ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

ASSESSMENT OF PROJECT MANAGEMENT PRACTICES AND CHALLENGES IN DEVELOPMENT PROJECTS OF NGOS: A CASE OF ETHIOPIAN EVANGELICAL CHURCH MEKANE YESUS -DEVELOPMENT AND SOCIAL SERVICES COMMISSION

BY BACHA KITESA

ADVISOR: SOLOMON MARKOS (PHD)

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Assessment of Project management Practices and Challenges in Development Projects of NGOs: A Case of EECMY- DASSC

BY: Bacha Kitesa (BSC)

A Research Project work Submitted in Partial Fulfillment of the Requirements for Obtaining the Degree of Master of Project Management

Advisor: Solomon Markos (PhD)

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SCHOOL OF COMMERCE

DEPARTMENT OF PROJECT MANAGEMENT

This is to certify that this thesis is prepared by Bacha Kitesa, entitled: "**Assessment of Project management Practices and Challenges in Development Projects of NGOs: A Case of EECMY- DASSC**" and submitted in partial fulfillment of the requirements for the degree of Master of Arts in project management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Signature: _____

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This is to certify that BACHA KITESA has carried out this project work entitled: "**Assessment of Project management Practices and Challenges in Development Projects of NGOs: A Case of EECMY- DASSC**" under my supervision. This work is original in nature, and it is sufficient for submission as the partial fulfillment for the award degree in Master of Art in project management.

Advisor	**Signature**	**Date**

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Blessing!

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Acronym

DASSC	Development and Social Services Commission
EEECMY	Ethiopian Evangelical Church Mekane Yesus
FDRE	Federal democratic republic of Ethiopia
KII	Key informant interview
NGO	Non-government organization
PM	Project management
PMI	Project Management institute
SE-AO	south Ethiopia area office
SNNP	South nation nationalities and people's regions states
USAID	United states of America Aid
WE AO	West Ethiopia Area office
WBS	work break down structure.

ABSTRACT

Even though effective project management is critical to maintaining the organization's incremental growth and further cultivating the organization's business, there is a lack of project knowledge management and lesson capture, as identified during the preliminary discussion with a selected team member of the organization. As a result, the purpose of this study is to evaluate Ethiopian Evangelical Church Mekane Yesus-Development and Social Services Commission's (ECMY-DASSC) current project management practices, with a focus on project scope, cost, schedule, quality, risk, integration, and project stakeholder management, with a focus on how each of these ultimately contributes to project success.

In this study, a descriptive research design was used, and the researcher employed both a quantitative and qualitative approach. Furthermore, the study participants were chosen through a census survey and were exposed to both primary and secondary sources of data. A structured questionnaire and an interview were used in this study, as were secondary sources such as the organization's strategies, report, and evaluation document. The questionnaire data was entered into the SPSS software and analyzed. According to this finding, this organization's projects face internal challenges such as poor cost management and a lack of project integration, as well as external challenges such as bureaucracy in government offices. In comparison to other project management knowledge areas, the organization's project integration, project scope, project quality, and stakeholder management are all good, but the project schedule, project risk, and cost management are all poor.

As a result, to improve project management practice and close the gap between actual theory and project implementation, the project team should provide project management trainings to its project team members and ensure that the trainings address team member gaps, maintain good project integration, scope, and project quality managements, and work on improving its project schedule, cost, risk, and scope. Project time management must be prioritized by defining and sequencing activities, estimating activity durations, developing a schedule, and controlling changes to the project schedule. Furthermore, emphasize the importance of working closely with the project sponsor/donor to manage the challenges of unexpected cost escalation during project implementation.

Furthermore, the researcher suggests expanding the study to include other project management knowledge areas and conducting more in-depth research by including various project-based organizations to compare their project management practices and contribute to its growth in Ethiopia.

Chapter One: 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 conduct 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 bring about the satisfaction of stakeholders.

A project can be defined as a temporary endeavor undertaken to create a unique product, service or result consists of a set of activities, whose executions take time, require resources, and incur costs (PMI, 2008)

Project management is being regarded as mandatory for the survival and success of projects such as the one being studied. It is mandatory not only for project-based organizations but also for any firm to survive in a rapidly changing technological and market environment. Nowadays, most firms are realizing that project management and productivity are related, and businesses should be managed as a series of projects (Kerzner H, 2009). On the other hand, a project is successful when the objectives of the project have been achieved to the full satisfaction of the users, all closeout activities have been completed and all designated interest, including the project's sponsor and/or initiator officially accepts the project results or products and closes the project (Wideman M, 2002)

According to the six editions of PMOBK, Project management knowledge areas include project integration management, project scope management, project time management, project quality management, project risk management, project human resource management, project cost management, project communication management and project procurement management (Harrin E, 2022). According (Schwalbe, K,2009), of these ten project Knowledge areas, four of them namely human resource, communications, risk, and procurement management area categorized as facilitating knowledge areas. They are called facilitating areas because they are the processes through which the project objectives are achieved. Whereas project scope, time, cost, and quality management are called, the core knowledge areas of project management. They are called the core areas because they lead to specific project objectives (Schwalbe, K,2009), whereas project integration management and project stakeholders' management area are an overarching function that affects and is affected by all the other knowledge areas.

