



*ADDIS ABABA UNIVERSITY SCHOOL OF  
COMMERCE*

*ASSESSING PROJECT MANAGEMENT PRACTICES OF NGO'S  
AID/DEVELOPMENT PROJECT: A CASE OF GUDINA TUMSA  
FOUNDATION*

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*July, 2019*

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GRADUATE STUDIES*

*DEPARTMENT OF PROJECT MANAGEMENT*

*Assessing Project Management Practices of NGO's Aid/Development Project:  
A Case of Gudina Tumsa Foundation*

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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*

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## DECLARATION

I declare that this thesis “*Assessing Project Management Practices of NGO’s Aid/Development Project: A Case of Gudina Tumsa Foundation*” is my original work and has not been presented for degree or other purposes in any university or places. I further confirm that all the sources of materials used for this thesis are dully acknowledged.

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July, 2019

## Letter of certification

This is to certify that Natnael Hezkias has carried out this project work entitled: “*Assessing Project Management Practices of NGO’s Aid/Development Project: A Case of Gudina Tumsa Foundation*” under my supervision. This work is original in nature and it is sufficient for submission as the partial fulfilment for the award degree in Masters of art in project management.

**Advisor:** Adane Atara (PhD)

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## **Acknowledgement**

First of all praise and thanks be to the almighty God, for his help and guidance in every aspect of my life, without his blessing I would never succeed or achieve anything. I am what I am because of God.

I would like to thank my advisor Dr. Adane Atara for his advice and guidance in this study. I would like to thank the foundation for cooperating with me and willingly giving me the documents, and giving me their time so that I could get very valuable and tangible pieces of information. Especially, big thanks to the top managers for allowing me to do the paper on their foundation and for cooperating with me.

I also extend my thanks to my friends who have shown genuine support and motivation throughout the research work. And also for giving me documents that are useful for the paper.

My honor and love go to my parents, for their relentless effort, for their love and support throughout my life. Both of them have a great share in any achievement I have made so far. They've invested a lot for me.

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## Abbreviations and Acronyms

<b>GTF</b>	Gudina Tumsa Foundation
<b>ChSA</b>	Charities and Societies Agency
<b>NGO</b>	Non-Governmental Organization
<b>PMI</b>	Project Management Institution
<b>PMBOK</b>	Project Management Body of Knowledge
<b>PM4DEV</b>	Project Management for Development
<b>PM4NGO</b>	Project management for Non-governmental organization
<b>ID</b>	International Development
<b>SD</b>	Standard Deviation

## Abstract

*There have been different kinds of research carried out on project management (PM) practices addressing performance gaps in developmental projects. The Project Management Institute (PMI) has developed the Project Management Body of Knowledge (PMBOK) as the best practices in managing projects over the past decades. The main aim of this paper is to assess the project management practices of aid/development projects: A case of Gudina Tumsa foundation. Finding out which practices they are using, is these practices were based on the ten knowledge areas. The descriptive research design was used in the study and the census survey was used because the participants were few. Both the quantitative and qualitative research approach was used the study. The data obtained was analysed using mean and percentages the knowledge areas were further putted in SD. The research instrument used for this paper is both primary and secondary data, Primary data was collected using a questionnaire and a semi-structured interview secondary data was used from different documents from the organization and other book and journals. The questionnaire was distributed to all the members in the organization out of 27 individuals 23 (85 %) of them properly filled and return it. The researcher interviewed the program officer and top managers, and some board members of the organization. From the finding, it can be understood that some of the knowledge areas were properly managed and used but some have not been properly managed although they have managed some of them it was traditionally. This paper suggests that the organization should implement different projects based on project management knowledge areas and using each knowledge area processes to formally implement it.*

**Keywords:** *Project Management practices, knowledge areas, NGO, Developmental Projects*

# Chapter 1

## Introduction

### 1.1. Background of the study

Project management plays an irreplaceable role in the management of a not-for-profit organization. It makes it possible to carry out various activities within the defined range and quality, within the required period and without exceeding the budget or even with better results than expected. Project management brings structured and consistent performance resulting in successes which ultimately bring about the satisfaction of stakeholders

“Project management practices are gaining increasing perceptibility and importance to organizations (Badewi, 2016; Kwak & Anbari, 2009; Zhai, Xin, & Cheng, 2009).” One of the practices is Project management knowledge areas these are increasing in importance as more and more projects are becoming forced to budgets, schedules, and other performance factors.

When we properly apply, best project management practices, it will allow for improving efficiency and productivity (Kerzner, Harold, 2004). Such a way that, Project management practices have become crucial for many organizations; being applied, they promote better development of their projects in order to ensure better management of the resources, within time, cost, and quality constraints. Although many have the awareness about project management the implementation is not well known

Many authors have suggested and said different theoretical approaches to the definition of project management approaches and practices, but most of the organizations use their own way of managing projects, and some use some approaches from project management.

This paper tries to see the project management practices of an organization based on project management knowledge areas. These are the project integration management, project scope management, project schedule management, project cost management, project quality management, project resource management, project communication management, project risk management, project procurement management, and project stakeholder management. This paper will assess all the preceding knowledge areas in detail.

This paper overall aim is, to assess the project management practice in a non-governmental organization aid/development projects in the case of Gudina Tumsa foundation. It will see

how well they have used the project management practices and knowledge areas in there organization and finding out how well this process has been practiced and led to the accomplishment of the organization goal. Steinfort (2010) research, supported by findings from Ika's Ph.D. (Ika et al.,2010), suggested that adapting standard PM approaches could be of value in the not-for-profit aid/development project context.

## **1.2. Background of the organization**

Gudina Tumsa Foundation (GTF) is an Ethiopian Resident Charity registered at the Charities and Societies Agency (ChSA) with the certificate number 0078. The organization has been operating in Ethiopia since 1992. The foundation has been working with the vision to see empowered communities that perceive themselves as capable human beings, equipped to actively engage in all aspects of spiritual and physical human life. GTF strives to empower disadvantaged communities to see themselves as whole and capable human beings. Since its establishment GTF has been implementing various integrated development projects and programs.

GTF's main intervention areas are education, water development, livelihood improvement, integrated natural resources management, community capacity building, women empowerment, improving agricultural productivity, improving community health and sanitation, prevention of HIV/AIDS, humanitarian actions, skill training, veterinary service provision and improvement, rehabilitation, and various types of emergency interventions. The organization has been working primarily in Fantalle and Adama Districts of East Shewa Zone, Degem District of North Shewa Zone, and Berek District of Oromia Special Zone around Finfinne in the Oromia National Regional State and in Gondar City Administration in Amhara Regional State.

### **1.3. Statement of the problem**

For projects to meet a certain planned goal it must meet the appropriate practice and must have knowledge of the project. Although much project-based organization know about the use of these practices but implementing them accordingly have been a challenge. in which some are using the traditional way of managing projects.

From reviewing some documents form the organization I have seen some of the planned activities but which are not accomplished due to some factors. It's due to some difficulties that are not implemented. There is a financial delay; also resource allocation based issues, not delivering the project on specified time, The researcher believes this problems are due to ( resource, cost, schedule, integration management, etc...) therefore this study will only try to see the project management practices of NGO aid development projects in case of Gudina Tumsa foundation. Using the ten knowledge areas listed in the PMI 2017.

### **1.4. Research questions**

- ❖ What is the project management practice in Gudina Tumsa foundation?
- ❖ How well is the project management Knowledge area being practiced?

### **1.5. The objective of the study**

#### **1.5.1. General objective**

The objective of the study is to assess the Project Management Practices of NGO's Aid Development Projects A Case of Gudina Tumsa Foundation.

#### **1.5.2. Specific objectives of the study.**

- To see the current project management practices
- To see how well they've used the knowledge areas

### **1.6. Definition of terms**

**Project:** is a temporary endeavor undertaken to create a unique product or service" (PMI 2017 PMBOK guide).

**Project Management:** project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (PMI, 2017)

**A Project Management Process:** Group is a logical grouping of project management processes to achieve specific project objectives.

**Project Management Knowledge Area:** It stands for a complete set of concepts, terms, and activities that create a specialized professional field known as project management.

**NGOs:** Is an organization that is active in humanitarian, educational, health care, public policy, social, human rights, environmental, and other areas to effect changes according to their objectives.

**Developmental projects:** networks and tools that have an impact in terms of synergy and development for the community.

