures based on the processes under each knowledge areas.

Key words: Project management, Project management knowledge areas, Project management practice

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ACRONYMS

GYEM	Gender and Youth Empowerment In Horticulture Market
SNV	Netherlands Development Organisation
PMBOK®	Project Management Body of Knowledge
PMI	Project Management Institution
SNNPR	Southern Nations, Nationalities and People's Region
WBS	Work Breakdown Structure

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

The long-term survival of any organization is to a certain extent dependent on management's ability to develop and implement corporate strategies in harmony with its ever-changing environments. Furthermore, different reviews state that the strategic alignment between an organisation and its environment is usually affected through projects such as investments, new products, internal re-organisation, and etcetera. The escalating resource constraints faced by organizations require the implementation of project management methods that will maximize the proportion of successful projects.

According to Micheal (2013), an increasingly competitive and volatile environment, projects are of growing strategic importance to the survival of any organisation for the following reasons:

(i) The timing and successful implementation of projects can greatly enhance an organisation's competitive situation.

(ii) Projects consume an organization's resources such as cash flow, people and equipment. Projects only produce a return on investment when successfully implemented, therefore, the goal of any project management system is to transfer projects into stable operations that will eventually generate liquidity.

(iii) Projects normally involve significant changes to the infrastructure (and culture) of an organisation. Projects often require the destabilization of the existing order when they necessitate the re-engineering and restructuring of the internal workings of the organisation. Projects are thus a source of deviation that create tension and provoke the need for change.

Iman Attarzadeh and Siew Hock Ow (2008) as cited in Kefale, (2019) after identifying comprehensive factors causing project failure related to planning problems, implementation, monitoring and controlling problems; recommends that applying good project management practices would help to avoid these failure factors, and leading to project success. According to

this study, applying project management practices at right time, in right way and for right activity contributes to reduction or elimination of projects getting into distressed/non-performing.

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of the 47 logically grouped project management processes, which are categorized into five Process Groups. These five process groups are: Initiating, Planning, Executing, Monitoring and Controlling, and Closing; which are applicable to manage a project toward a more successful outcome (PMI 5th edition, 2013: p5).

Project management has evolved over time to a sophisticated and complex process, becoming the principal mean of dealing with change in modern organizations. As projects developed and knowledge 0was gained in this field, standards have occurred. Organizations and project management associations all over the world started to develop and follow these standards in order to optimize the project management activity.

Hence, the purpose of this study is to assess a project practice undertaking the project knowledge areas such as project scope management, project time management, project cost management, project quality management, project risk management, project integration management, project human resource management, project communication management, project Procurement management and project stakeholder management; which are discussed later in this work.

The study is performed by using the project management framework; PMBOK for analysis of studied project.

1.2. Background of the Organisation and Project

SNV is a not-for-profit international development organisation that makes a lasting difference in the lives of people living in poverty by helping them raise incomes and access basic services. IT focuses on only three sectors i.e. Agriculture, Energy and water, sanitation and Hygiene and have a long-term, local presence in over 25 countries in Asia, Africa and Latin America.

Women and youth make up the largest proportion of the population of developing countries. As such, they are priority targets of development agenda both at household and community levels. SNV, the Netherlands' development organization, remained engaged in development programs addressing the gaps pertaining to enhancing the socio-economic condition of women and youth. Gender and Youth Empowerment (GYEM) in horticulture markets project has been executed for three consecutive years in seven Woredas (districts) of Oromia and SNNP regions.

GYEM project has been implemented with a goal of enhancing women's and youth's social and economic empowerment through improved access to and control over assets and income and benefits in the horticulture value-chain in partnership with two local unions, Meki Batu and Timret, and their cooperative members. The unions play an important role in inputs supply, access to markets and service provision. Working with local partners is also part of SNV localisation strategy of capacitating local organisations to achieve sustainability.

The collaboration between GYEM and **Horti-LIFE** forms another cornerstone of the project. Horti-LIFE, funded by the Embassy of the Kingdom of the Netherlands in Ethiopia, will establish Farmer Field Schools in which the cooperatives of GYEM will participate. Farmer Field Schools will capacitate smallholders in all aspects of growing horticulture crops (new technologies, post-harvest handling, pest management and disease control …).

Overall goal: **Enhance women's and youth's social and economic empowerment through improved access to and control over assets and benefits in the horticulture value chain**. This means that:

- Cooperative members, with a focus on women, attain higher income and control over income from their horticulture activities;
- Unions and cooperatives improve their performance in output marketing;
- Unions and cooperatives improve the services to their members in a gender balanced way;
- Youth enhance their participation and income in horticulture value chains;

- The communities, unions and cooperatives promote women participation and decision-making power in horticulture value chains.

The project is targeting women and youth to be integrated in profitable horticulture values chains. The horticulture sector in Ethiopia is growing and it offers both business and market opportunities for women and youth provided there is a clear program for strengthening this target group. Despite its potential, there are challenges for the further growth of the sector such as access to inputs, finance, value addition and more, which affect smallholder farmers in general and even more so women. GYEM will facilitate women and youth empowerment so that they can enhance their participation in the horticulture sector and increase their benefits accruing from these activities.

Empowering women means addressing the power imbalances that prevent them from fully participating in horticulture activities. If women are being marginalized, huge inefficiencies result which impacts the welfare of the households. Studies and experience show over and over again that if women's needs are equally on the agenda as men's needs, it increases the health, education, productivity and income of the whole family. On top of that, better production and income perspectives help ensuring that more young people stay in farming and related activities.

Youth are also a target group addressed in this project. Ethiopia has a large young population who tend to leave the rural areas to look for better job opportunities in the cities. Agriculture however is an important sector in Ethiopia that provides the biggest part of current employment. We need to keep involving youth in agriculture activities. They can engage in agro-service enterprises such as agro-dealership, spraying, trading, collective marketing, joint production on leased land, and more.

The project has also strengthened the unions and the cooperatives in the services they deliver to their members, their marketing performance and in implementing gender-transformative strategies in all activities. Next to that GYEM will contribute to a wider understanding among

government and non-government stakeholders on gender and the opportunities women bring to further horticulture growth. Companies, traders, processors will find new business opportunities in the project working area, boosting local economic development.

1.2.1. Women empowerment

The approach of GYEM regarding the empowerment of women, is **Balancing Benefits**:

- **Household dialogues**: working on the roles of men and women, related to tradition and culture and the mutual relationships between them; developing a vision on how to live and work together on household and community level.
- **Grow women's business**: working on access to resources (assets, services, inputs, markets …) and control over benefits; this will be done through Farmer Field Schools and Village Savings and Loan Associates.
- **Women Leadership**: in every project activity, women leadership is encouraged, being it generated from the intrinsic motivation of women or through capacity building.
- **Markets and governance**: collaboration with value chain actors and government stakeholders and facilitate gender-transformation policies, is crucial to improve the position of women in horticulture value chains. The marketing aspect, strengthened on the level of the cooperatives and the union, is indispensable.

1.2.2. Youth empowerment

The approach of GYEM regarding the empowerment of youth, is **Opportunities for Youth Employment**:

- **Workforce development and enterprise development**: along the horticulture value chain the needs of the various stakeholders are identified. Needs can arise from the cooperative members and are translated into market opportunities. Once these market opportunities are clear, motivated youth are capacitated with the necessary skills. GYEM will train youth and will at the same time make co-investments in youth groups in order to launch them

for the demanded services/businesses. This matching approach develops the technical and business skills of the youth, enabling them to generate income. At the same time, smallholders get more access to better services which is crucial for the production, productivity and quality and thus the income of the horticulture crops.

- **Leadership development**: through skills development, peer exchange and coaching, young people enhance their capacity to find solutions for their own challenges in an ever-changing environment.

The donor for the project was a charity organisation based in the UK named Donor Comic Relief. The project took a period of 3 years to be completed i.e. from 2016 EC to 2019 EC. Two particular regions were targeted for the GYEM project; Oromia region and SNNPR. While the first was represented by a local union named Meki Batu Fruits and Vegetables Products Cooperatives Union the latter was represented by a local union called Timret Irrigation Development and Marketing Cooperatives Union

The project reported to reach 20,000 beneficiaries upon completion.