1.2. Project Management in Non-governmental Organization

Although the term "NGO" is used frequently, there are many different definitions of what an NGO is. Other terms with a similar meaning, including non-profit, volunteer, and civil society organizations, to name a few, are frequently used as well. NGO structures can take many different shapes; they can be big or small, formal, informal, rigid, or flexible. According to Valik's definition NGOs are self-governing, private, not-for-profit organizations that are dedicated to enhancing the quality of life for underprivileged people (Vakil A, 1997). According to this definition. NGO's has the following key characteristics among others: it is formal, it has regular meetings, office bearers and some organizational structure; 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.

Non-government organizations (NGOs)s are generally registered organizations, community groups, professional associations, trade unions, cooperate charity organizations whose aim is to improve the wellbeing of their members and of those areas in which they exist (Turner M, 1997). Further NGOs operate both in the rural and urban areas where there is a need to meet according to their objectives to attain; but in most cases NGOs tend to focus on poorer communities that have that have focused problems even to meet their basic needs and often who were in hardly accessible areas such areas usually characterized by limited existence, absence, or ineffective of government programs. In addition to the facts, NGOs have strongly grassroots link that contribute to incorporate and integrate local inputs into their efforts. In some cases, there is a possibility of NGOs themselves to be a part of that community in which they operate (Sintayehu B, 2016).

The operations of NGOs in Ethiopia and other countries are impeded by many factors which have implications on the NGO's autonomy and Ethiopia is the second most populous country in sub-Saharan countries that receives a significant amount of aid from donors including United States, United Kingdom, World Bank, European Union, and United States Aid for International Development ((USAID, 2014).

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 (FDRE/CHA, 2009).

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.

Whereas the NGO sector is extremely diverse, heterogeneous, and populated by organizations with hugely varied size, scope, targets, structures, and motivations. In their day-to-day activity, they face a lot of challenges including the absence of proper project management practice, poor project planning, lack of accountability, poor stakeholder involvement, lack of proper communication, poor risk management strategies are some of the challenges they face (Michael C, 2011).

1.3. Background of EECMY-DASSC

Non-government organizations (NGOs)s are generally registered organizations, community groups, professional associations, trade unions, cooperate charity organizations whose aim is to improve the wellbeing of their members and of those areas in which they exist (Turner, 1997). Further NGOs operate both in the rural and urban areas where there is a need to meet according to their objectives to attain; but in most cases NGOs tend to focus on poorer communities that have that have focused problems even to meet their basic needs and often who were in hardly accessible areas such areas usually characterized by limited existence, absence, or ineffective of government programs. In addition to the facts, NGOs have strongly grassroots link that contribute to incorporate and integrate local inputs into their efforts. In some cases, there is a possibility of NGOs themselves to be a part of that community in which they operate (Sintayehu B, 2016).

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States, United Kingdom, World Bank, European Union, and United States Aid for International Development ((USAID, 2014).

The Ethiopian Evangelical Church Mekane Yesus (EECMY) began proclaiming the Gospel with the help of Lutheran and Presbyterian Missions in Ethiopia. As a result of these joint efforts, congregations, parishes, and synods were established that brought about instituting of the EECMY as a national Church on January 21, 1959. In the 1972s, the EECMY coined a guiding theme for her services, "Serving the Whole Person", later referred to as holistic ministry. This has remained a guiding principle for all church work, be it evangelism or development. The holistic ministry implied that the church is out to address the spiritual as well as the physical and psycho-social needs of a person. This popular principle has helped the church to holistically contribute to the livelihoods of communities and actively involved in building the society at large. The church institutionally embraced evangelism and development works as major components of its ministry which were already progressing together from its inception (DASSC, 2022).

The development and social services of the church is led by her Development and Social Services Commission which was re-organized into Development and Social Services Commission (EECMY-DASSC) and registered as a legal church-based development agency in line with the government policy in the year 2000. EECMY-DASSC has established a strong network with other actors and has secured firm acceptance by local, regional, and federal government bodies and collaborative relationships are being progressively strengthened. Development interventions initiated by communities and supported by EECMY-DASSC are contributing to the realization of the poverty reduction aims and national development policy targets. There are four major thematic areas for the EECMY-DASSC including Resilience building program Education, child and youth development program humanitarian response and peacebuilding program and Women empowerment and inclusive development. The head quarter of this commission is found in Addis Ababa and with its four Area offices this organization is running different projects across all regions of the country (DASSC, 2022). There are more than 1800 project and support staffs and national total Staffs.