### **1.7. Significance of the study**

Aid/Developmental projects carried out by a non-governmental organization (NGO) are considered one of the pillars for providing assistance to developing countries, but these projects are reported to have high failure rates and their performance is often considered no satisfactory. Therefore, for the poor performance of developmental projects, it is necessary to consider the use of project management practices as a remedy. Thus, this study will be helpful for the organization to understand the part of project management knowledge areas and implementing this can improve the organization and applying it for further development. And in what area the organization needs and what exactly have been the problems in implementing the projects. That is also believed that this research will contribute in identifying which project management practices have an effect on the performance of the organization and will be helpful for the project to demonstrate the contribution of effective project management knowledge area and techniques so as to improve the practice of upcoming project to be done in the foundation.

### **1.8. Scope of the study**

The study will assess the project management practices of Gudina Tumsa foundation. The paper will only see the project management knowledge areas and how they are implemented effectively in the organization. The study will not cover the practices such as project maturity level, project management process and also the performance improvement.

### **1.9. Limitation of the study**

Every research study no matter how well structured or constructed, has some limitations which may directly or indirectly negatively affect the outcome of the study. The researcher has therefore noted the following as some of the limitations that hampered the outcome of this research study. This paper is only focusing on the knowledge areas due to time constraints, other practice areas have been excluded. The traveling of project members has been a challenge to the researcher this has been some challenges in delivering the documents to the advisor. The existence of new employees in the organization has been a challenge because they don't have enough knowledge in the projects done in the organization the only know the recent ones, some, some of the individuals are part-time workers this has been a limitation. The researcher use another tool locating employees who used to work in the organization this also have been because of their current location and due to financial and resource matters the researcher uses the easy way in accessing this worker

### **1.10. Organization of the paper**

This study has five chapters. The first chapter includes the introductory part with the background of the study, a background of the project, statement of the problem, research objective, research questions, and 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 an 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 the last chapter will discuss the summary, conclusion, and recommendation. The references, questionnaire, other documents will be in the appendix.

## Chapter 2

### Literature review

#### 2. Introduction

This literature review part will provide summaries of previous related studies and various kinds of literature on the research problem areas. The literature is to see the major concepts and research related problems with this research topic. Its focus is to answer the research questions. It will focus on project management practices. It will see what project is what project management is and also the processes and the knowledge areas, definitions about NGO's

#### 2.1. Project

Angermeier G (2016) defines a project as intent, characterized by the uniqueness of conditions in their totality. The PMI has defined a project as "A temporary endeavor undertaken to create a unique product or service" (PMI 2017 PMBOK guide). The temporary nature of projects indicates that a project has a definite beginning and end" (PMI, 2017). Also, A project is the process of working to achieve a goal; during the process, projects pass through several distinct phases called the project life cycle. The tasks, people, organizations, and other resources involved in the project change as the project moves from one phase to the next.

Characteristics of a project are

- Temporal limitation,
- Defined objective
- Adequate complexity
- Interdivisional
- Limited resources
- Uniqueness

Every project is unique in that it requires doing something different that was done previously. A project is a one-time activity; it is not applicable to do it again. Lock (2001 :) discussed the uniqueness of a project that "The principal identifying characteristic of any project is its novelty. It is a step into the unknown, fraught with risk and uncertainty. No two projects are

ever exactly alike, and even a repeated project will differ from its predecessor in one or more commercial, administrative or physical aspects.

A project is closed when it has reached the end of its purpose, that is, when it has provided the deliverables specified in the project charter and further detailed in the work breakdown structure (WBS). Another way to consider the end to have been reached is when the project's objectives have been accomplished from the top stakeholder's point of view or when a wilful decision was made to terminate the project.

## **2.2. Project management**

Project management has a long history, which is reproduced in the man-made wonders of the world. But, did they do it on schedule? Did they do it to an approved budget? Did they obey and fulfil all specifications and regulations? More and more in recent years, the answer to each of those questions is "No." most people are aware of the major projects that have suffered from problems. There are many examples to list but for this specific paper, we're going to see in the next parts what project management is and its processes.

According to the Project Management Institute (PMI), project management (PM) is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (PMI, 2017). PM involves the planning, organization, monitoring, and control of all aspects of a project and also the management, leadership, and motivation of all involved parties to achieve the project objectives within the agreed time, cost and quality, safety, and performance criteria. Angermeier G (2016) defines it as the totality of managerial function, organization, techniques, and instruments to initiate, define, plan, control, and close projects. Project management covers the coordination of people and optimal resource management to achieve project activities. According to Barbara (2016) project management is a set of processes and a framework that enhances the opportunity for project success.

## **2.3. Significance of project management**

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. (Navarre, & J. Schaan, 1999). According to Meredith and Mantel (1989), actual experience with project management indicates that the majority of the organization using it experience better control and better customer relations. Other advantages include

lower costs, higher quality and reliability, higher profit margins, a sharper orientation towards results, improved interdepartmental coordination and higher employee morale. Hence, A project management office provides the opportunity to prioritize projects and monitor the utilization of resources across a number of projects. Having a separate project management office helps the organization to have a very well thought of plans. Other uses of project management identified by Kerzner (1994): states that:

- improved efficiency and increased profitability through better utilization of limited resources; and
- Enhanced planning, estimating and cost control leading to more consistent achievement of milestones and objectives.

The PMI (2004) further confirms that project management helps organizations meet their customers' needs by standardizing routine tasks and reducing the number of tasks that could potentially be forgotten. Project management thus ensures that available resources are used in the most effective and efficient manner. Project management also provides senior executives with insight into **what is happening** and **where things are going** within their organization.

## **2.4. Project management processes**

Project management- which involves a process for individual project and competencies for project management practitioners- is the first and most basic of three domains that combine to constitute organizational project management. A **process** is a set of interrelated actions and activities performed to achieve a pre-specified project, result, or service.

According to PMI, A Project Management Process Group is a logical grouping of project management processes to achieve specific project objectives. Process Groups are independent of project phases. Effective project management practices can increase your chances of project success but cannot guarantee that success will be achieved.

Project management processes are grouped into the following five Project Management Process Groups: according to PMI (2017).

### **2.4.1. Initiating Process Group**

This is a process performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase. It involves setting clear phases for the work to be completed, initializing teams and having the budget in place before work. It is in

this stage that internal and external stakeholders will be chosen that interacts and influence the overall outcome of the project are identified. If not already assigned, the project manager will be selected. This information is captured in the project charter and stakeholder register.

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

This is a process that is required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project was undertaken to achieve.

#### **2.4.3. Executing Process Group**

It is a process performed to complete the work defined in the project management plan to satisfy the project requirements. It Integrates people and resources to carry out the project management plan for the project, the process group involves coordination people and resources, as well as integrating and performing the activities of the project in accordance with the project management plan.

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

It measures and monitors progress to identify if the corrective action can be taken to meet project objectives. These are the processes that are required to track, review, and regulate 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 performance is observed and measured regularly and consistently to identify variances from the project management plan.

#### **2.4.5. Closing Process Group**

This process group verifies that the defined processes are completed within all the process groups to close the project of a project phase, as appropriate, and formally establishes that the project or project phase is complete. Those processes performed to formally complete or close the project, phase, or contract. Formalizes acceptance of the product, services, or result and brings the project or a project phase to an orderly end.

## **2.5. Project management practice**

“PM practices vary significantly from one type of project to another.” (Payne and Turner, 1999) “Different tools, techniques, and approaches are applied to different types of projects even within the same organization to adopt PM methods to the specific needs of each project” (Crawford et al.2005).

The preceding project management process groups describe the project in terms of phases. They involve several areas of project management applications. These areas refer to as ‘project management knowledge areas.

According to Duncan (1996:3), the project management body of knowledge is "an inclusive term that describes the collective (accumulated) knowledge within the profession of project management. The knowledge and practices described are applicable to most of the time & that there is a widespread consensus about their value and usefulness.

Project teams should use these Knowledge Areas and other extension Knowledge Areas for specific project types, as appropriate. According to (Wideman, 1998:7), “Project Management Body of Knowledge (PMBOK) published by the Project Management Institute (PMI) represents the knowledge and practice that is generally accepted and unique or nearly unique to the field of project management.” This study will see the ten knowledge areas based on PMI (2017).

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

Integration: the process & activities to identify, define, combine, unify & coordinate the various processes & activities within the PMPG. In the project management context, integration includes features of unification, consolidation, communication, and integrative actions that are crucial to controlled project execution through completion, successfully managing stakeholder expectations, and meeting requirements (PMI, 2017). The processes are: -

- **Develop Project Charter:** it is developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities. It provides a direct link between the project and the strategic objectives of the organization. The next one is to
- **Develop Project Management Plan:** it is a process of defining, preparing and coordinating all plan components and consolidating them into an integrated project management plan.