1.3. Statement of the Problem

Each year, enterprise organizations around the world face astronomical project failure and delay rates, often wasting millions of dollars per failed project. There is no single method or organizational structure that can be used to manage projects to success. Different organizations handle the functional projects differently. Some have fragmented and decentralized groups with multiple titles indicating that they are projects, while others might have large aggregations of project management professionals in a centralized support organization. (Discenza. R & Forman. J.B, 2007)

Based on a documented secondary data evaluation report made on the project, a gap was observed for instance in the case of youth empowerment while others demanding change in approach like the case of output marketing where the large amount of horticulture production from the area which creates suppress and need to be made available in the markets with scarcity

by paving a way for access and some sort of processing application. The researcher further took the initiation to assess the appliance of project management knowledge areas in full scale in the GYEM project life.

Hence this study mainly focuses to assess the practice of project management knowledge areas in the life of the GYEM project.

1.4. Research Questions

- Are the PM knowledge areas practiced in SNV's GYEM project process?
- What kinds of challenges is noticed in implementing the knowledge areas in the different process stages in SNV's GYEM project life?

1.5. Objectives

1.5.1. General Objectives

The main objective of the study is to assess the project management practices in case of SNV's Gender and Youth Empowerment in horticulture Market (GYEM) project

1.5.2. Specific Objectives

- To assess if the PMBOK knowledge areas of project management were practiced on each project process groups in the GYEM project
- To pin point on gaps and possible challenges in implementing the PMBOK knowledge areas successfully

1.6. Significance of the Study

This study is helpful for the project, to demonstrate the contribution of effective project management processes and techniques so as to improve the practice of upcoming project to be done in the organisation. That is to attain the goals of the project within planned time, under the given budget and at agreed or targeted quality required of products efficiently and effectively.

And it serves as an input to identify in which of the life cycle of the project that the project needs improvement. It helps to understand the role of practicing project management process/ knowledge area and applying it for further development. It can also be used as a future reference for researchers on the subject matter. For project consultants, it can serve as reference while preparing feasibility studies and other project consulting activities; and for other project stakeholders, including government and non-governmental organizations.

1.7. Limitation of the Study

Data collection was a bit difficult due to unfortunate COVID-19 outbreak hence most of the project teams were working from home with limited physical contact. Since it was a completed project, no observation could be made to collect data. In addition, some project management practice concepts were not covered; for instance, project activities maturity level models, the five project management process groups and their processes which have significant value for project performance improvement. Furthermore,

1.8. Scope and Delimitation of the Study

This study has focused only on a completed project undertaken by SNV in partnership with two local unions; Meki in Oromia region and Timret in SNNPR regions.

This study only concentrated on assessing project management practices, through the generally accepted project management knowledge areas and process groups defined by PMBOK, which will enhance the management of projects.

1.9. Organisation of the Study

This thesis work has five chapters. The first chapter includes introductory part with background of the study, background of the project, statement of the problem, research objective, research questions, significance of the study, limitation of the study, and scope and delimitations of the study. Chapter two is composed of the review of various books and journal articles to base the study on existing literature. This chapter discusses relevant issues to build understanding of the subject matter. Chapter three contains the details of the research methodology to gather and analyze data from which findings are drawn. Chapter four contains the analysis of the data gathered by means of data collection methods and instruments indicated in the methodology part. The last chapter discusses about summary, conclusion and recommendation. The references used in the study, and questionnaire used are included in the Appendix section.

CHAPTER TWO

LITERATURE REVIEW

2. Theoretical Review

2.1. Project

A project is a unique, transient endeavor, undertaken to achieve planned objectives, which could be defined in terms of outputs, outcomes or benefits. A project is usually deemed to be a success if it achieves the objectives according to their acceptance criteria, within an agreed timescale and budget. Project management then, is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. (Acadamia.edu)

Projects, as a way to attain objectives, have been used since ancient times, generating important results to society and culture like The Great Wall of China, Ancient Roman roads, the first steam engine and many others. A project is a new, unique and temporary set of activities, with a defined beginning and end, which uses resources in a planned and organized way with the purpose of reaching certain objectives. The temporary nature of projects stands in contrast with repetitive or permanent activities (Liviu et al., 2010)

Projects are collective and purposeful endeavors driven by advancing collective comprehensions and interpretations of means and ends (Zavadskas et al., 2008). Project success (or failure) contribute to the success (or failure) of corporate strategies that's why projects are increasingly becoming an integral unit of corporations functioning in the competitive environments of today (Serra, 2017; Project Management Institute, 2013).

2.2. Project Management

The characteristics of a project require a specific type of management. Project management is accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing (Project Management Body of Knowledge, 2004, pp. 38).

With ever-increasing competition and uncertainties, more and more organizations are handling organizational issues on project management basis to achieve objectives at fast. Nowadays, project management has seen its application in various kinds of organizations and sectors that encompasses both services and manufacturing industries. In the past, project management was viewed as a threat to established lines of authority and thus to traditional way of managing organizational tasks, however today it is considered a competitive weapon to provide superior quality and services to the clients (Kerzner, 2014).

Project management has evolved over time to a sophisticated and complex process, becoming the principal mean of dealing with change in modern organizations. As projects developed and knowledge was gained in this field, standards have occurred. Organizations and project management associations all over the world started to develop and follow these standards in order to optimize the project management activity.

2.3. Project Management Practice

The Project Management Institute (PMI) published the PMBOK Guide for the first time in 1987, in an attempt to standardize generally accepted project management information and practices. The PMBOK Guide was edited for the 4thtime in 2008 and it is now one of the most widely used standards in project management. The Project Management Body of Knowledge (PMBOK) is a collection of processes and knowledge areas generally accepted as best practice within the project management discipline. The PMBOK Guide is also an internationally recognized standard

that provides the fundamentals of project management as they apply to a wide range of projects. Specialized standards were developed as an extension to PMBOK, in order to suit special industries for example PMBOK Construction Extension and PMBOK Government extension. (Liviu et al, 2010)

The *Project Management Body of Knowledge* (PMBOK®) is an inclusive term that describes the sum of knowledge within the profession of project management. As with other professions such as law, medicine, and accounting, the body of knowledge rests with the practitioners and academics that apply and advance it. The full project management body of knowledge includes knowledge of proven traditional practices that are generally accepted and widely applied, as well as knowledge of innovative and advanced practices that have seen more limited use, and includes both published and unpublished material.

GENERALLY ACCEPTED means that the knowledge and practices described are applicable to most projects most of the time, and that there is widespread consensus about their value and usefulness. Generally accepted does not mean that the knowledge and practices described are or should be applied uniformly on all projects; the project management team is always responsible for deter- mining what is appropriate for any given project.

Project management processes and techniques are used to coordinate resources to achieve predictable results. Best practice is based on experience and is used to describe the process of developing and following a standard way of doing things. In project management, best practice is a general term that includes: guidelines and international standards. Both standards and guidelines are looking to improve project management (Liviu et al., 2010).

POBOK Guide, 5th edition describes processes in terms of: Inputs; Tools and Techniques; and Outputs. The PMBOK Guide recognizes 47processes organized in five basic process groups and ten knowledge areas. The five process groups are: Initiating, Planning, Executing, Controlling and Monitoring, and Closing.

The 9 knowledge areas are:

- 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
- Project Procurement Management
- Project Stakeholder Management

2.4. Project Process Groups

Projects are becoming more and more common in companies, and expectations are higher and higher in terms of performance (time, cost, specifications). It is therefore important to have a project process in place that helps to achieve the expectations that the organisation places on the project.

The project management processes are shown in the Process Group in which most of the related activities takes place. The project management processes, according to PMBOK, can be organized into five groups; Imitation, planning, Executing, Monitoring and Control and Closing the Process group.