The Commission manages its projects by delegating authority to the four area offices listed below.

1. **Central North Ethiopia Area Office**. This Area office operates in seven regional states and two city Administrations and closely manages the development and social services projects/programs implemented by nine branch offices organized under it (DASSC, 2022).

2. **EECMY-DASSC Southwest Ethiopia Area Office**, centered in Jimma town, is one of the four area offices established to serve as an extended arm of the Head Office (HO) of the Commission. It is a management, capacity building, and supervising entity in charge of the commission's operations within its geographic areas (DASSC, 2022)
3. **EECMY DASSC SE-AO:** Is based in Sidama Region, Hawassa City Administration. This area office oversees the commission's operations within its geographic areas of Sidama, southern parts of Oromiya, and SNNPRS region (DASSC, 2022).
4. **The EECMY-DASSC Western Ethiopia Area Office (WE-AO)**: It oversees the commission's operations in the western corridor of the country. The Area office is located at Gimbi town, West Wollega Zone, Oromia National Regional State (DASSC, 2022).

1.4. Statement of the problem

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) and the most widely used PM methodologies are the Project Management Body of Knowledge (PMBOK). Furthermore, project management could help to meet the challenges of NGO"s by improving 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.

NGO sector is extremely diverse, heterogeneous, and populated by organizations with hugely varied size, scope, targets, structures, and motivations. In their day-to-day activity, they face a lot of challenges including the absence of proper project management practice, poor project planning, lack of accountability, poor stakeholder involvement, lack of proper communication, poor risk management strategies are some of the challenges they face (Michael C, 2011).

By working with both the public and private sectors, EECMY-DASSC is currently using insight marketing design to deliver interventions at scale across the country. Its work scope is quickly expanding from Resilience building program Education, child and youth development program humanitarian response and peacebuilding program and Women empowerment and

inclusive development to further contribute to the fight for the improvement of the Ethiopian population's quality of life.

The organization's management is currently advancing the company's operations and intends to broaden its project portfolio. Even though effective project management is critical to maintaining the organization's growth on an incremental trend and further cultivating the organization's business, there is a lack of project knowledge management and lesson capture, as identified during the preliminary discussion with a selected team member of the organization. Delays in project completion, risks from unknown security issues, cost increases from market escalation from which they were challenged to deliver the project per the scope, and bureaucracy from stakeholders, particularly government structures, can all be a challenge. whereas proper project management will assist the organization in gaining the trust of large communities, stakeholders, and the project's donor by delivering quality results in an effective and efficient manner while adhering to project constraints. As a result, to manage projects in a way that supports the organization's overall business strategy, project managers must develop the key competencies outlined by project management knowledge areas. This necessitates ensuring that knowledge areas are applied in project management.

As a result, the goal of this research is to assess EECMY-DASSC's current project management practices, with a focus on project scope, cost, schedule, quality, risk, integration, and project stakeholder management, with an emphasis on how each of these ultimately contributes to project success.

1.5.Research question

- What is the project scope management practices of the commission?
- What is the project quality management practices of the commission?
- What is the project cost management practices of the commission?
- What is the project time management practices of the commission?
- What is project integration management practices of the commission?
- What is project risk management practices of the commission?
- What is project stakeholder management practice of the commission?
- What are the challenges of project management knowledge in NGO projects?

1.6. Objectives

1.6.1. General Objectives

The research paper's main objective is to assess the project management practices of NGO /Aid development projects, particularly in the case of EEMY-DASSC Ethiopia.

1.6.2. Specific Objectives

1. To assess the project scope management practices in non-government development projects.
2. To assess the project quality management practices in non-government development projects.
3. To assess the project cost management practices in non-government development projects.
4. To assess the project time management practices in non-government development projects.
5. To assess project integration management practices in non-government development projects
6. To assess project risk management practices in non-government development projects
7. To assess project stakeholder management practice in non-government development projects
8. To examine the challenges of managing selected project knowledge areas in non-government development projects.

1.7.Scope/ Delimitation of the study of the Study

Due to resource, time, and skill constraints, this study only targeted selected management practices of the organization in selected project knowledge areas. Thus, only project scope, cost, project quality, project time, project stakeholder, risk, and project integration knowledge areas will be evaluated, with a focus on how each of these contributes to project success. Consequently, this study does not include other project knowledge domains. Additionally, since the goal of this study is to evaluate only client-side project management practices (i.e., EECMY-DASSC Project office), it excludes the perspectives of the other project management practices.