- Direct and Manage Project Work: this a process of leading and performing the work defined in the PMP.
- Manage Project Knowledge: this is a process to achieve a certain project objective but there must be an existing or new knowledge.
- Monitor and Control Project Work: this is the tracking, reviewing and reporting process of the overall progress to meet the attended objectives in the PMP.
- Perform Integrated Change Control: it is a process of reviewing all change requests; approving changes and managing changes to deliverables, organizational process assets, project documents, and the project management plan, and communicating the decisions.
- Close project or phase: it is finalizing all the activities.

### 2.5.2. Project scope management

Scope: includes the activities necessary to produce a description of the work required to complete the project successfully. It is the criteria for project success. (Time, cost and deliverables) must be determined and agreed upon with all stakeholders at the beginning of the project. It ensures the inclusion of all the work required to complete the project successfully. According to PMI the major project scope management processes includes:

- Plan scope management: this process is all about creating a scope management plan that documents how the project and product scope will be defined, validated, and controlled. It provides guidance and direction.
- Collecting requirements: is all about determining, documenting, and managing stakeholder needs and requirements to meet objectives.
- Definition of scope: it is the process of developing a detailed description of the project and product.
- Create WBS: it's a process of subdividing project deliverables into manageable components.
- Validate scope: formalizing acceptance of the completed project deliverables.
- Control scope: monitoring the status of the project and product scope and managing changes to the scope baseline.

### 2.5.3. **Project schedule management**

Scheduling: includes the processes related to managing the timely completion of the project. Project scheduling provides a detailed plan that represents how and when the project will deliver the products, services, and results defined in the project scope and serves as a tool for communication, managing stakeholders' expectations, and as a basis for performance reporting. (PMI 2017) the processes are:

- Plan Schedule Management: it's establishing the policies, procedures, and documentation for the project to go accordingly.
- Define Activities is to identify and document the specific actions to be performed to produce the project deliverables.
- Sequence Activities: it is documenting and identifying relationships among the project activities.
- Estimate Activity Durations: it is an estimation of the work period to be completed in estimated resources.
- Developing Schedule: is the process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create a project schedule model.
- Control Schedule: it is monitoring the status of the project update and manages changes.

### 2.5.4. **Project cost management**

Cost is a resource sacrificed or foregone to achieve a specific objective or something given up in exchange. Project Cost Management is primarily concerned with the cost of the resources needed to complete project activities. 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 are:

- Plan cost management: this defines how the cost will be estimated, budgeted, managed, monitored, and controlled.
- Estimate costs: developing an approximation of a budget to complete the project.
- Determine the budget: aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline.

- Control costs: the process of monitoring the status of the project to update the project costs and manage changes to the cost baseline.

#### **2.5.5. Project Quality management**

Many organizations don't agree on a certain definition they say the quality is defined by the customer. Although, this has been said many agree on the next definition of quality. It exceeds the needs and expectations of the customer at a cost that represents outstanding value. Quality-includes the processes required to assure that the project will satisfy the operational objectives for which it was formed and within the organization's policy goals. This includes processes for quality planning, quality assurance, and quality control. (PMI, 2017). Exceed the needs and expectations of the customer at a cost that represents outstanding value. Quality is considered an important outcome of a project

Project Quality Management includes the processes for incorporating the organization's quality policy regarding planning, managing, and controlling project and product quality requirements in order to meet stakeholders' objectives. (PMI, 2017) the following are project quality management processes:

- Plan quality management: The process of identifying quality requirements for the project and its deliverables, and documenting how the project will demonstrate compliance with quality requirements and/ or standards.
- Manage quality: The process of translating the quality management plan into executable quality activities that incorporate the organization's quality policies into the project.
- Control quality: The process of monitoring and recording the results of executing the quality management activities to assess performance and ensure the project outputs are complete, correct, and meet customer expectations.

#### **2.5.6. Project Resource management**

Resources include the processes to identify, acquire, and manage resources needed for the Project. Project resources include both physical resources (equipment, materials, facilities, and infrastructure) and team resources (individuals with assigned project roles and responsibilities). Project Resource Management includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project. These processes help ensure that the right resources will be available to the project manager and project team at the right time and place. (PMI, 2017)

- **Plan Resource Management:** the process of defining how to estimate, acquire, manage, and utilize physical and team resources.
- **Estimate Activity Resources:** The process of estimating team resources and the type and quantities of material, equipment, and supplies necessary to perform project work.
- **Acquire Resources:** The process of obtaining team members, facilities, equipment, materials, supplies, and other resources necessary to complete project work.
- **Develop Team:** The process of improving competencies, team member interaction, and the overall team environment to enhance project performance.
- **Manage Team:** The process of tracking team member performance, providing feedback, resolving issues, and managing team changes to optimize project performance.
- **Control Resources:** The process of ensuring that the physical resources assigned and allocated to the project are available as planned, as well as monitoring the planned versus actual use of resources, and performing corrective action as necessary.

#### **2.5.7. Project communication management**

Communication is the exchange of information, intended or involuntary. For a project to complete at the right time and in its planned schedule there must be communication between the project teams and the stakeholders who work there. Effective communication creates a hinge between the different involved bodies having a different background, different experience, and different viewpoints which have a significant impact on the bottom line of a project. This process is to ensure that the information needs of the project and its stakeholders are met through the development of artefacts and the implementation of activities designed to achieve effective information exchange. The processes are according to (PMI 2017)

- **Plan Communications Management:** The process of developing an appropriate approach and plan for project communication activities based on the information needs of each stakeholder or group, available organizational assets, and the needs of the project.
- **Manage Communications:** The process of ensuring timely and appropriate collection, creation, distribution, storage, retrieval, management, monitoring, and the ultimate disposition of project information.
- **Monitor Communications:** The process of ensuring the information needs of the project and its stakeholders are met.

### 2.5.8. Project risk management

Risk: is an uncertain event or condition that, if it occurs, has an effect on at least one project objective. According to Forsberg et.al (2005) project, risk management is the art and means of identifying, analysing and responding to risk events in the life cycle of a project. Risk management is important when overall stakes are high and a great deal of uncertainty exists.

The very purpose of project risk management is to minimize the risks of not achieving the objectives of the project and the stakeholders with an interest in it and to identify and take advantage of opportunities. In particular, risk management assists project managers in setting priorities, allocating resources and implementing actions and processes that reduce the risk of the project not achieving its objectives. The processes are according to (PMI, 2017)

- Plan Risk Management: it's a process of how to conduct risk management activities for the project.
- Identify Risks: identifying overall risks and documenting their characteristics.
- Perform Qualitative Risk Analysis: prioritizing individual risks for further analysis by assessing their probability of occurrence, impact and their characteristics.
- Perform Quantitative Risk Analysis: numerically analyzing the combined effect of identified individual project risks and other sources of uncertainty on overall project objectives.
- Plan Risk Responses: developing options, selecting strategies, and agreeing on actions to address overall project risk exposure, as well as to treat individual project risks.
- Implement Risk Responses: implementing agreed-upon risk response plans
- Monitor Risks: monitoring the implementation of agreed-upon risk response plans, tracking identified risks, identifying and analyzing new risks, and evaluating risk process effectiveness throughout the project.

### 2.5.9. Project procurement management

Procurement management: “the processes required to acquire goods and services from the outside the performing organization. According to PMI (2017), this process includes the necessity to purchase or acquire products, services, or results needed from outside the project team. The procurement planning process lays the policy groundwork to guide how project material and external human resource needs will be externally acquired. This activity area

often involves the organization's procurement function and legal department. Project Procurement Management processes include the following:

- Plan Procurement Management: documenting project procurement decisions, specifying the approach, and identifying potential sellers.
- Conduct Procurements: the process of obtaining seller responses, selecting a seller, and awarding a contract
- Control Procurements: the process of managing procurement relationships, monitoring contract performance, making changes and corrections as appropriate, and closing out contracts.

#### **2.5.10. Project Stakeholder Management**

A stakeholder is "Any group or individual who can affect or is affected by the achievement of the organization objectives." (FRIEDMAN & MILES 2006, p.4) An individual, group, or organization who may affect, be affected by or perceive itself to be affected by a decision, activity, or outcome of a project. (PMI, 2017)

Duncan (1996:15) defines it 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". To ensure a successful project, the stakeholders (role-players) must be identified, to determine what their needs and expectations are.

The processes are

- Identify Stakeholders: - documenting stakeholders' importance/influence and their interest Levels.
- Plan Stakeholder Engagement: - The process of developing approaches to involve project stakeholders based on their needs, expectation, interests, and potential impact on the project.
- Manage Stakeholder Engagement: - 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
- Monitor Stakeholder Engagement: - The process of monitoring project stakeholder relationships and tailoring strategies for engaging stakeholders through the modification of engagement strategies and plans.