Below diagram shows the Project Process using the PMBOK® terminology. It shows that "Planning" and "Executing" are not discrete processes but continue throughout the life of the project, from beginning to end. It also shows that "Control" takes place continuously throughout the project. (2013, Christine)

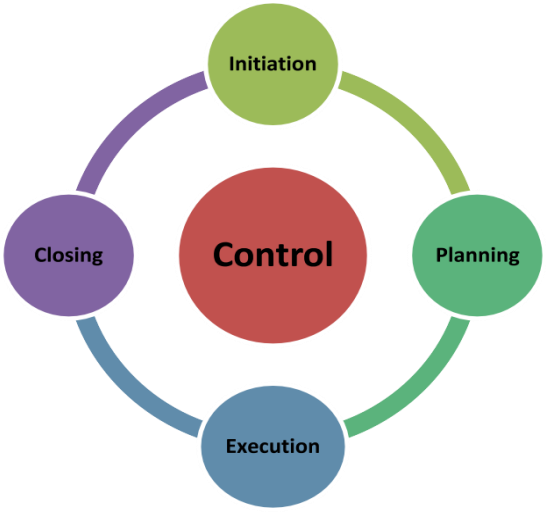

Figure 1: The Project Process

2.4.1. Initiating Process Group

According to Jessica E, 2020, The initiating process group is generally when a project is formally approved and assigned a project manager. The group includes two primary processes: developing the project charter and identifying the project stakeholders. The two outcomes of this process group are the project charter document and the stakeholder register. The stakeholder register lists who the project stakeholders are, what their stake in the project is, and what they expect in regards to frequency and form of communication.

2.4.2. Planning Process Group

According to PMI, Planning is working out the details of how you are going to solve the problem. During the planning phase, you identify all the work that must be done, who does it, when they do it, how long it takes, and how much it costs. This process group also addresses a narrower clarification of all project goals and expectations and puts in place the project infrastructure necessary to achieve those goals according to the timeline and budgetary constraints.

The planning group is the largest of the five process groups, consisting of 24 processes in total. This group of processes is designed to help you plan your entire project in detail, from the scope,

schedule, and budget, through to how you will manage the key stakeholders. The primary outcome of this planning stage is a project management plan (PMP).The project management plan and project documents developed as outputs from the Planning Process Group will explore all aspects of the scope, time, cost, quality, communications, human resources, risks, procurements, and stakeholder engagement. (PMBOK, 2013)

2.4.3. Executing Process Group

The Executing Process Group consists of those processes performed to complete the work defined in the project management plan to satisfy the project specifications. This Process Group 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.

This process group involves managing teams effectively while coordinating time line expectations and reaching benchmark goals. Project managers utilizing this set of skills will demonstrate a high degree of organization and communication skills while addressing team concerns. The results of the analysis can trigger change requests that, if approved, may modify the project management plan or other project documents and possibly require establishing new baselines. A large portion of the project's budget will be expended in performing the Executing Process Group processes.

2.4.4. Monitoring and Controlling Process Group

This process group focuses on monitoring and measuring project performance to see whether the project is on track with its plan. Processing change orders, addressing ongoing budget considerations, and mitigating unforeseen circumstances that may affect team's ability to meet initial project expectations are all part of the core skills and competencies involved in this process group.

The Monitoring and Controlling Process Group consists of those processes required to track, review, and orchestrate the progress and performance of the project; identify any areas in which

changes to the plan are required; and initiate the corresponding changes. The key benefit of this Process Group is that project performances measured and analyzed at regular intervals, appropriate events, or exception conditions to identify variances from the project management plan.

2.4.5. Closing Process Group

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

The Closing Process Group consists of those processes performed to conclude all activities across all Project Management Process Groups to formally complete the project, phase, or contractual obligations. This Process Group, when completed, verifies that the defined processes are completed within all of the Process Groups to close the project or a project phase, as appropriate, and formally establishes that the project or project phase is complete.

2.5. Role of Project Knowledge Areas

2.5.1. Project Integration Management

Project Integration Management includes the processes required to ensure that the various elements of the project are properly coordinated. It involves making tradeoffs among competing objectives and alternatives to meet or exceed stake- holder needs and expectations.

The major processes under project integration management are; develop project charter, project plan development, project plan execution and overall change control. The first process helps formally authorize the project and allow the project management to apply organizational resources. Project plan development aids in taking the results of other/subsidiary planning processes and putting them into a consistent, coherent document. Project plan execution helps

to carry out the project plan by performing the activities included therein and implementing the approved process improvement plans and changes. Finally, overall change control supports in coordinating changes across the entire project. (Tigest, 2017)

2.5.2. Project Scope Management

Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. It is primarily concerned with defining and controlling what is or is not included in the project.

According to PMBOK the major project scope management processes includes initiation to begin the next phase of the project. Then, scope management plan so as to know how the scope will be defined, validated and controlled including how to prevent scope creep, how to handle change requests, escalation path for disagreement on scope elements between stakeholders, process for creating scope statement, WBS, how the deliverables will be accepted. This process is the first step in project scope management in which the project's size, complexity, importance, and other factors will affect how much effort is spent on scope planning and the main output is a project scope management plan and the tools and techniques are template forms, standards as well as expert judgment. The third process would be collecting requirements and comprises a condition that must be met by a deliverable to satisfy a contract standard including documented needs, wants, expectation of the stakeholders using stakeholder requirements, project requirements, quality requirements with interview, focus groups, observation, questionnaire, document analysis, etc. The next process to have is scope definition which helps to define project and product scope, outlines what will be and what will not be included in the deliverables, including details of risks, constraints and assumptions. Project scope statement includes objectives, scope, requirements, boundaries, deliverables, cost estimation, specifications, etc. The other main process is having a WBS to break down the major project deliverables into smaller, more manageable components. WBS can provide alternatives if the budget and schedule could not meet managements' expectations. After having the WBS we need to verify scope to formalizing

acceptance of deliverables from stakeholders/customers near the end of project/ phase deliverables. Finally, there need to be a scope change control for controlling and assessing changes to project scope. It measures the work product against the scope baseline to ensure the project stays on track proactively so as to prevent unnecessary changes to the project.

2.5.3. Project Time Management

Project Time Management includes the processes required to ensure timely completion of the project.

The processes required to ensure the timely completion of the project by identifying and documenting the specific activities (work to be done) to produce the project deliverables (outcomes). Project Time management includes the following activities. (Duncan, 1996)

- Activity Definition - identifying the specific activities that must be performed to produce the various project deliverables. It further decomposes work packages into activities for more detailed and accurate estimations.
- Activity Sequencing - identifying and documenting interactivity dependencies.
- Activity Duration Estimating - estimating the number of work periods which will be needed to complete individual activities.
- Schedule Development - analyzing activity sequences, activity duration and resource requirements to create the project schedule. The schedule baseline is the approved and signed version of project schedule that is incorporated into the project management plan.
- Schedule Control - controlling changes to the project schedule by measuring results, making adjustments

2.5.4. Project Cost Management

Project Cost Management includes the processes required to ensure that the project is completed within the approved budget.

Project cost management is primarily concerned with the cost of the resources needed to complete project activities. However, project cost management should also consider the effect of project decisions on the cost of using the project's product. This broader view of project cost management is often called *life-cycle costing*. Life- cycle costing together with Value Engineering techniques are used to reduce cost and time, improve quality and performance, and optimize the decision-making. In many application areas, predicting and analyzing the prospective financial performance of the project's product is done outside the project. In others (e.g., capital facilities projects), project cost management also includes this work. When such predictions and analyses are included, project cost management will include additional processes and numerous general management techniques such as return on investment, discounted cash flow, payback analysis, and others. Project cost management should consider the information needs of the project stakeholders—different stakeholders may measure project costs in different ways and at different times. (PMBOK, 2000)

Here, costs for the project have to be calculated by developing an estimate of the costs for the resources needed to complete project activities and resources have to be planned, by determining what resources (people, equipment and materials) and what quantities of each are needed to perform project activities.