Because of this, the researcher in this study used a descriptive survey study design, a purposive sampling technique, and both quantitative and qualitative approaches to collect all the necessary data; as a result, the research is conducted using structured questionnaires as a method of primary data collection. Furthermore, due to budgetary and time constraints, the commission's head office team and the Central North Ethiopia Area Office program team based

in Addis Abeba City are the only data sources for this study; as a result, the field office team was not able to provide data due to their remote location.

1.8. Limitation of the Study

The study is limited in the sense that it only concentrates on assessing specified project management knowledge areas and challenges from the perspective of the client side, excluding the other project management knowledge areas and without including the perspectives of the others including the donors, consultants, contractors, or other stakeholders of EECMY-DASSC's development projects. Hence, this study is conducted based on the responses of the EECMY-DASSC's Management teams and experts, and they might be biased when providing responses concerning their projects.

1.9.Significance of the Research

The results of this study will assist EECMY-DASSC in contextualizing factors affecting the quality of its project implementation and directing them toward appropriate mitigation strategies to lessen their impact. Based on the findings of this study, the company will develop its future planning and mitigation strategy. Furthermore, it may be useful for policy directions and may suggest potential factors that could aid project implementation for civil society coordination offices. Based on the findings and recommendations of this study, other INGO can learn and evaluate their own trends in project management practices to successfully complete their projects. This research will also be a valuable resource for future studies on effective project management techniques in NGOs and other industries.

Chapter 2: Literature review

2.1. Theoretical review

Recently, researchers have shown a growing interest in the practice of project management, particularly the challenges associated with the five project knowledge areas of project cost, project quality, project time, project stakeholder, and project integration. As a result, the purpose of the literature review section is to give an overview of earlier related studies and other relevant literature on the research problem areas. The available literature aims to review the main idea and research issue connected with this research topic. Its goal is to provide research-related insights and add to the project office's growing body of knowledge about project management. More emphasis is placed on project management practices in the literature review.

2.1.1. Project

A project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates that a project has a definite beginning and end. The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists. Temporary does not necessarily mean the duration of the project is short. It refers to the project's engagement and its longevity. Projects can also have social, economic, and environmental impacts that far outlive the projects themselves (Michael C, 2011). The uniqueness with a project means that the provided service or product is different from all other services and products. Projects arise out of unmet needs. Those needs might be to find a solution to a critical business problem that has evaded any prior attempts at finding a solution. Or those needs might be to take advantage of an untapped business opportunity (Wysocki R, 2014)

The PMI has defined a project as "A temporary endeavor undertaken to create a unique product or service and 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

Further according to PMI, 2017, 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 willful decision was made to terminate the project (PMI, 2017).

2.1.2. Definitions of Project management

Project management has a long history, which is reflected in the man-made wonders of the world. But did they do it on schedule? Did they follow a budget that was approved? Did they adhere to and fulfill all requirements and rules? Did they integrate effectively and involve the appropriate parties? Most people are aware of the significant projects that have encountered difficulties, so the answer to each of those questions has become "No" more frequently in recent years. Although there are numerous examples, we'll focus on project management and its procedures in the following sections of this paper.

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 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 K, 2016), project management is a set of processes and a framework that enhances the opportunity for project success.

The PMBOK (2004,) 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 (PMBOK, 2004).

2.1.4 Project management practice

PM practices vary significantly from one type of project to another therefore 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 (Payne J, 1999).

According to Duncan WR (1996), 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. 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 select knowledge areas based on PMI (2017).

2..1.5. Project integration management

Integration: the process & activities to identify, define, combine, unify & coordinate the various processes & activities within the project management. 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.
- **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.

2.1.6. Project scope management

Project 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, 2017), the major project scope management processes include:

- **Plan scope management**: This process is all about creating a scope management plan that documents how the project and product scope 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 is 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.

2.17. Project Risk Management

Risk: Is an uncertain event or condition that, if it occurs, influences at least one project objective. According to Forsberg et.al (2005) project, risk management is the art and means of identifying, analyzing, 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. 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.

2.1.7. Project time/ 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: I**t 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 monitors the status of the project update and manages changes.

2.1.8. 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 must be calculated by developing an estimate of the costs for the resources needed to complete project activities and resources must be planned, by determining what resources (people, equipment, and materials) and what quantities of each are needed to perform project activities. According to (PMI, 2017) , 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.

2.1.9. 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 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.