## **2.6. Non-governmental organization**

While the term NGO is very widely used, definitions of what actually constitutes an NGO tend to vary. There are also frequent references to other similar terms such as non-profit, voluntary and civil society organizations, to name just a few. NGO's take various forms in terms of structure, that they may be large or small, formal or informal, bureaucratic or flexible.

A useful and short definition is that provided by (Vakil, 1997), states that NGOs are self-governing, private, not-for-profit organizations that are geared to improving the quality of life for disadvantaged people.

According to the definition the NGO's has the following key characteristics among others: it is formal, it has regular meetings, office bearers and some organizational permanence; and also it is private in that it is separate from government, it has self-governing and therefore able to control and manage its own affairs; and lastly it has participation in the management of the organization, such as in the form of a voluntary board of governors.

“The evolution of NGOs in Ethiopia indicates that both national and international NGOs began to appear in Ethiopia in 1960 following the growing demands of the population for the fulfilment of various societal needs. Most NGOs trace their roots in Ethiopia to the famines in 1974 and 1984. The laws governing their registration and operations were first drawn up in the early 1950s and were based on the 1952 Ethiopian Civil Code and Regulation 321/1959.”

The Proclamation No.621/2009 for the registration of Charities and Societies came into force on February 13th 2009, and on November 9th 2009, the Council of Ministers also issued Regulation No.168/2009 to ensure its implementation in a transparent manner

The NGO sector is extremely diverse, heterogeneous and populated by organizations with hugely varied size, scope, targets, structures, and motivations. Therefore, they face a lot of challenges which, together with the absence of proper PM methodology, usually cause poor project planning, scarcity of accountability and stakeholder involvement, the complexity of inter-related tasks, superficial risk management strategies, unmotivated project team and eventually – bad quality, losses of time and money.

As Nwaiwu (2013) indicates, the most significant challenges are inadequate finances, lack of expertise (especially in risk and stakeholder management), stringent and multi-donor reporting requirements, and paucity of baseline data.

### **2.6.1. Benefits of a Project Management Methodology for the NGO sector**

A PM methodology could help to meet the challenges of NGO's by improving communication among project team members, developing work performance, better controlling of resources and most importantly – by simplifying PM processes to reach project results in the most efficient way. It also ensures that available resources are used in the most efficient and effective manner.

Project Management Methodology is a strictly defined combination of logically related practices, methods, and processes that determine how best to plan, develop, control and deliver a project throughout the continuous implementation process until successful completion and termination. It is a scientifically-proven, systematic and disciplined approach to project design, execution, and completion (McConnell, 2010).

The most widely used PM methodologies are the Project Management Body of Knowledge (PMBOK).

## **2.7. Developmental projects**

A developmental project is that sets up organizations, networks, and tools that have an impact in terms of synergy and development for the community, a sector, and a region. A developmental project can generate or derive other projects and gather actors from different horizons to work towards a common objective.

According to (Rodolfo siles 2018, PM4DEV) Development organization varies in size and orientation, most shares the common goal of helping people and benefiting society. NGO's are dedicated to helping improve people's welfare and quality of life. The goal of all development projects is to help improve people's lives through skills training and other livelihood programs.

Development organizations prepare and implement development projects and work to strengthen the capabilities of local institutions and promote community self-reliance through sustainable strategies. Funding comes from private and public donations, government

assistance and a variety of other sources. Developmental projects may consist of a single, transformative project to address a specific problem or a series of projects targeted at addressing several problems. One of the key success factors of development projects is when their planning involves people who will benefit or be affected by the project.

Program management is especially important within the development sector because projects managed via a coordinated program have the potential to realize change (or benefits) that would be impossible if they were managed separately.

## **2.8. Empirical review**

### **2.8.1. Project management practices in private organization.**

Project management practices, when applied properly, lead to an increase in the probability of project success (Thomas & Mullaly, 2008). However, each organization must assess the applicability of each practice because their use may not have the same effect for different organizations. Project management, therefore, can be implemented by means of tools and techniques, which should be tailored to the organization's context.

The researcher tries to see the 10 knowledge areas According to Marchewka (2015), those considered most important are the scope, schedule, cost, and quality management areas, which correspond to the main objectives of project management.

The researcher asked two Portuguese project management associations to distribute the questionnaire to their colleague's members. A total of 159 questionnaires was distributed and been collected. A study conducted in 30 metalworking companies in Portugal revealed that the management practices were valued by the practitioners for all Knowledge Areas, with Project Scope Management and Project Procurement Management being considered the most important, and Project Risk Management and Project Integration Management the least important.

The entire questionnaires (159) were received. According to the data's collected, the organization uses most of the PM practices. In the studies, it is proven that PM is context dependent, as several studies have shown Zwikael and Ahn (2011), demonstrated that intensity of use of risk management process is dependent on industry activity. As the researcher observes the organization must have a better knowledge about the most used project management practices in private organizations.

The researcher also found out that the organization with practitioners with lower levels of education might not adopt more advanced PM tools & techniques; they might not have the necessary background knowledge.

## **2.9. Adoption of project management practices: The impact on international development projects of non-governmental organizations.**

First of all, in ID projects, the target “customer” or beneficiary is a community in a developing country with boundaries that are not clearly defined. This community benefits from the project output, but its members generally do not fund the project (Ahsan and Gunawan, 2010) and often they do not have high technical and managerial capabilities (Golini and Landoni, 2014).

Some PM guidelines have been created for NGOs managing ID projects. The two best-known guidelines are PMDPro (developed by PM4NGO) and PM4DEV. These guidelines are well known among practitioners and are considered a good alternative to or integration of the standard methodologies (e.g., PMBOK by PMI or IPMA competence baseline). However, a comparison among these methodologies (Golini and Landoni, 2013; Hermano et al., 2013) shows that tools are very similar and that ID projects can benefit from the practices developed in business environments, and vice versa.

In this study, they use an international survey to study the diffusion of PM tools and methodologies among project managers working in NGOs and dealing with ID projects. As a matter of fact, NGOs carry an increasing share of such projects and some of them gained a prominent international role (Korten, 1987).

Moreover, they relate the adoption of such tools and methodologies to the performance achieved at both the internal (i.e., project) and external (i.e., stakeholders) levels. The results show that there is a progressive adoption of PM tools, starting from the Logical Framework toward more sophisticated tools. They also found that project managers can achieve good project performance with a basic set of tools, and with the adoption of more tools, they can improve the long-term impact on the recipients of the projects.

## **2.10. Conceptual framework**

The conceptual framework will show the practices with the knowledge areas. According to Duncan (1996:3), the project management body of knowledge is "a comprehensive term that describes the accumulated knowledge within the profession of project management. The knowledge and practices described are applicable to most of the time & that there is a widespread consensus about their value and usefulness. Thus practicing these knowledge areas will enhance the organizations. Practicing each knowledge areas accordingly has its impact on each project.

## **Chapter 3**

### **Research Methodology**

#### **3.1. Introduction**

This part will attempt to describe the methods through which the objectives of the study are answered. Accordingly, it states about the research approach, target population and sampling procedures, data gathering methods and instruments, data analysis, validity and reliability of this study,

#### **3.2. Research approach**

This study uses a descriptive type of research method and the researcher uses both quantitative and qualitative approach. Primary data are gathered from employees involved in project work includes the program officer 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, was used from related journals, articles, books and some project publications.

#### **3.3. Target population and Sampling technique**

The target population in this study are all the employees of the organization the researcher uses the census survey and evaluate the data's with the primary source and secondary. Although in the organization there are 18 employees working the researcher contacted board members of the organization the researcher contacted 27 individuals for the paper.

#### **3.4. Data collection**

The researcher distributed all the questionnaires to the employees and due to the traveling of some members it has been sent to them via email and the researcher also get in touch with the peoples who used to work there for their insights of the projects and some board members have been on the projects. Collecting data for this study has been a challenge, some of the workers were new and understanding the new terms in the question was hard for them. The

researcher tries to get them into an understanding of the terms. The questionnaire was adapted from a similar paper titled from previous studies.

### 3.5. Research instruments

The instrument prepared for this study is a structured questionnaire, interview. The researcher also used some important information documents that could be helpful for the project. The questionnaire has three parts, demographic questions, general issues raised about the project, and project management knowledge areas scaled from 1 to 5 on the Likert scale. There are a total of 50 questions. 43 of them were project management knowledge area questions

### 3.6. Data analysis

The questionnaire was composed of close-ended and Likert type scale questions that were distributed to the target population and collected back. Then the data collected from the questionnaires was logged to the software, SPSS and analyzed. After Analysis using descriptive statistics the findings were presented in frequency, mean and charts and further explained in detail along with data gathered from interviews and reviewing document project management practices. Afterward, summary, conclusions and recommendations were made.