The major processes under project cost management stated in PMBOK are, resource planning, cost estimating, determine budget and cost control. In resource planning, we need to know what resources (people, equipment and materials) and what quantities of each should be used to perform project activities. After determining resources, the second process would be estimating the cost by developing an approximation (estimate) of the costs of the resources needed to complete project activities, which includes indirect cost and contingency reserves. Then allocating the overall cost estimate to individual work items, and determine when to spend the money would be the next process. Finally, there has to be change control to the project budget by checking against the project funding requirements. (Tigest, 2017)

2.5.5. Project Quality Management

Project Quality Management includes the processes required to ensure that the project will satisfy the needs for which it was undertaken. It includes "all activities of the overall management function that determine the quality policy, objectives, and responsibilities and implements them by means such as quality planning, quality assurance, quality control, and quality improvement, within the quality system."

Project quality management must address both the management of the project and the product of the project. The generic term *product* is occasionally used, in literature regarding quality, to refer to both goods and services. Failure to meet quality requirements in either dimension can have serious negative consequences for any or all of the project stakeholders.

There are three sub-processes which need to be included in the process. The first is quality planning which helps in identifying which quality standards are relevant to the project and determining how to satisfy them. Then, quality assurance comes so as to evaluate the overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards. Finally, quality control which helps in monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance.

2.5.6. Project Human Resource Management

Project Human Resource Management includes the processes required to make the most effective use of the people involved with the project. It includes all the project stakeholders—sponsors, customers, partners, individual contributors, and others.

According to PMBOK, 2000, the temporary nature of projects means that the personal and organizational relationships will generally be both temporary and new. The project management team must take care to select techniques that are appropriate for such transient relationships.

The nature and number of project stakeholders will often change as the project moves from phase to phase of its life cycle. As a result, techniques that are effective in one phase may not be effective in another. The project management team, hence, must take care to use techniques that are appropriate to the current needs of the project.

Human resource administrative activities are seldom a direct responsibility of the project management team. However, the team must be sufficiently aware of administrative requirements to ensure compliance.

The major sub processes under project human resource management identified are organizational planning which helps in identifying, documenting and assigning project roles, responsibilities and reporting relationships. Networking is useful in understanding skills of individuals and political and interpersonal factors within the organization. Then it is staff acquisition supports in getting the human resources needed assigned to and working on the project. The third is team development so as to develop individual and group skills to enhance project team performance. The final sub process is managed project team which helps to track team members performance by offering feedback, support, manage conflicts, resolve issues so as to increase creativity and better decision-making.

2.5.7. Project Communications Management

Project Communications Management includes the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information. It provides the critical links among people, ideas, and information that are necessary for success. Everyone involved in the project must be prepared to send and receive communications, and must understand how the communications in which they are involved as individuals affect the project as a whole.

According to PMI in PMBOK guide, there are four major processes under this knowledge area. The first is communications planning which helps in determining the information and

communications needs of the stakeholders who needs what information, when will they need it and how will it be given to them. Then it is information distribution which supports to make all needed information available to project stakeholders in a timely manner. The third is performance reporting which helps in collecting and disseminating performance information which includes status reporting, progress measurement and forecasting. Finally, administrative closure comes so as to generate, gather and disseminate information to formalize phase or project completion and to ensure optimal information flow for effective stakeholder expectation management.

2.5.8. Project Risk Management

Risk management is the systematic process of identifying, analyzing, and responding to project risk. It includes maximizing the probability and consequences of positive events and minimizing the probability and consequences of adverse events to project objectives.

Project risk is an uncertain event or condition that, if it occurs, has a positive or a negative effect on a project objective. A risk has a cause and, if it occurs, a consequence. The risk event is that the permit may take longer than planned, or the personnel may not be adequate for the task. If either of these uncertain events occur, there will be a consequence on the project cost, schedule, or quality. Risk conditions could include aspects of the project environment that may contribute to project risk such as poor project management practices, or dependency on external participants that cannot be controlled.

Project risk includes both threats to the project's objectives and opportunities to improve on those objectives. It has its origins in the uncertainty that is present in all projects. Known risks are those that have been identified and analyzed, and it may be possible to plan for them. Unknown risks cannot be managed, although project managers may address them by applying a general contingency based on past experience with similar projects.

Organizations perceive risk as it relates to threats to project success. Risks that are threats to the project may be accepted if they are in balance with the reward that may be gained by taking the

risk. To be successful, the organization must be committed to addressing risk management throughout the project. One measure of the organizational commitment is its dedication to gathering high-quality data on project risks and their characteristics. (PMBOK, 2000)

According to Tigest, 2017, the sub processes in project risk management are risk identification which helps to determine which risks are likely to affect the project and documenting the characteristics of each. Then it is risk quantification which supports in evaluating risks and risk interactions to assess the range of possible project outcomes. The third is risk response development for defining enhancement steps for opportunities and responses to threats. The last process would be risk response control which aids in responding to changes in risk over the course of the project and check if assumptions are still valid, procedures are being followed and any deviance. It also includes identifying new risks and evaluate effectiveness of risk response plan.

2.5.9. Project Procurement Management

Project Procurement Management includes the processes required to acquire goods and services, to attain project scope, from outside the performing organization. For simplicity, goods and services, whether one or many, will generally be referred to as a *product*.

The first process is procurement planning that helps in determining what to procure, when to procure and whether to obtain products/services outside of the organization. The next process is solicitation planning; it helps to document product requirements, identifying potential sources and pre-meeting with them. Then it is solicitation which helps in obtaining quotations, bids, offers, or proposals as appropriate. The third processes source selection and conduct procurement that supports to choose from among potential sellers and award the contract. Then it is control/administer procurements which aids in managing the relationship, monitor contract performance, and make changes and corrections. Finally it is contract close-out for completing and settling the contract, including resolution of any open items.

2.5.10. Project Stakeholder Management

Duncan (1996:15) defines project stakeholders as "individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion"

The process includes;

- Identify *stakeholders*- documenting stakeholders' importance/influence and their interest Levels,
- *Plan stakeholder management*- contains desired engagement levels, scope and impact to stakeholders, interrelationships, communication requirements and forms, how to update the plan.
- *Manage stakeholders Engagement*- Effective communication between project stakeholders so as to meet their expectations and address issues. It includes building trust and resolve conflicts, negotiation and communication skills.
- *Control stakeholders' engagement*- monitoring overall stakeholder relationships and adjusting strategies and determining frequency of project progress review with customer

2.6. Conceptual Framework of the Study *(developed by the researcher)*

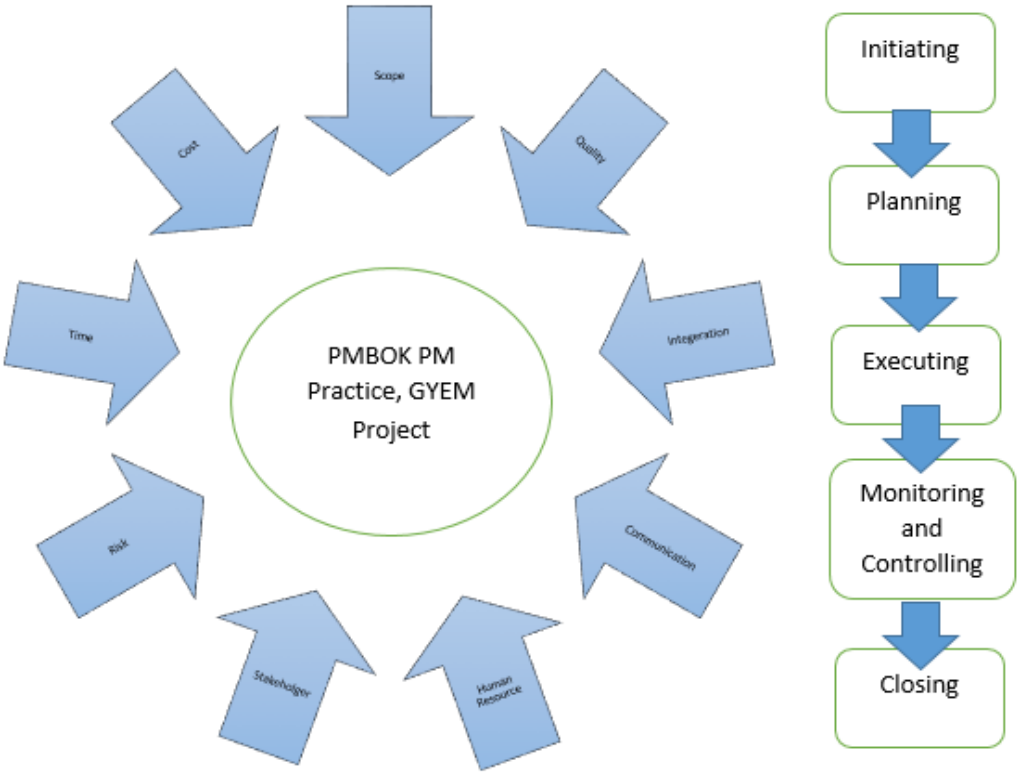

Figure 2: Conceptual Framework

CHAPTER THREE

METHODOLOGY

3.1. Research Design and Approach

The project organization is selected based on accessibility to get required information to carry out the study. This study is conducted with descriptive research method of both quantitative and qualitative approach. Primary data sources have been used from all team involved in project work includes the technical experts and support staff, top level executives and internal documents that could give information related to the project management practice of the project. Secondary data on the other hand is sourced from related journals, articles, books and some project publications.