2.1.10. Project Stakeholder Management

Stakeholders are 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)
Stakeholders are interested in or have a stake in your project. They are the individuals actively contributing to the project's work or having an interest in its success or failure (Walt, 2020). Because projects have an impact on stakeholders both inside and outside the organization, further stakeholder management is a crucial activity that necessitates concentrated attention throughout the project life cycle. Therefore, it is crucial for the project's success to identify the stakeholders, understand them and their expectations and viewpoints, prioritize them using a stakeholder map, develop a stakeholder management plan, and then interact and communicate with them to make sure that their expectations are met throughout the project's life cycle. (Walt, 2020)
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 (Duncan, 1996).
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 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.

2.2. Empirical review

2.2.1. Developmental projects

A developmental project sets up organizations, networks, and tools that have an impact in terms of synergy and development for the community, a sector, and a region. According to Siles Rodolfo, Development organization varies in size and orientation, most shares the common goal of helping people and benefiting society. NGOs 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 (Siles R, 2018).

A developmental project can generate or derive other projects and gather actors from different horizons to work towards a common objective. whereas NGOs 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. Further, development organizations prepare and implement development projects and work to strengthen the capabilities of local institutions and promote community self-reliance through sustainable strategies (Siles R, 2018).

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

2.2.2. Project management practices in private organizations.

When project management practices are used correctly, the likelihood of project success increases (Thomas J, 2008). However, each organization must evaluate the applicability of each practice, as their use may not have the same impact on different organizations. Project management can thus be implemented using tools and techniques that are tailored to the context of the organization.

The researcher attempts to identify the ten knowledge areas. According to Marchewka, the most important are the scope, schedule, cost, and quality management areas, which correspond to the primary project management objectives (Marchewka j, 2015). The researcher asked two

Portuguese project management associations to distribute the questionnaire to their colleagues' members. A total of 159 questionnaires were distributed and collected. Finally, this study, which was conducted in 30 metalworking companies in Portugal, revealed that management practices were valued by practitioners across all Knowledge Areas, with project Scope Management and Project Procurement Management ranking highest, and project Risk Management and Project Integration Management ranking lowest. Furthermore, based on the data gathered, the organization employed most of the PM practices. According to the studies, PM is context dependent, as several studies have shown. Furthermore, Zwikael demonstrated that the intensity of use of the risk management process is dependent on industry activity (Zwikael O, 2011). According to the researcher's observations, organizations need to be more knowledgeable about the project management techniques that are most frequently used within them. The researcher also discovered that organizations with practitioners with lower educational levels may not adopt more advanced PM tools and techniques because they may not have the necessary background knowledge.

Other research conducted by Tigist S (2020), conducted on the topic of an assessment on Project Management Practices: a case study on Japanese Social Development Trust Fund Grant Project In the study both qualitative and quantitative descriptions were applied on the data gathered to analysis the information obtained. By undertaking a detailed analysis of the situation. The study reaches on the conclusion of the project management knowledge areas; Project scope, time, quality, cost, risk, and integration management were not effectively practiced in the project. Finally, it has been understood that the practice of project management knowledge areas in line with project process groups would have helped the project to be more effective (Tigist S, 2017).

2.2.3. The impact of project management practices on international development projects of non-governmental organizations.

First, in international 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, 2010) and often they do not have high technical and managerial capabilities(Golini, R, 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, R, 2013). On the other hand, Hermano shows that tools are very similar and that ID projects can benefit from the practices developed in business environments, and vice versa (Hermano V, 2013).

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 international development projects. As a matter of fact, NGOs carry an increasing share of such projects and some of them gained a prominent international role (Korten D, 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.

2.2.4. Challenges of Project Management Practices

Every project is different by its nature, that is, its type, size, its geographic location, uniqueness, personnel involved in the project. Hence, according to (Michael C, 2011), project execution in inherently risky and the lack of appropriate approach to addressing these risks has led to a lot of undesirable results.