### 3.7. Validity and reliability

The study has really cared for issues of the data, the process and the output of the research. The questionnaire validity is checked. It is adapted from (Tigist Sileshi 2017 and kyu Khingar, 2015) the researcher has also used his own questions for the paper. The reliability of the data has been checked by Cronbach alpha. "According to George and Mallery (2003) provide the following rule when Reliability is greater than 0.9 it is Excellent, when it is between 0.9 and 0.8 it is Good, if it is between 0.8-0.7 is Acceptable, when it is between 0.7-0.6 Questionable, if it is between 0.6-0.5 Poor and bellow .5 Unacceptable."

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.870	.873	50

Reliability of the study

### Reliability of each project management knowledge areas

<i>No.</i>	<i><u>Project management knowledge area</u></i>	<i><u>Cronbach Alpha</u></i>	<i><u>Number of items</u></i>
1.	Project integration management	0.740	5
2.	Project scope management	0.701	5
3.	Project schedule management	0.634	5
4.	Project cost management	0.740	4
5.	Project quality management	0.748	3
6.	Project resource management	0.827	5
7.	Project communication management	0.825	4
8.	Project risk management	0.795	5
9.	Project procurement management	0.776	4
10.	Project stakeholder management	0.788	4

**Table 3.1** Reliability of each project management knowledge areas

### **3.8. Research ethics**

The researcher follows ethically and morally acceptable processes throughout the research process. The data were collected with the full permission of the participants and confidentially without disclosing the respondents' identities.

## Chapter 4

### Results and Discussion

#### 4. Introduction

This chapter deals with the presentation, analysis, and discussion of the data which was collected from respondents. To analyse the collected data in line with the overall objective of this research, a statistical procedure was carried out using SPSS 20.0 software to assess the project management practice of the organization. The researcher uses a questionnaire and semi-structured interviews.

#### 4.2. Response rate

The primary data that was collected through the questionnaire consists of 50 questions distributed to 27 individuals and a semi-structured interview with the program officer. Out of the 27 individuals, 23 (which is 85%) of them properly filled and returned.

#### 4.3. General information of the respondents

The general information consists the age, sex, educational level, occupational level, years of experience in the organization. The responses of the respondents are presented below

##### 4.3.1 Age

As presented in the chart below among the 23 respondents 34.8% (8) of the respondents were below the age of 30, 21.7% (5) of the respondents were between the ages of 31-40, 17.4% (4) of the respondents were between the age of 41-50, and 26.1% (6) were above the age of 50.

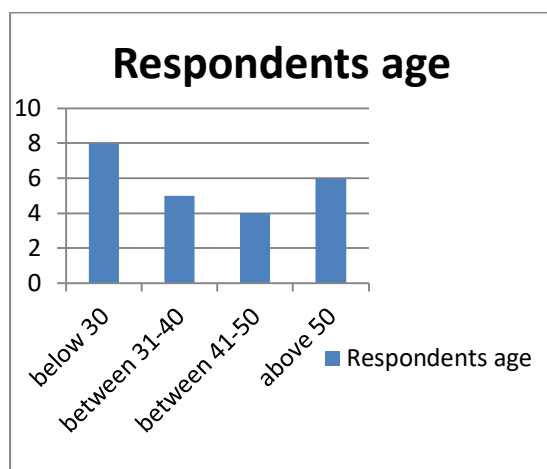


Fig.4.1 respondents age

### 4.3.2 Gender

Among the respondents 34.8% (8) were male and 65.2% (15) were female. This can show us the majority of the respondents and peoples who works there are female.

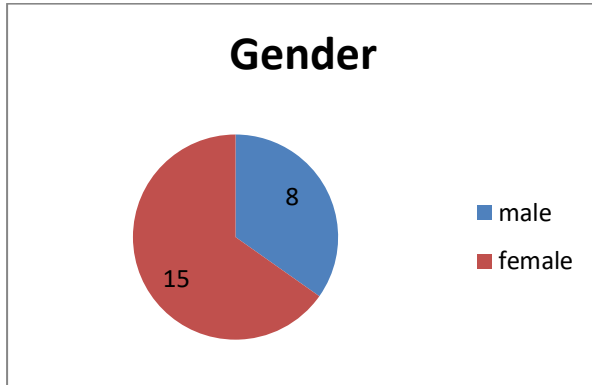


Fig. 4.2 gender distribution

### 4.3.3 Educational level

From the chart below we can see the educational level of the respondents. There was no respondent with a Ph.D. degree, 13% (3) of the respondents have an MA degree, and 87% (20) of the respondents have a BA/BSC degree there in person with a diploma or lower.

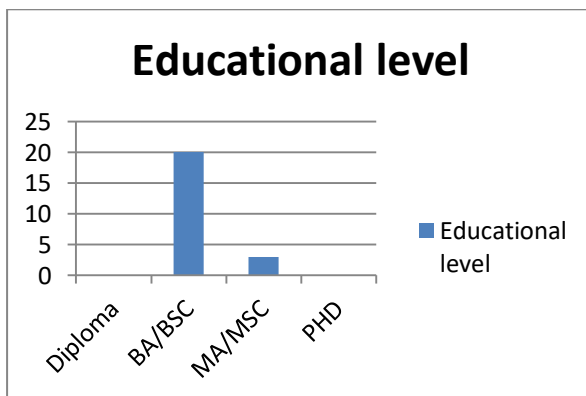


Fig.4.3. Educational level

### 4.3.4 Occupational level.

Also, we can see from the following table on their occupational level. 4.3% (1) managing director which is a women and 4.3 (1) finance & administration which was also a woman. 8.7% (2) were project managers there was a single (4.3%) project coordinator from the received document, 34.8% (8) of the respondents were projected member, and 43.5% (10) of the respondents were staff members.

Characteristics	Frequency	Percent	Valid per cent	Total
Occupational level	Managing director	1	4.3	4.3
	Finance & Administration	1	4.3	4.3
	Project Manager	2	8.7	8.7
	Project coordinator	1	4.3	4.3
	Project member	8	34.8	34.8
	support staff	10	43.5	43.5
Total		23	100	100

Table 4.1 occupational level

#### 4.3.5. Years of working in the organization

We can also see from the chart below the years of experience the respondents have in the organization. If we take the majority, some of the members working in the organization are below year five. 21.8% (5) of the respondents worked 1 year and below, 21.8% (5) of the respondents has an experience of 2-5 years, 8.7% (2) of the respondents has 6-10 years of experience, 39% (9) of the respondents has an experience of 11-20 years and 2 (8.7%) of the respondents have above 21 years of experience.

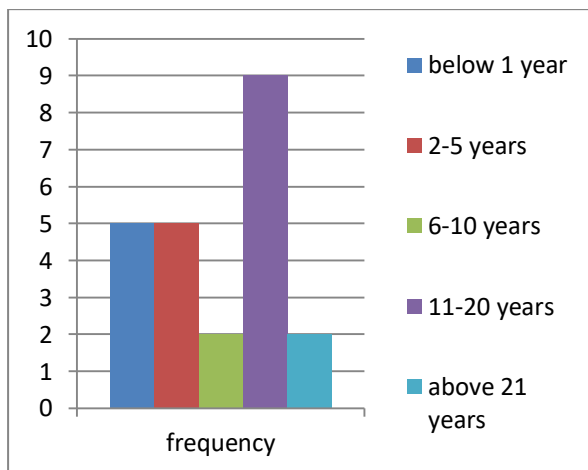


Fig. 4.4 years of experience

#### 4.4. General issues raised in the questions

Regarding the question in which the organization has a separate project management department? Majority of the employees answered that there is a separate project management department.

And the challenges the organization faces the researcher tries to classify these challenges into internally and externally.

Table. 4.2. Internal challenges

internal challenges				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Resources	14	60.9	60.9
	organizational culture	9	39.1	100.0
	Total	23	100.0	100.0

Source: own survey, 2019

From the above table, we can understand that resources have been a challenge for the organization. Due to fund problems and the country policy that they have in local NGO's procuring resources have been challenge.

For the external challenges that the organization is facing the employees has answered in the following ways

Table 4.3 external challenges

external challenges				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	policies and procedures	4	17.4	17.4
	Government	11	47.8	65.2
	Environement	8	34.8	100.0
	Total	23	100.0	100.0

Source: own survey, 2019

From the table, we can understand that the government has been a challenge for the organization because of the policy that the government has on NGO's with its strict

administrative procedures. The restriction of the government on administrative and operational costs has been a challenge. Article 88 of the proclamation stipulates as a mandatory requirement that in a budget year, only a maximum of 30% of the expenses of any charity or society shall be allotted to administrative activities and a minimum of 70% for its operational cost. Such a requirement does not have flexibility notwithstanding the nature of the organization or the type of projects and failure to observe such a requirement would entail criminal liability that is punishable with a fine against the organization and against the officer.