The description and/or assessment has included whether project management practices particularly, PMBOK knowledge areas were acknowledged and properly applied starting from early stages/phases, mainly project appraisal phase, implementation phase, and monitoring and control/evaluation.

3.2. Sources of Data

In order to get adequate data, the study will use census survey to select respondents of the project team, and a structured interview questions will be put in place. All primary data will be managed through phone interviews and emails and available project documents due to the current unfortunate COVID-outbreak, hence, no observational surveys or face to face interviews will be conducted.

3.3. Target Population

When the population is small enough, researchers have the resources to reach out to all of them. This would be the best-case scenario, making sure that everybody who matters to the survey is represented accurately. Hence, in this study, a survey reaching out all the important people participated in the area of the GYEM project is conducted. A total of 10 people has been targeted.

3.4. Data Collection Method

A well-structured questionnaire is distributed to project team members and managers via email to get adequate primary data on the research questions. To hit the purpose of the study even further, detailed reviews has been made on available project documents and reports as much as possible.

3.5. Data Analysis Technique

The collected data is analyzed using both quantitative and qualitative methods. To analyze the collected data with questionnaire in line with the overall objective of the research, statistical procedures is carried out. While the data obtained with the semi-structured interview is analyzed qualitatively using sentences and phrases by bringing the common ideas and concepts of the responses together into a common understanding.

3.6. Validity and Reliability

The validity and reliability of the research is taken into consideration. The study has given virtuous care for issues of the data, the process and the output of the research. Validity of the questionnaire is done through consultations with the advisor in order to establish any built-in errors in the measurement of the questionnaire.

Reliability of the findings as well as tools used showed internal consistency for the different section of the same questions applied on the questionnaire itself.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter deals with the presentation, analysis and interpretation of the data which was collected from respondents. To analyze the collected data from the questionnaires distributed in line with the overall objective of the research. The questionnaire were developed in five scales ranging from five to one; where 5 represents Strongly agree, 4 agree, 3 Neutral, 2 disagree, and 1 strongly disagrees. While Qualitative analysis is done for the semi-structured interviews conducted.

4.2. Response Rate

Among the total of 10 questionnaires distributed to the project office 8 questionnaires were appropriately filled and returned which gives 80% return rate and is assumed to be suitable for further analysis.

4.3. Respondents Demographic

Table 4.1. Demographic Information of Respondents

No.	Description		Respondents		Total	
			Frequency	%	N	%
1	Sex	M	6	75	8	100
		F	2	25		
2	Age	Below 30	3	37.5	8	100

		31-40	4	50		
		41-50	1	12.5		
		>50	-	-		
3	Educational Level	PHD	-	-	8	100
		MA/Msc	4	50		
		BA/Bsc	4	50		
		Diploma	-	-		
		Highschool Completed	-	-		
4	Position in the project	Project Officer	4	50	8	100
		Project Manager	1	12.5		
		Senior Advisor	1	12.5		
		Zonal Coordinator	2	25		
5.	Service Period in the Project	<1 yr	1	12.5	8	100
		1.5 yrs	2	25		
		2 yrs	1	12.5		
		3 yrs	3	37.5		
		3.5 yrs	1	12.5		

Out of the 8 participants only 2 of them are female and the rest 6 are male respondents. 50% of the participants fall between 31-40 age range and 37% under 30-year age group. Among the respondents, 4 of them are MA/Msc orders while the rest 4 are BA/Bsc holders. Survey shows none of the respondents' educational level falls below BA/Bsc. As to the educational background of the respondents, which is analyzed qualitatively, various fields of studies were identified ranging from Applied Economics science, Agroeconomics and Developmental economics to Horticulture and Cooperatives business administration. The latter two are found to be dominant contributing 50% all together. There is no single respondent with Project Management field of specialization including the Project Manager. Respondents service period shows, 3 respondents

have worked on the Project for 3 years and 2 respondents have participated in the project for a year and 6 months. All participants have worked on the project for less than 4 years which demarcates the overall life span of the project on the other side.

4.4. Assessing Project Background

Table 4.2 General background about the project

No.	Description				Respondents		Total	
					Frequency	%	N	%
1	Major challenges of the project	Internal	Lack of clarity in Scope	Yes	-	-	8	100
				No	8	100		
			Time Cost Quality	Yes	7	87.5	8	100
				No	1	12.5		
			Resource	Yes	7	87.5	8	100
				No	1	12.5		
		External	Organizational Culture	Yes	1	12.5	8	100
				No	7	87.5		
			Government	Yes	7	87.5	8	100
				No	1	12.5		
			Environmental	Yes	1	12.5	8	100
				No	7	87.5		
2	PM training Access			Yes	-	-	8	100
				No	8	100		
3	Separate Project Department			Yes	-	-	8	100
				No	8	100		
4	Status of the Project			Very Successful	6	75	8	100

		Successful	1	12.5		
		Fairly Successful	1	12.5		
		Not Successful	-	-		

Among the 8 respondents, all responded to have no challenge regarding Scope clarity while 7 of them presumed to have internal challenge as time, cost, quality and resource issue. Externally, 7 of the respondents acknowledged to have Governmental related issues while responding little or no challenge regarding organizational culture and Environmental issue. Regardless, this shows that the project has faced both internal and external challenges considering the different Annual reports made on the project life which stated that Inception period was not as planned and project took longer to commence waiting approval for regional authorities. And it was further reported that there was integration and smooth partnership issue with the unions and corporative. It was also stated that project was slightly affected by the political unrest on Oromia and 2 of SNNPR areas making it difficult to travel and conduct trainings.

All participants responded to have no training access or a separate project management department in the organization. Regarding the status of the GYEM project, only 1 person responded saying the project was fairly successful while the rest of the participants dominantly responded saying the project was very successful. Which gives a general view for the project to be a successful one.

4.5. Assessing The Project Practice Using The Project Management Knowledge Areas

Assessments of each of the project management knowledge areas in the project office is obtained by taking mean scores of the questions and responses of respondents under each knowledge areas and results are discussed in the following sections. Mean Values have been

interpreted by adopting the criteria suggested by (Scott, 1999). He suggested that for Likert type scale ranging from 1 (Strongly Disagree/ highly dissatisfied) to 5 (Strongly Agree/Highly Satisfied), interpretation should be like; mean up to 2.8 is considered as Disagree, from 2.9 to 3.2 means neutral or neither disagree nor agree and mean above 3.2 is considered as an agree.

Table 4.3 the Practice of Project Scope Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	n	%	n	%	n	%	N	%	
Plan scope management was defined (As a basis for future project decisions.)	2	25%	5	63%	1	13%	0	0%	0	0%	8	100	4.125
Requirements were clearly defined from the beginning	0	0%	4	50%	4	50%	0	0%	0	0%	8	100	3.5
WBS was created (WBS is a key project deliverable that organizes the team's work into manageable sections)	3	38%	3	38%	2	25%	0	0%	0	0%	8	100	4.125
Scope was verified (formalizing	2	25%	4	50%	2	25%	0	0%	0	0%	8	100	4

acceptance of the project scope)													
Changes to the project scope was controlled	2	25%	5	63%	1	13%	0	0%	0	0%	8	100	4.125
Average													3.975

According to the respondents' survey table above, 2 (25%) respondents strongly agreed confirming scope plan management was well defined, 5 (63%) respondents have also further agreed to it while only 1 (13%) respondent was unsure about this basic element.