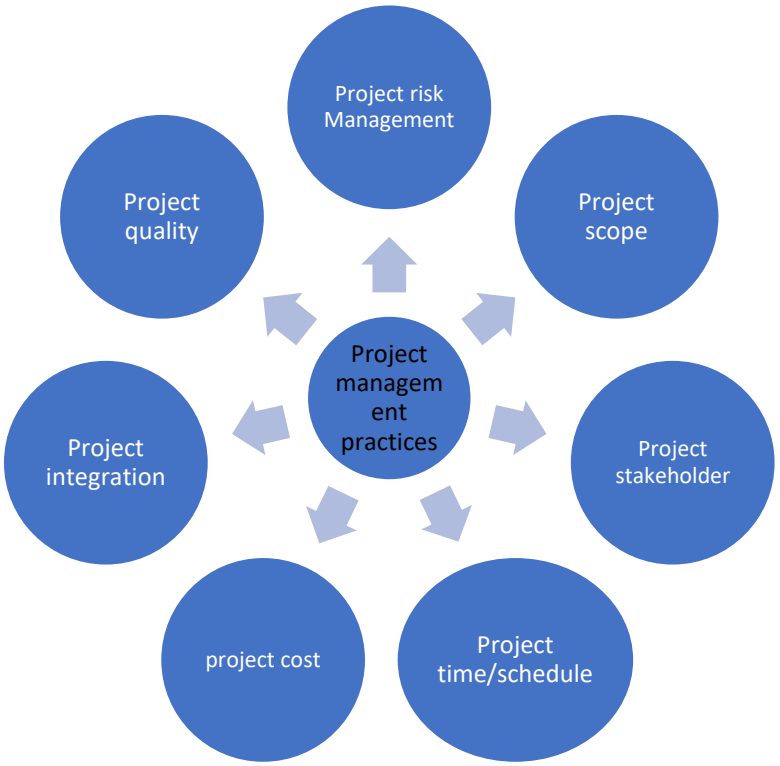
The major challenges of project management are to accomplish all the aims and objectives of the project while at the same time mitigating the constraints of the projects (Lewis, 2005). Notably, Lewis (2005) outlined the scope, time, cost, and quality of being the major project constraints. The role of senior leadership in shaping project organization is crucial. Implementation of project management practices in the project depends on the existing organizational culture, which directly influences the project organization. Project managers must focus on key challenges areas while implementing knowledge areas. Role of senior leadership, effectiveness of PMO, human resource management factors, PM training, poor adoption of PM standards, and triple constraints are some of the important challenges that can occur while implementing best practices (Lewis, 2005).

Furthermore, government policies, insufficient funds, withdrawal by donors, shortage of foreign exchange, inappropriate contract conditions, political priorities, poverty, socio-cultural conditions, corruption, and low institutional and human capacity are the major factors behind the poor performance of projects, according to (Jakale W, 2004).

2.3. Conceptual framework

The proposed framework for this research is illustrated in Figure 2 below. It shows assessing project management practices with the 7 project management knowledge areas.

Figure 1: Diagrammatic presentation of project management practices knowledge areas considered for this assessment.



(Source: crafted by the investigator based on the Tigist sileshi (2017)

Chapter 3: Research Methodology

3.1. Introduction:

This part 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 Study Design

A descriptive research design was used in this study and the researcher uses both quantitative and qualitative approach. Primary data were gathered from employees involved in project work including 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. Research Approach

A mixed approach was used, which combines a quantitative and qualitative study approach. While the methodology of quantitative research is based on the description of data, the methodology of qualitative research is based on key informant interviews. A quantitative approach is statistically based, and it contains questionnaires that can best be answered in numbers. To get quantitative data, they analyze the numbers with a statistical model to see what the data tells them. The application of quantitative approaches will facilitate the acquisition of adequate, relevant, and reliable data that will used to assess factors affecting project management practice in the case of EEMYC-DASC.

3.4. Type and source of data

To get adequate data, the study participants were selected by census survey and were engaged both primary and secondary sources of data. As the primary source of data, the study used semi-structured interview and close ended questionnaire which helped in answering questions related to the study objectives. As a secondary data source including articles, related books, journals, publication from the project office and other online information were also reviewed.

3.5. Target population

First, the investigator identified his sample population purposively by considering the convenience, cost of data collection and power of the study. For the sake of convenience, this study only employed EEMYC-DASSC personnel working for offices in Addis Abeba. During

this study period, there are 63 staff members working for the EEMYC- DASSC head office and Central North Ethiopia Area Office (54 for the head office and 9 for the Central North Ethiopia Area office). Furthermore, for the purposes of this study, the researcher employed census survey of all project coordinators, project managers, project members, and support staffs working at the two offices mentioned above in Addis Abeba. As a result, the researcher considered all the sixty-three respondents from the two offices in Addis Abeba.

3.6. Research instruments

A structured questionnaire and interview were developed for this study. The researcher also reviewed vital documents such as the organization's strategies, report, and evaluation document to uncover facts about the organization. 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. The key informant interviewee asked sixteen questions in the interview whereas forty-nine questions administered to respondents from which forty-three of them were questionnaire developed to generate the respondents project management knowledge area.

3.7. Methods of data collection.

The researcher distributed self-administered questionnaires to the project coordinator, project manager, project officers, project members, and project support staff. Furthermore, the researcher distributed questionnaires via the M-Water surveyor portal to employees who were absent from their office during the data collection period for reasons such as travel for field work or being on leave. The researcher then notified the respondents by phone after receiving their phone numbers from the organization's HR manager.