#### 4.5. The effectiveness of different projects done by the organization

Table 4.4. project status in terms of effectiveness

**The projects in terms of effectiveness**

	Frequency	Percent	Valid Percent	Cumulative Percent
Effective	17	73.9	73.9	73.9
Moderately effective	6	26.1	26.1	100.0
Total	23	100.0	100.0	

Source: own survey, 2019

From the table above we can understand that 73.9% (17) of the respondent responded that the project is effective and 26.1% (6) of the respondent's answered that the project is moderately effective.

## 4.6. Project management knowledge areas

### 4.6.1 Project integration management

Statement	Strongly agree		agree		uncertain		disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
A project plan was developed	1	4.3	17	73.9	5	21.7	0	0	0	0	3.8261
Project work was managed	8	34.8	13	56.5	2	8.7	0	0	0	0	4.2609
Project work was monitored and controlled	6	26.1	15	65.2	2	8.7	0	0	0	0	4.1739
Changes in the project have been managed accordingly	6	26.1	15	65.2	2	8.7	0	0	0	0	4.1739

Table 4.6.1 project integration management practice

The result from the above table indicates that 73.9% (17) of the respondents agree that the project plan was developed, and 21.7% (5) of the respondents were neutral regarding the project plan, 4.3 (1) of the respondents strongly agree. And for the question if whether project work was managed 56.5% (13) of the respondents agree that the project work was managed 34.8% (8) of the respondent strongly agree and 8.7% (2) of the respondents were neutral. If the project work was monitored and controlled 65.2% (15) of the respondent agree that it was monitored and controlled, 26.1 % (6) strongly agree and 8.7% (2) of the respondents were neutral. And also for the question, if changes in the project have been managed accordingly 65.2% (15) of the respondents agree, 26.1% (6) of the respondents strongly agree and 8.7% (2) were neutral. We can see from the above answers regarding the questions listed the organization has a good project integration management. From interviewing the officer I have learned that the project that is done in different states of the country the organization faces some competing demands.

#### 4.6.2. Project scope management

Statement	Strongly agree		agree		Uncertain		disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
The scope management plan was defined			13	56.5	10	43.5	0	0	0	0	3.5652
WBS was created	3	13	15	65.2	5	21.7	0	0	0	0	3.8696
Requirements were clearly defined	5	21.7	10	43.5	8	34.8	0	0	0	0	3.9130
Scope was verified	3	13	13	56.5	7	30.4	0	0	0	0	3.83
Change in the scope was controlled	2	8.7	13	56.5	8	34.8	0	0	0	0	3.7391

Table 4.6.2 project scope management practice

As illustrated on the table above, 56.5% (13) agree and 43.5% (10) are neutral to have a scope management plan, regarding the question if WBS was created the 65.2% (15) of the respondents agree, 21.7% (5) were uncertain and 13% (3) strongly agreed that there is a WBS. And 43.5% (10) of the respondents agree, 34.8% (8) of the respondents are neutral and 21.7% (5) strongly agreed for the question of whether the requirements were clearly defined. Regarding scope was verified 56.5% (13) of respondents agree 30.4% (7) of the respondents were uncertain if the scope was verified or not. And rest 13% (3) responded that they strongly agree. I have asked the officer if there were any changes in the scope he has answered that there was no modification to the scope. From the above table, we have a lower mean score in the scope management plan was defined question.

### 4.6.3. Project schedule management

Statement	Strongly agree		Agree		Neutral		disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Schedule management was developed	2	8.7	11	47.8	10	43.5	0	0	0	0	3.6522
Activities were defined	4	17.4	10	43.5	3	13	6	26.1	0	0	3.5217
Activities were sequenced	3	13	11	47.8	7	30.4	2	8.7	0	0	3.6522
Changes to the project schedule were controlled	3	13	15	65.2	5	21.7	0	0	0	0	3.9130
Clear policies, procedures, and documentation for PS	1	4.3	10	43.5	10	43.5	2	8.7	0	0	3.4348

Table 4.3.3 Project schedule management practice

From the above table, we can understand that regarding the schedule management was developed 47.8% (11) of the respondents agree, 43.5 % (10) of the respondents were uncertain and 8.7% (2) strongly agree. Regarding if activities were defined 43.5% (10) of the respondents agree, 26.1% (6) of the respondents disagree, 13% (3) neutral and 17.4 (4) strongly agreed from this illustration some of the respondents think that activities were not defined. 47.8% (11) of the respondent agreed that activities were sequenced, 30.4% (7) are uncertain, 13% (3) strongly agree, 8.7% (2) disagree. There is a mixed response regarding if activities were sequenced although we can ask this question if the activities were that defined how they can be sequenced. And for the changes to the project schedule whether they were controlled the majority of has agreed. From the interview the officer has said there was a time when they had a delay on a beekeeping project the agreements are not signed on time, this causes a delay but they manage it engaging their stakeholders especially government signatories for them to reconsider the project period. This cause the project period to be elongated. The majority of the respondents were uncertain of the clear policies, procedures, and documentation for the project schedule. Activity defined and clear policies, procedures have the lowest mean score.

#### 4.6.4. Project cost management

Statement	Strongly agree		agree		neutral		disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Quantity of necessary resources was determined	4	17.4	16	69.6	3	13	0	0	0	0	4.0435
Cost plan was well defined	5	21.7	11	47.8	7	30.4	0	0	0	0	4.0435
Required budget was determined	4	17.4	13	56.5	6	26.1	0	0	0	0	4.0870
Clear policies, procedures, and documentation in the company for project cost management.	2	8.7	13	56.5	8	34.8	0	0	0	0	3.7391

Table 4.6.4. project cost management practice

Having a cost plan is crucial because for the budget to be given from funding organization there must be a clear and well-defined cost plan. And determining resources and for what purposes they are going to be used is crucial, we can see from the table that the majority of respondents all agreed on the listed elements. In the interview, the officer has told me that there was a project with a final budget exceeding the planned budget there was a delay in some projects due to budget problems and lenders cutting funds because of their priorities.

#### 4.6.5. Project quality management

Statement	Strongly agree		agree		neutral		disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Quality standards were set	5	21.7	16	69.6	2	8.7	0	0	0	0	4.1304
There were mechanisms for quality assurance	3	13	16	69.6	4	17.4	0	0	0	0	3.9565
Results were monitored to check if they comply with the quality standards identified.	5	21.7	18	78.3	0	0	0	0	0	0	4.2174

Table 4.6.5 project quality management practice

From the above illustration, we can understand that the quality management of the project has been managed. From interviewing the officer I have learned that the local peoples in which the project is built, take good care of the projects. And the organization checks the progress of the projects.

#### 4.6.6. Project resource management

Statement	Strongly agree		agree		neutral		disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Roles, responsibilities and required skills were identified	5	21.7	12	52.2	6	26.1	0	0	0	0	3.9565
Activity resources have been estimated	6	26.1	12	52.2	5	21.7	0	0	0	0	4.0435
The project team was developed	9	39.1	14	60.9	0	0	0	0	0	0	4.3913
Effective resource planning and the team establishment	5	21.7	11	47.8	7	30.4	0	0	0	0	3.9130
Resources have been	5	21.7	12	52.2	6	26.1	0	0	0	0	3.9565

utilized											
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Table 4.6.6 project resource management practice

In the illustration above we can understand that 52.2% (12) of the respondents agree, 21.7% (5) strongly agree and 26.1% (6) were uncertain of the roles, responsibility and required skills identified. From the interview if whether responsibilities have clearly communicated the officer has told me that the members got their list of responsibilities in written form. And for this part, the new one is activity resource estimation and the respondents 52.2% (12) of the respondents agree, 26.1% (6) strongly agree, 21.7% (5) are uncertain. 60.9% agree and 39.1% (9) strongly agree of the respondents respond to the project team developed question. Regarding effective resource planning and team establishment 47.8% (11) respondent agrees, 30.4% (7) were uncertain, 21.7% (5) strongly agree. For the resources that have been utilized part 52.2% (12) respondents agree, 26.1% (6) of the respondents are uncertain and 21.7% (5) respondents strongly agree. We can understand from the above data's that they manage resources accordingly.