The same table also indicates that 50% of the respondents set to agree that requirements were clearly defined while the other half were not sure if project requirements were defined from the beginning, which implies that there was imbalanced awareness among the project team regarding the project requirements.

Out of the 8 respondents, 6 (75%) of them scored to agree and further to strongly agree for WBS being created and communicated while the rest (25%) were unsure about it. This shows that there were a definite understanding of WBS creation among the project team.

The other question forwarded was, if project scope was verified and again 25% of the respondents strongly agreed to it and also the other 50% acknowledged further while putting the rest (25%) of the respondents unaware of this factor. Which again implies that, majority of the project team had a cohesive understanding of whether the scope was verified or not.

The final scope management question forwarded was to assess if there were a definite controlling to scope changes, except 1 respondent who claimed to be not aware of the situation, the rest responded to agree and strongly agree to this awareness. This indicates that majority of the project team are aware of controlling any scope changes to the project.

Overall, all considerable factors to check if there were a proper scope management on the project are computed with an average mean value of 3.97 to acknowledge agreeableness. Which further shows that the project has a well-organized project manager who is obviously responsible to define the scope of the project providing measurable goals. It further shows that basic measuring factors as defining the project scope, creating the WBS, verifying the scope and controlling any

scope changes contributed a mean value of greater than 4 (>4) falling in a range to agree and strongly agree.

Table 4.4 the Practice of Project Time Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	n	%	n	%	n	%	N	%	
Time/schedule management plan was developed	4	50%	3	38%	1	13%	0	0%	0	0%	8	100	4.375
Activities were defined	4	50%	4	50%	0	0%	0	0%	0	0%	8	100	4.5
Activities were sequenced	4	50%	4	50%	0	0%	0	0%	0	0%	8	100	4.5
Duration of activities were estimated	3	38%	5	63%	0	0%	0	0%	0	0%	8	100	4.375
Changes to the project schedule was controlled	2	25%	6	75%	0	0%	0	0%	0	0%	8	100	4.25
Average													4.4

It can't be stressed enough the importance of Time Management in a project success. The above table indicates respondents' feedback to the practice of project Time management to GYEM project. Survey shows that majority of the project team members seemed to acknowledge being aware about schedule management plan, defined activities, sequenced activities, estimated duration and controlled change to project schedule with a mean value of 4.375, 4.5, 4.5, 4.375,

4.25 respectively which gives an average mean value of 4.4 to conclude claiming for the GYEM project has a proper practice of time management. As it can be seen, the project's time management skills are of the utmost importance to working more efficiently, improving quality of work, delivering projects on time, reducing stress, and improving work-life balance. All of these results can lead to increased opportunities and productivity for sure.

Table 4.5 the Practice of Project Quality Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	n	%	n	%	n	%	N	%	
Quality standards of the project were identified	1	13%	2	25%	4	50%	1	13%	0	0%	8	100	3.125
Quality standards of the project were reviewed	2	25%	1	13%	3	38%	2	25%	0	0%	8	100	2.8
Project performance were evaluated on regular basis	3	38%	4	50%	1	13%	0	0%	0	0%	8	100	4.25
Results were monitored to check if they comply	3	38%	3	38%	2	25%	0	0%	0	0%	8	100	4.125

with the quality standards identified													
Average													3.59375

The above survey indicates respondents' feedback to the practice of Project Quality Management in GYEM project. For the question if quality standards were identified, 4 respondents (50%), were unsure about it while 1 respondent disagreed about its practice in the project. The other 3 (38%) respondents acknowledged its practice. As for the question raised if project quality standards were reviewed, 3 respondents were unaware of it while 2 (25%) disagreed about its practice to the project. Having said this, 38% of the respondents have acknowledged its appliance in the project. This still implies that; the project lacks a strong practice in reviewing the quality standards of the project in key milestones with a mean value of 2.8 justifying disagreeableness by majority of the project team members.

The same table shows that, 50% of the respondents have acknowledged project performance evaluation on regular basis and further strongly agreed to its appliance by a mean value of 4.25. Again, out of the 8 respondents 6 of them have indicated the project to practice monitoring of project results to identified quality standards. Whereas the rest were unsure of such appliances. Overall, Quality must be viewed on an equal level with scope, schedule and budget. If a project donor is not satisfied with the quality of how the project is delivering the outcomes, the project team will need to make adjustments to scope, schedule and budget to satisfy the donor's needs and expectations. To deliver the project scope on time and on budget is not enough, to achieve stakeholder satisfaction the project must develop a good working relationship with all stakeholders and understand their stated or implied needs. Project Quality Management seemed to be practiced in agreeableness in GYEM project with an average mean value >3.2 according to Scotts' (1999) measuring parameters.

Table 4.6 the Practice of Project Cost Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	n	%	n	%	n	%	N	%	
The quantity of the necessary resources was determined	4	50%	2	25%	1	13%	1	13%	0	0%	8	100	3.875
Cost plan was well-defined	3	38%	2	25%	3	38%	0	0%	0	0%	8	100	4
The project cost was estimated	3	38%	2	25%	3	38%	0	0%	0	0%	8	100	4
The required budget was determined	3	38%	4	50%	1	13%	0	0%	0	0%	8	100	4.25
Changes to the project budget was controlled	3	38%	5	63%	0	0%	0	0%	0	0%	8	100	4.375
Average													4.1

Project cost management sets the baseline for project costs. Effective cost management ensures that a project's budget is on track and will be completed according to its planned scope. Without

cost control, a company can easily lose money and costs can go above project profit. The table above shows project team response regarding cost management practice in the GYEM project. It depicts that, majority of the respondents agreed to understand the quantity of the resource required at the beginning of the project whereas 1 respondent disagreed to this practice. But again, a mean value of 3.8 justifies close to proper practice of this stage of cost management.

The same survey shows some degree of neutrality to cost plan definition and cost estimation as well as required budget determination, which can further be defined as lack of cohesive knowledge among few members of the project group considering their prominent role on the project as per survey populated on table 4.1. In addition to this, there has been noted a positive feedback to controlling budget changes to project with a mean value of approx. 4.4, which shows strong cost control practice in GYEM project. Although, slight neutrality was noted, with an average mean value of 4.1 (greater than 3.2), project GYEM has implemented a proper cost management knowledge throughout the project life.

Table 4.7 the Practice of Project Risk Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	n	%	n	%	n	%	N	%	
Risk management plan was developed	2	25%	1	13%	5	63%	0	0%	0	0%	8	100	3.625
Risks were identified and registered	2	25%	2	25%	4	50%	0	0%	0	0%	8	100	3.75
Risks were prioritized and their	2	25%	3	38%	3	38%	0	0%	0	0%	8	100	3.875

implication was estimated													
Risk response plan was developed	1	13%	2	25%	5	63%	0	0%	0	0%	8	100	3.5
The identified risks were monitored and controlled	1	13%	2	25%	5	63%	0	0%	0	0%	8	100	3.5
Average													3.65

According to the table above which stands to show the degree of project risk management in GYEM project, some tendency of neutrality among 5 respondents is noted in their knowledge of risk management plan, risk response plan and monitoring and controlling the identified risk. Though they don't agree or disagree to it, for the prominent role in the project such neutrality can be taken as weak communication or participation of the members in the planning phase of the project. Risks management is an important process because it empowers a business with the necessary tools so that it can adequately identify and deal with potential risks. In addition, risk management provides a business with a basis upon which it can undertake sound decision-making. Still, 25%-38% of the respondents agreed and further strongly agreed to the appliance of the stated risk management practices in the project. Qualitatively, project hasn't applied risk management practiced knowledge in full scale though it practiced it on certain level indicating agreeableness with 3.65 mean value.