Further an in-depth interview conducted with the DASSC Program Director, DASSC program Manager, DASCC MEL Manager, and DASCC Central North Ethiopia Area office Manager to obtain their responses to the challenges of project management in their organization and their organization's project management culture.

3.8. Data Analysis Methods

The questionnaire composed of close-ended and Likert type scale questions that distributed to the target population and collected back. Then the data collected from the questionnaires is logged to the SPSS software and analyzed. After analysis using descriptive statistics, the findings 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 made.

3.9. Data Quality Assurance/ Scale Reliability and Validity

3.9.1 Data Quality Assurance: The data quality is maintained by carefully designing questionnaires in consultation with the advisor prior to the actual data collection period. Furthermore, data double entered, cleaned, and analyzed using SPSS version 20.0. Furthermore, respondents given the opportunity to ask questions about anything that is unclear or difficult to understand during the data collection process, while the principal investigator will closely monitor the process.

3.9.2. Reliability and Validity Test: The study has really cared for issues of the data, the process, and the output of the research. Here George and Mallery, provide the following rule of thumb for assessing the Cronbach's Alpha value for a dichotomous or Likert scale instrument. The Cronbach's Alpha has a value between 0 and 1. The closer the Cronbach's Alpha value to 1, the greater the internal consistency of the item within the scale. Table 1 shows the Cronbach's Alpha interval for internal consistency measurement (George M, 2003).

Table 1: Cronbach's Alpha interval

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.90$	Excellent
$0.80 \leq \alpha < 0.90$	Good
$0.70 \leq \alpha < 0.80$	Acceptable
$0.60 \leq \alpha < 0.70$	Questionable
$0.50 \leq \alpha < 0.60$	Poor
$\alpha < 0.50$	Unacceptable

Source: *George and Mallery (2003)*

The researcher adapted its questions from (Tigist Sileshi 2017), and he also used his own questions for the paper. As a result, the researcher examined the questionnaire's validity and reliability using the Cronbach alpha reliability measurement scale. The overall reliability of the questionnaires administered to respondents is 0.91, as shown in Table 2 below, indicating excellent internal consistency.

Table 2: Reality of the questionnaire

Reliability Statistics	
Cronbach's Alpha	No of Likert type question
.909	34

Case Processing Summary			
		N	%
Cases	Valid	61	100.0
	Excluded[a]	0	.0
	Total	61	100.0

a. Listwise deletion based on all variables in the procedure.

Further, reliability of each project management knowledge areas is presented by table 3 below.

Table 3 Reliability of each project management knowledge areas

S/No	Project knowledge areas	Reliability Statistics	
		Cronbach's Alpha	No of Items
1	Project Integration Management	0.75	5
2	Project Scope	0.72	4
3	Project Risk Management	0.77	5
4	project Time/Schedule Management	0.81	6
5	Project Quality Management	0.70	4
6	project cost management	0.73	5
7	project stakeholder management	0.69	5

3.10. Ethical Considerations

Ethical approval obtained from Addis Ababa University College of Business and Economics. A formal letter of permission and support written to EEMCY -DASSC. To keep the study environment easy, the purpose of the study was explained to the concerned bodies, including the study participants. Further, written information about the study was provided to the respondents, and a question asking for their free agreement included in the questionnaire used to collect the data.

Chapter 4 : Result and Discussion

4.1 Introduction

This chapter presents, analyzes, and discusses the data collected from respondents. To analyze the collected data in accordance with the overall goal of this research, a statistical procedure conducted using SPSS version 20.0 software to assess the organization's project management practice. The researcher uses a questionnaire and semi-structured interviews.

4.2. Response rate

The primary data collected through the questionnaire consists of forty-nine questions distributed to sixty-three peoples of which sixty-one (96.82%) of them responded.

The researcher distributed self-administered questionnaires to the project coordinator, project manager, project officers, project members, and project support staff. Furthermore, the researcher distributed questionnaires via the M-Water surveyor portal to employees who were absent from their office during the data collection period for reasons such as travel for field work or being on leave. The researcher then notified the respondents by phone after receiving their phone numbers from the organization's HR manager.

In addition, an in-depth interview conducted using semi-structured interview checklist, with the Program Director, MEL Manager, Human resource, and operation Development head to obtain their responses to the challenges of project management in their organization as well as their organization's project management culture.

4.3. Demographic characteristics and general background of the respondents

The responses of respondents to general information such as age, gender, educational level, occupational level, and years of experience in the organization are presented below.

4.3.1 Age

According to the chart below, 57% (35) of the sixty-one respondents were between the ages of 31to 40, followed by 23% (14) falling between the ages of 41 to 50.