#### 4.6.7 Project communication management

Statement	Strongly agree		agree		Neutral		disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Communication for the project was determined	4	17.4	15	65.2	4	17.4	0	0	0	0	4
Project communication activities have been determined	3	13	11	47.8	9	39.1	0	0	0	0	3.7391
information's have been communicated to formalize phase or project completion	1	4.3	12	52.2	10	43.5	0	0	0	0	3.6087
Communication has been monitored	5	21.7	14	60.9	4	17.4	0	0	0	0	4.0435

Table 4.6.7 project communication management practice

From the above illustration, we can understand that the majority of the respondents agree on the communication question raised we can also understand that there is a lower mean score in

the question information has been generated, gathered, and disseminated to formalize phase or project completion. Although monitor communication is a new part of the 2017 PMBOK the organization ensures the information needs of the project and its stakeholders are met.

#### 4.6.8. Project risk management

Statement	Strongly agree		agree		Neutral		Disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Risk management plan was developed	1	4.3	10	43.5	7	30.4	5	21.7	0	0	3.3043
Risk were identified and registered	2	8.7	9	39.1	8	34.8	4	17.4	0	0	3.3913
Risk was prioritized	1	4.3	6	26.1	9	39.1	7	30.4	0	0	3.04
Risk response plan was developed			8	34.8	9	39.1	6	26.1	0	0	3.09
Risk management activities were clearly defined	2	8.7	7	30.4	9	39.1	5	21.7	0	0	3.2609

Table 4.6.8. project risk management practice

From the above illustration above we can understand that 43.5% (10) of the respondents agree regarding risk management plan was developed, 30.4% (7) are uncertain, 21.7% (5) disagrees, and 4.3% (1) strongly agrees. Regarding the question, the risk was identified and registered the respondents responded. 39.1% (9) agree, 34.8% (8) are uncertain, 17.4% (4) disagrees and 8.7% (2) strongly agrees. For the risk prioritized question, the respondent's 39.1% (9) were uncertain, 30.4% (7) disagree, 26.1% (6) agree and 4.3% (1) strongly agree. From the above answers, we can understand that the organization has a problem in prioritizing risks which risks should come first has been a problem although the organization has some way of managing risks it was not enough and according to the guideline. Regarding the risk response plan, 34.8% (8) of the respondents agree and 39.1% (9) were neutral and 26.1% (6) disagreed. For the question if risk management activities were clearly defined from the respondents 39.1% (9) were neutral, 8.7% (2) strongly agree, 30.4% (7) agrees and 21.7% (5) disagrees. Compared to other knowledge areas this knowledge area has the lowest mean scores.

#### 4.6.9. Project procurement management

Statement	Strongly agree		agree		Neutral		disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Resources were Determined	6	26.1	8	34.8	6	26.1	3	13	0	0	3.7391
Requirements of the project materials were Documented	7	30.4	11	47.8	5	21.7	0	0	0	0	4.0870
Potential sources were identified (from which you procure the items)	1	4.3	11	47.8	9	39.1	2	8.7	0	0	3.4783
Project procurement decisions were documented	5	21.7	10	43.5	7	30.4	1	4.3	0	0	3.8261

Table. 4.6.9. Project procurement management practice

From the above illustration, we can understand that the organization has relatively a good experience in the procurement management area. In the proclamation article 77, it obliges the organization to account records that shows the day to day transaction of the organization and also in article 83 it also states that they should notify the agency about their all bank accounts. Due to this law the organization record there purchase carefully what is in and out is well thought of. The organization has a good procurement practice.

#### 4.6.10. Project stakeholder management

Statement	Strongly agree		agree		Neutral		Disagreed		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Project stakeholder was identified	10	43.5	11	47.8	2	8.7	0	0	0	0	4.3478
Stakeholder management plan was defined	3	13	13	56.5	5	21.7	2	8.7	0	0	3.7391
There was effective communication between project stakeholders	5	21.7	14	60.9	1	4.3	3	13	0	0	3.9130
Stakeholder engagement was monitored	1	4.3	17	73.9	2	8.7	3	13	0	0	3.6957

Table 4.6.10 project stakeholder management practice

From the above evaluation we can understand that the organization has a good stakeholder connection, they properly identify potential stakeholders, there was an effective communication and stakeholder management plan was also defined, although stakeholder engagement is new process to the knowledge area it has a positive response. The way they manage it is not according to the procedures.

While interviewing the officer, the officer has told me how they manage their stakeholder. They identify potential stakeholders. He said “We work together in identifying possible interventions. After the development of project proposals, we present the same to all stakeholders and get their feedback. We receive letters of recommendation from the stakeholders for the signing of project agreements at relevant levels. During the implementation of the projects, stakeholders get constant updates and are called for meetings on a regular basis. Finally, when the project phases-out, all stakeholders are involved in the evaluation process. This is a good lesson for others to take, participating; the stakeholders will enable the success of the projects.

#### 4.6.11. Project management knowledge areas mean and standard deviation

No.	Project management knowledge areas	mean	SD
1.	Project integration management	4.109	0.567
2.	Project scope management	3.783	0.626
3.	Project schedule management	3.635	0.777
4.	Project cost management	3.978	0.654
5.	Project quality management	4.101	0.511
6.	Project resource management	4.052	0.670
7.	Project communication management	3.848	0.628
8.	Project risk management	3.217	0.871
9.	Project procurement management	3.783	0.826
10.	Project stakeholder management	3.924	0.781

Table 4.6.11 Project management knowledge areas mean and SD

According to oxford & burry-stock (1995) scales, a mean score 1.0-2.4 is low scores, a medium is between range 2.5-3.4 and high is between range 3.5-5.0. Different authors have their own way of saying low and high for mean scores. From the above illustration we can understand that compared to the other knowledge areas project risk, project schedule, and project scope has a lowest average mean score. It can also be understood that all the SD scores are between zero and one and they are positive.

## Chapter 5

### Summary, Conclusion, and Recommendations

#### 5.1. Summary

From the above chapters, we can understand that the main aim of this paper is to assess the project management practices of NGO's aid development projects taking Gudina Tumsa foundation as a case. In this chapter, we will see a summary of the results of the study presented in chapter four.

- The majority of the respondents has answered that there is a separate project management department, and there were training access done quarterly. There were few employees, who don't know if there were a separate project management department and training access.
- Regarding the challenges of the project the organization has both external and internal problems but the external challenges especially government intervention has been a challenge for them. The statuses of different projects that the organization took were effective. While comparing the knowledge areas using there mean score and from each process value the researcher has seen a mean score which is lower in the different knowledge areas.
- Project scope management plan has a mean score which is low compared to the other although according to the interview that they manage scope accordingly, regarding Project schedule management there is a problem in defining activities and documenting a clear policies and procedures for the project schedule. if the scope management plan is not well defined there is a problem in defining, sequencing activities although this has been done it needs improvement and must take proper procedure in handling this.
- Cost management has been managed in the organization, due to policies and the current situation asking and answering about cost has been a limitation. Regarding the resource, if the budget is disseminated from donors the organization will put these budgets accordingly and also resources are being well thought of and utilized.
- Handling project risk has got a lower mean and from the responses, we can understand that although they have been managed it was not enough.

- Other knowledge areas the project integration, communication, stakeholder, procurement, quality the organization has a good standing although they've been practiced well the organization must use the appropriate procedure and tools in managing different projects.

We can understand that some of the knowledge areas are not been well managed and there has been a problem, and also the mean score of some knowledge areas processes has got a lower one compared to the other.

## **5.2. Conclusion**

The main aim of the study was to assess the practice of project management practice of an NGO based organization that is performing developmental projects. This study has the following conclusions

Regarding project management knowledge areas although the researcher has seen some difficulties in all knowledge areas, project scope, project schedule, project risk, was not managed accordingly and some of the areas that should improve are project integration, project cost, project communication, project stakeholder management.

From the interview, I can clearly understand that the organization past experience in managing projects has been good but they have not been managing it according to the formal procedures, government policy on NGO's and fund problems was challenge for the organization.

Government has been a challenge for the organization for instance proclamation NO. 621 state the implication of the legislation on administrative operation in the allocation of administrative and operational costs. Art 88 of the proclamation stipulates as a mandatory requirement that in a budget year, only a maximum of 30% of the expenses of any charity or society shall be allotted to administrative activities and a minimum of 70% for its operational cost.

From the findings we can understand that project scope, schedule, and risk are not well managed and for project integration, resource, procurement, stakeholder, and communication they should follow formal procedures. The rest knowledge areas have a good standing.

### 5.3. Recommendations

From the above conclusion, the study makes the following recommendations to address the key findings.