Table 4.8 the Practice of Project Integration Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	n	%	n	%	n	%	N	%	
Project plan was developed by taking the results of other planning processes and putting them into consistent document.	3	38%	3	38%	2	25%	0		0		8	100	4.125
Project work was managed	4	50%	4	50%	0	0%	0		0		8	100	4.5
Project work was monitored and controlled	4	50%	4	50%	0	0%	0		0		8	100	4.5
There was effective coordination of project activities	4	50%	4	50%	0	0%	0		0		8	100	4.5
Average													4.4

Project Integration Management is one of the most important aspects of project management. It ensures to connect all the dots of processes in a structured manner irrespective of the variation in methodologies to successfully complete the project. The table above clearly depicts that a strong project integration is practiced on the GYEM project by taking measured values into account. Majority of the respondents acknowledged the appliance of other planning processes and documentation from pre planning phase in developing the project plan while only 2 (25%) respondents were unaware of it. A mean value of 4.5 with 4 respondents accounting to agreeableness and the other 4 to strong agreeableness appraising the project to have practiced a proper project work management, project work monitoring and controlling as well as effective coordination of project activities. This result further can be defined as the project was focused in integrated activities than individual activities.

Table 4.9 the Practice of Project Stakeholder Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	n	%	n	%	n	%	N	%	
Project stakeholders were identified	5	63%	3	38%	0	0%	0	0%	0	0%	8	100	4.625
Stakeholder management plan was defined	4	50%	4	50%	0	0%	0	0%	0	0%	8	100	4.5
There was effective communication between	3	38%	3	38%	1	13%	1	13%	0	0%	8	100	3.75

project stakeholders													
Stakeholders engagement was controlled	3	38%	2	25%	3	38%	0	0%	0	0%	8	100	4
Project progress was reviewed frequently with the customer	3	38%	3	38%	2	25%	0	0%	0	0%	8	100	4.125
Average													4.2

According to the result shown on the table above, 5 respondents out of the 8 have strongly agreed for the project to have practiced stakeholder identification followed by the rest further agrees to it. With slight degree of neutrality and 1 respondent to disagree to having effective communication among stakeholders, a subjective view is taken to note an imbalance on this regard. With an average mean value of 4.2, result shows close to proper stakeholder management is noted in the GYEM project.

Table 4.10 the Practice of Project Human Resource Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	n	%	n	%	n	%	N	%	
Project roles, responsibilities and required skill were identified	4	50%	2	25%	2	25%	0	0%	0	0%	8	100	4.25

Organizational chart and position descriptions were clear	3	38%	4	50%	1	13%	0	0%	0	0%	8	100	4.25
Availability and assigning human resource	1	13%	3	38%	3	38%	1	13%	0	0%	8	100	3.25
Project team was developed	3	38%	4	50%	1	13%	0	0%	0	0%	8	100	4.25
Project team was managed and controlled	3	38%	4	50%	1	13%	0	0%	0	0%	8	100	4.25
Average													4.1

Human Resource Management (HRM) is of key and strategic importance to the project-oriented organization. The table above depicts the human resource practice in GYEM project. For the first question where if required roles and responsibilities were identified, 4 out of 8 respondents strongly agreed as well as another 2 respondents further agreed to it. The majority of the respondents has also acknowledged the appliance of clear organizational chart with description of positions. Some degree of neutrality (38%) and a disagree from 1 respondent is noted regarding availability and assigning human resource to the project team. However, the other 4 respondents acknowledged such practice in the project. But still for the prominent role the project team surveyed exhibited, a sum of 50% neutrality and disagreeableness implies the project lacks a cohesive practice in understanding of the team members over such practice.

The majority of the respondents agreed the project has practiced developing a project team as well as a proper team management and controlling was practiced. Which awards the project manager further with a mean value of average 4.1.

Table 4.11 the Practice of Project Communication Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	n	%	n	%	n	%	N	%	
The information and communication needed for the project were determined	3	38%	5	63%	0	0%	0	0%	0	0%	8	100	4.375
Making needed information available to project stakeholders	3	38%	5	63%	0	0%	0	0%	0	0%	8	100	4.375
Collecting and disseminating performance information	4	50%	4	50%	0	0%	0	0%	0	0%	8	100	4.5
Generating, gathering, and disseminating information to formalize phase or project completion	4	50%	3	38%	1	13%	0	0%	0	0%	8	100	4.375
Control communication	2	25%	6	75%	0	0%	0	0%	0	0%	8	100	4.25
Average													4.4

Table 4.10 illustrates that most of the respondents agreed and strongly agreed to almost all of the factors raised to measure the appliance of communication management in project GYEM. Which can categorize the project as one of the few successful projects in terms of applying this knowledge area in full scale. Having said this, a subjective judgment is taken to further make sense of this survey result and from the other previous survey questions; certain level of neutrality was frequently noted to some of the knowledge area factors which fire backs to the team's response to having almost a perfect communication management here. Without this communication, it's possible that efforts might be duplicated by multiple people or teams involved in the project, that important goals and milestones might be missed, that resources become misallocated, or that the project's scope begins to creep outside of the realm of what was originally intended. The end result is that projects can screech to a halt, or worse: fail altogether.

Table 4.12 the Practice of Project Procurement Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	n	%	n	%	n	%	N	%	
Resources needed for the project were Determined	3	38%	3	38%	1	13%	1	13%	0	0%	8	100	3.75
Requirements of the project materials was documented	3	38%	2	25%	2	25%	1	13%	0	0%	8	100	3.625

Potential sources were identified	2	25%	3	38%	2	25%	1	13%	0	0%	8	100	3.5
Appropriate quotations, bid, offers or proposal were obtained	4	50%	1	13%	3	38%	0	0%	0	0%	8	100	4.125
Choosing from among potential sellers	3	38%	4	50%	1	13%	0	0%	0	0%	8	100	4.25
The relationship with the seller was managed	2	25%	3	38%	3	38%	0	0%	0	0%	8	100	3.875
Contract was completed and settled properly	4	50%	3	38%	1	13%	0	0%	0	0%	8	100	4.375
Average													4.0

As the above table shows, all values under procurement management shows from 3.5 to 4.375 which shows agreeableness implementation of procurement management practice. Having said this, 13% disagreeableness is noted regarding determining resource needed, documenting resource materials and identifying potential sources which are all prominent activities of project planning. On the same table frequent neutrality of respondents in a questionable manned is noted for the different factors surveyed, which further confirms communication scarceness to important project team members for the role they shared on the project.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the summaries of the findings, conclusions derived from the analysis and the recommendations that can help to improve the practice of GYEM project.

5.2. Summary of the findings

Based on the analysis, the findings below are outlined

- The demographic distribution shows that the project team predominantly is organized with male participants and none of the respondents' educational level falls below BA/Bsc. The dominant field of specialization found to be Horticulture and Cooperatives business administration. All participants have worked on the project for less than 4 years which demarcates the overall life span of the project on the other side
- All participants responded to have no training access or a separate project management department in the organization.
- Concerning challenges to the project, the project has faced both internal and external challenges. Externally, the respondents have acknowledged to have Governmental related issues and internally time, cost, quality and resource gap were confirmed.
- Regarding scope management practice in the project, basic measuring factors as defining the project scope, creating the WBS, verifying the scope and controlling any scope changes were practiced in a proper range.
- With the survey conducted for time management, the respondents have appraised the GYEM project to have a proper practice of time management. Time management shines as possibly being the top knowledge area over all. Having project work packages executed on-time is a key responsibility of the project manager. The likely reason for this

is because time is the one thing that there can be no more of. According to D.V. Auman (2007), Extra resources can be leveraged, customer expectations can be massaged, but if the project will be delayed by an unacceptable period of time, the impact can be widespread. With poor Time management of a project, other projects can suffer the consequences by being delayed, robbed of resources or placed under increased pressure in relation to time to make up for the delays in the earlier project.

- Project Quality Management seemed to be practiced in agreeableness in GYEM project with an average mean value >3.2 according to Scotts' (1999) measuring parameters but still certain disagreeableness was noted on other factors as reviewing the quality standards of the project in key milestones.
- As for Cost management, even though a slight neutrality was noted, with an average mean value of 4.1 (greater than 3.2), project GYEM has implemented a proper cost management knowledge throughout the project life.
- Regarding risk management practice, qualitatively, project hasn't applied risk knowledge in full scale though it practiced it on certain level indicating agreeableness with 3.65 mean value.
- A strong project integration management is practiced on the GYEM project by taking measured values into account and this further tells that the project was focused on integrated activities than individual activities
- According to respondents' feedback, the GYEM project has applied a good knowledge of stakeholder management with an average mean value of 4.2.
- The majority of the respondents agreed the project has practiced developing a project team as well as a proper team management and controlling was applied. Which further entails a proper human resource management.
- Most of the respondents agreed and strongly agreed to almost all of the factors raised to measure the appliance of communication management in project GYEM. But researcher further analyzed for a balanced conclusion of result.
- All values under procurement management shows from 3.5 to 4.375 which shows agreeableness implementation of such practice.

In general, the findings can show that, the project has practiced most of the knowledge areas properly and can be considered as a successful project in terms of adhering to the 10 knowledge areas.

5.3. Conclusion

The objective of the study is to assess the practice of the 10 knowledge areas of project management in the case of SNV's GYEM project. And result showed that, the project has taken into considerations this prominent knowledge areas in a proper degree in the life of the project.

Having said this, the researcher has further analyzed certain findings and some glitches were noted in the project as not having a separate project department as one reason for noting frequent neutrality or unsureness among the project teams if certain important factors were applied or not. This further tells, lack of communication among the project team members.

Even though, all the respondents agreed to have a strong communication management, researcher further took a subjective stand based on analysis made on other knowledge areas and concluded saying the project lacked to practice communication management in full scale. As D.V. Auman (2007) once stated, Communications can be thought of as the project "glue" that holds parts of the project together. One simple example of this function is the communication of project objective requirements to the individuals performing project tasks and in return, communicating progress and issues occurring at the project WBS level back up to the other aspects of the project such as Time and Scope management.

Projects are uncertain business, by the very nature of its goal to create a unique product or service. Hence, major concern should also be given to project risk management by identifying, registering, prioritizing risks and their implication on the project; and develop risk response plan, prepare risk management plan, so as to monitor and control the identified risks.

The researcher has noted a strong Integration and procurement management as well appliance of scope, time, cost and quality management in a proper scale even though slight disagreeableness and neutrality were noted.

5.4. Recommendation

The researcher has used both qualitative and quantitative techniques so analyze and interpret the data collected and has recommended the points outlined below for the gap noted in the project.

- The project ream included in this survey where all with prominent role assigned to them in the project, hence their inclusion and understanding in all of the project knowledge area is very important.
- Frequent neutrality or unsureness shows a gap in the communication management area and communication being a very important tool in a project life, the project must have a strong stand concerning this. Hence, Communications management is at the heart of projects and should be given formal consideration on the same level as the other knowledge areas.
- Quality being the basic factor to measure any projects success and effectiveness, the researcher has noted, the project lacks a strong practice in reviewing the quality standards of the project in key milestones with a mean value of 2.8. Hence a cohesive quality management needs to be applied.
- Risk management plan is important through out the planning to closure phase of the project and the project team needs to be aware of the risks and mitigation plan of any project

5.5. Future Studies

The researcher recommends for further research to include other processes and practices of project management as this study focused only on knowledge areas of project management. In addition, since the practice of project management in Ethiopia is in its early ages, it is suggested that a wider research can be conducted in detail by including various project-based organizations to compare their project management practice and contribute to its growth in Ethiopia.

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APPENDIX:

QUESTIONNAIRES

Addis Ababa University

School of Commerce

Master of Project Management Program

Dear Respected Project managers and Team members:

This survey is conducted to collect data for a research on: **Assessment on Project Management Practices: a case study on SNV's Gender and Youth Empowerment in horticulture Market (GYEM) Project.**

The information is going to be used as a primary data for this research. Therefore, your response and participation in the questionnaire will be extremely valuable for the study. Please note your response will solely be user for the research purpose and confidentiality is at the heart of this study.

Thank you in advance for your voluntary participation.

Kind Regards,

Betelhem Moges

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Part I: Demographic characteristics and general background of the respondents

(Please thick (X) on your selected responses)

1. Sex:

Male [ ] Female [ ]

2. Age:

Below 30 [ ] 31-40 [ ] 41-50 [ ] above 50 [ ]

3. Educational Level

PHD [ ] MA/MSc [ ] BA/BSc [ ] Diploma [ ] High School completed [ ]

If other, please specify_____

4. Field of Specialization (The field you have studied) _____

5. Position in the organization (GYEM project):

_____

6. Service period in the GYEM project work (in year) _____

Part II. General Issues

1. Is there separate project management department in your organization?

Yes [ ] No [ ]

2. Major Challenges of the Project

Internal

- Lack of clarity in the scope of the project [ ]
- Time, cost and quality [ ]
- Resources [ ]
- Policies and procedures [ ]

External

- Organizational culture [ ]
- Government [ ]
- Environment [ ]

If other challenges were noticed, Please specify_____

3. Is there a project management training access in the organization?

Yes [ ] No [ ]

4. If your answer on Question number (3) is yes, how often?

Monthly [ ] Quarterly [ ] Semi-annually [ ] Yearly [ ] Once [ ]

5. What is the status of your project in terms of success?

Very successful [ ] Successful [ ] fairly Successful [ ] Not Successful [ ]

Part III: Questions related to the ten Knowledge Areas of Project Management according to PMBOK

Based on your experience in the GYEM project, please feedback to what extent do you think the following factors listed under each project management knowledge areas are important to the effectiveness of the project. (Please thick (X) on your selected responses)

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

I. Project Scope Management	5	4	3	2	1
1 Plan scope management was defined (As a basis for future project decisions.)					
2 Requirements were clearly defined from the beginning					
3 WBS was created (WBS (Work Breakdown Structure is a key project deliverable that organizes the team's work into manageable sections)					

4 Scope was verified (formalizing acceptance of the project scope)					
5 Changes to the project scope was controlled					
II. Project Time Management					
1 Time/schedule management plan was developed					
2 Activities were defined					
3 Activities were sequenced					
4 Duration of activities were estimated					
5 Changes to the project schedule was controlled					
III. Project Quality Management					
1 Quality standards of the project were identified					
2 Quality standards of the project were reviewed					
3 Project performance were evaluated on regular basis					
4 Results were monitored to check if they comply with the quality standards identified					
IV. Project Cost Management					
1 The quantity of the necessary resources were determined					
2 Cost plan was well-defined					
3 The project cost was estimated					
4 The required budget was determined					
5 Changes to the project budget was controlled					
V. Project Risk Management					
1 Risk management plan was developed					
2 Risks were identified and registered					
3 Risks were prioritized and their implication on the project was estimated					
4 Risk response plan was developed					
5 The identified risks were monitored and controlled					

VI. Project Integration Management					
1 Project plan was developed by taking the results of other planning processes and putting them into consistent document.					
2 Project work was managed					
3 Project work was monitored and controlled					
4 There was effective coordination of project activities					
VII. Project Stakeholder Management					
1 Project stakeholders were identified					
2 Stakeholder management plan was defined					
3 There was effective communication between project stakeholders					
4 Stakeholders engagement was controlled					
5 Project progress was reviewed frequently with the customer					
VIII. Project Human Resource Management					
1 Project roles, responsibilities and required skill were identified					
2 Organizational chart and position descriptions were clear					
3 Availability and assigning human resource					
4 Project team was developed					
5 Project team was managed and controlled					
IX. Project Communication Management					
1 The information and communication needed for the project were determined					
2 Making needed information available to project stakeholders					
3 Collecting and disseminating performance information					
4 Generating, gathering, and disseminating information to formalize phase or project completion					
5 Control communication					

X. Project Procurement Management Factors					
1 Resources needed for the project were Determined					
2 Requirements of the project materials was documented					
3 Potential sources were identified					
4 Appropriate quotations, bid, offers or proposal were obtained					
5 Choosing from among potential sellers					
6 The relationship with the seller was managed					
7 Contract was completed and settled properly					

You have opinion for other factors, please describe;

- _____
- _____
- _____

********** Thank you for your time **********