- The organization must have a clear procedure and all the members must be able to know the project scope of the organization from the literature we can understand that scope is the criteria for project success. The researcher suggests that the organization should have a clear and well thought of scope management plan, defining the scope, create WBS, control scope. The scope definition must be given to all the members and there should be no one with no knowledge about the projects
- The project schedule management must also be well thought and manage effectively because it the core of other project areas to come. The researcher suggests that they should plan schedule management, define activities, sequence activities, estimate activity duration, developing schedule, and control schedule. In the development sector, the applicable tool for the project schedule is developing the Gantt chart. It uses bars to graphically represent the schedule of project activities.
- Although in recent years NGO based project has so many challenges also the countries current political situation unrest political conditions. based on the PMBOK the researcher suggests that they should have a well thought of risk management they should plan risk management, identify risks, perform qualitative risk analysis, perform quantitative risk analysis, plan risk responses, implement risk responses, and monitor risks.
- Techniques of project definition, planning, resource estimating, team-building, motivation, cost control, progress monitoring, change management and close-up should all take explicit account of risk management.
- The organization needs to invest on their employees to help them acquire the required knowledge and skill on the advanced level of tools and techniques use. It also recommended that NGOs to open their doors and adopt advanced tools in private industry to enhance their project success.
- Communication is an important characteristic of a successful project. The project manager must have good communication skills. This depends on the interpersonal skills of the project manager. Project managers need to put more effort to learn and apply standard project management tools and techniques

- In order to facilitate their meaningful, effective and informed participation in project design and implementation the stakeholders should have the provision of timely, accessible information regarding the project and its potential social and environmental impacts. And also Meaningful, effective and informed participation builds on a strong stakeholder analysis and engagement plan.
- Board members and the management of NGOs should seriously consider their own roles in organisations and assist with fund raising. Project integration, project resource, should be well thought of and must be improved. They should follow the appropriate processes. There must be a formal practice of these knowledge areas.

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# QUESTIONNAIRE AND APPENDIX



## **Addis Ababa University School Of Commerce Graduate Program**

### **Master of Project Management**

Questionnaire prepared for the participants

Name: Natnael Hezkias

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Dear Respondents:

I am a master's student in project management at Addis Ababa University School of Commerce conducting a research on the subject of project management. The specific topic of my research is: Assessing project management practices in NGO's aid development projects: A of Gudina Tumsa foundation.”

The Research is being carried out as partial fulfilment of the requirements for award of Master of Arts Degree in Project Management. The questionnaire is to enable achievement of the following research objectives:

- To determine the project management practices.
- How well they've used each knowledge areas.

**Direction**

- ❖ There is no need in writing your name
- ❖ **If you cannot get any satisfying choice among the given alternatives, you can write your**
- ❖ Answer, in the space provided for the option
- ❖ For the open ended items, give brief answer in the space provided.
- ❖ Put on “**X**” on the provided place

**Part I. Demographic characteristics and general background of the respondents**

No	Respondent’s information		Frequency		
1.	Age	<30			
		30-40			
		40-50			
		<50			
2.	Sex	Male			
		Female			
3.	Educational Level	PHD			
		MA/MSC			
		BA/BSC			
		Diploma			
		If Other please specify. _____			
5.	Occupational level	Managing director			
		Fieldwork Manager			
		Project Manager			
		Project coordinator			
		Project member			
		support staff			
6.	Field of specialization (the field you have studied)?	_____			
7.	Service period in the 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 (these challenges can be internally or externally).

**2.1.Internal**

Lack of clarity in the scope of the project [ ]

Time, cost and quality [ ]

Resources [ ]

Policies and procedures [ ]

**2.2.External**

Organizational culture [ ]

Government [ ]

Environment [ ]

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

Yes [ ]

No [ ]

4. What is the status of your projects in terms of effectiveness?

Very effective [ ]

effective [ ]

moderately effective [ ]

Not effective [ ]

**Part III. Questions based on the ten knowledge areas**

Based on your experience in the Gudina Tumsa foundation funded projects, please feedback to what extent you have used the project management knowledge areas below in your projects.

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

<b>I. Project Integration Management</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1. A Project plan was developed					
2. Project work was managed					
3. Project work was monitored and controlled					
4. Changes in the project have been managed accordingly.					
<b>II. Project Scope Management</b>					
1. Scope management plan 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. Changes to the project scope was controlled					
<b>III. Project schedule Management</b>					
1. Schedule management plan was developed					
2. Activities were defined					
3. Activities were sequenced					
4. Changes to the project schedule was controlled					
5. There are clear policies, procedures, and documentation for project schedule					
<b>IV. Project Cost Management</b>					
1. The quantity of the necessary resources were Determined					
2. Cost plan was well-defined					
3. Required budget was determined					
4. Clear policies, procedures, and documentation in the company for project cost management.					
<b>V. Project Quality Management</b>					
1. Quality standards were set					
2. There were mechanisms for quality assurance					
3. Results were monitored to check if they comply with the quality standards identified.					
<b>VI. Project Resource Management</b>					
1. Project roles, responsibilities and required skill were identified					
2. Activity resources have been estimated.					
3. Project team was developed					

4. There was effective resource planning and project team establishment					
5. Resources have been utilized to work on the projects					
<b>VII. Project communication management</b>					
1. Information and communication for the project were determined.					
2. Appropriate approach and plan for the project communication activities were determined					
3. information's have been communicated to formalize phase or project completion					
4. Communication have been monitored					
<b>VIII. Project Risk Management</b>					
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. Risk management activities for a project were clearly defined.					
<b>IX. Project procurement management</b>					
1. Resources needed for the project were Determined					
2. Requirements of the project materials was Documented					
3. Potential sources were identified (in which you procure the items)					
4. Project procurement decisions of the company were documented and approaches were specified to identify potential sellers.					
<b>X. Project stakeholder management</b>					
1. Project stakeholders were identified					
2. Stakeholder management plan was defined					

3. There was effective communication between project stakeholders					
4. Stakeholders engagement was monitored					

You have opinion for other factors, please describe;

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Thank you for your time





## Addis Ababa University School of Commerce Graduate Program

### Master of Project Management

*An interview prepared for the program director*

*Name: Natnael Hezkias*

*Tel: +251920529339*

*Email: nhattylee@gmail.com*

*“Assessing project management practices in NGO’s aid development projects: A case of Gudina Tumsa foundation.”*

*The Research is being carried out as partial fulfilment of the requirements for award of Master of Arts Degree in Project Management.*

### ***Interview questions.***

1. Your educational background and experience?
2. Are the project scope constraints, and schedule dates clearly identified and communicated to all stakeholders?
3. Are the Responsibilities and roles clearly communicated to all team members?
4. How do you manage your stakeholders?
5. What were the problems you encountered during implementation of Project (s)? Please State/list the problems as much as you can.
6. Is the final cost greater than the initial budget?
7. Were there any scope changes?
8. Did some projects face delays?  
Yes { } no { }
9. If the answer is yes to the above question what were the causes and how do you manage the delay problems?

**Standard deviation for all project management knowledge areas processes**

PIM SD	PSM SD	PSSM SD	PCM SD	PQM SD
0.49103	0.50687	0.64728	0.56232	0.54808
0.61919	0.75705	1.08165	0.76742	0.56232
0.57621	0.59643	0.83168	0.66831	0.42174
0.57621	0.65	0.59643	0.61919	
	0.61919	0.72777		

PRM SD	PCCM SD	PRRM SD	PPM	PSSM SD
0.70571	0.60302	0.87567	0.64728	1.00983
0.70571	0.6887	0.89133	0.81002	0.73318
0.49901	0.58303	0.878	0.90015	0.73048
0.73318	0.63806	0.793	0.76484	0.83406
0.70571		0.91539		

**Reliability test tables for the ten knowledge areas**

**Project integration management**

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.740	.727	4

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.109	3.826	4.261	.435	1.114	.037	4

## Project scope management

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.701	.700	5

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.783	3.565	3.913	.348	1.098	.019	5

## Project schedule management

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.634	.629	5

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.635	3.435	3.913	.478	1.139	.033	5

## Project cost management

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.740	.737	4

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.978	3.739	4.087	.348	1.093	.026	4

## Project quality management

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.748	.773	3

### Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.101	3.957	4.217	.261	1.066	.018	3

**Project resource management**

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.827	.836	5

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.052	3.913	4.391	.478	1.122	.038	5

**Project communication management**

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.825	.826	4

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.848	3.609	4.043	.435	1.120	.043	4

**Project risk management**

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.795	.797	5

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.217	3.043	3.391	.348	1.114	.022	5

**Project procurement management**

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.776	.783	4

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.783	3.478	4.087	.609	1.175	.063	4

**Project stakeholder management**

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.788	.783	4

**Summary Item Statistics**

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.924	3.696	4.348	.652	1.176	.089	4