Table 4: Age Distribution of respondents

Age	Frequency	percentage
<30	4	7%
31-40	35	57%
41-50	14	23%
>51	8	13%
Total	61	100%

4.3.2 Gender

Among the respondents 79% were male and 21% were female. This can show us most of the respondents and peoples who works there are male.

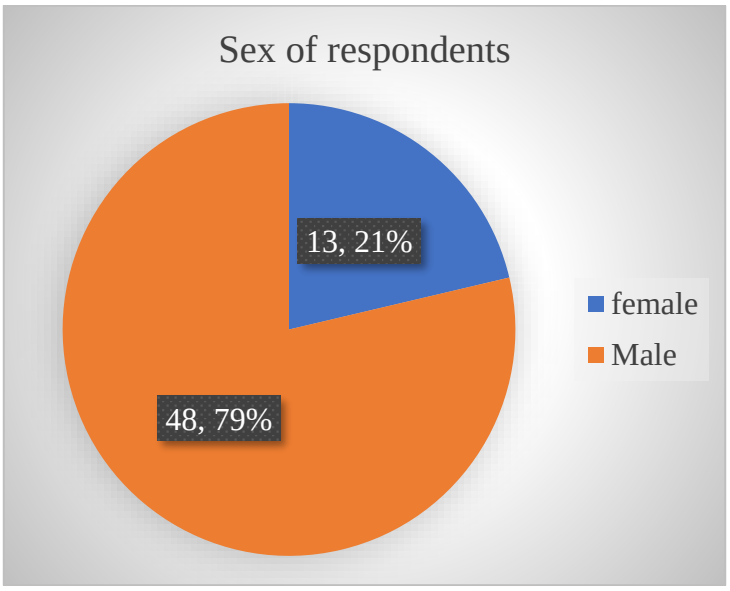


Figure 2: Sex Distribution

4.3.3 Educational level

The chart below shows the respondents' educational level. There were no respondents with a Ph.D., but 62.29% (38) of respondents have a master's degree, 34.42% (21) have a degree, and 3.27% (2) have a diploma.

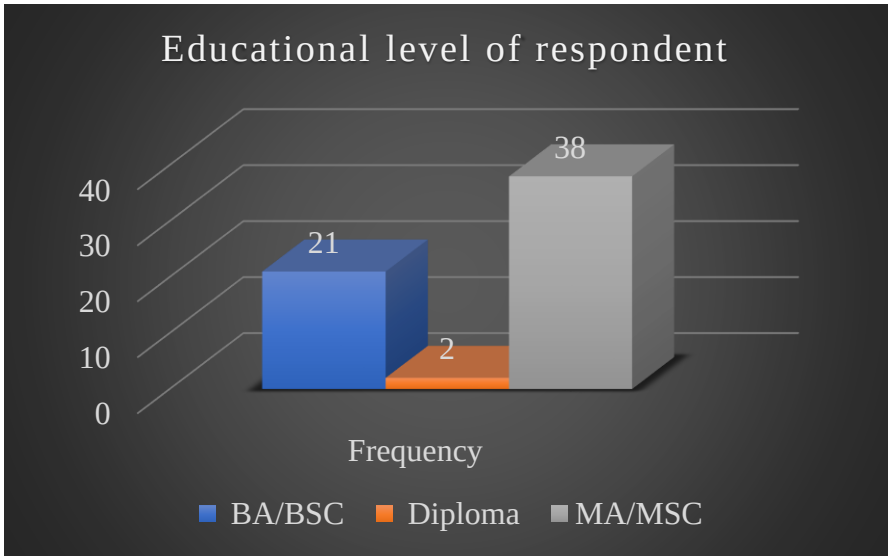


Figure 3. Educational level of respondent

4.3.4 Occupational level

The occupational level of the respondents is shown by the table 5 below. 47.54% (29) of respondents are technical experts, followed by 19.67% (12) officers/coordinators and 16.39% (10) program managers. The list respondents are 3.28% (2) directors.

Table 5 :occupational level of respondents

Respondents' occupational level/hierarchy in EEMYC-DASSC	Frequency	Percent
Director	2	3.28%
project/ program officer/coordinator	12	19.67%
program /Project Manager	10	16.39%
support staff	8	13.11%
technical Project member	29	47.54%
Total	61	100.00%

4.3.5. Years of working in the organization

The researcher asked the respondents about their time with the organization. For this question, 49.2% (30) of respondents had been with the organization for more than 11 years, followed by 31.1% (19) who had been there for 1-5 years and 19.7% (12) who had been there for 6-10 years. The detail of the respondents' service year presented by figure 3 below.

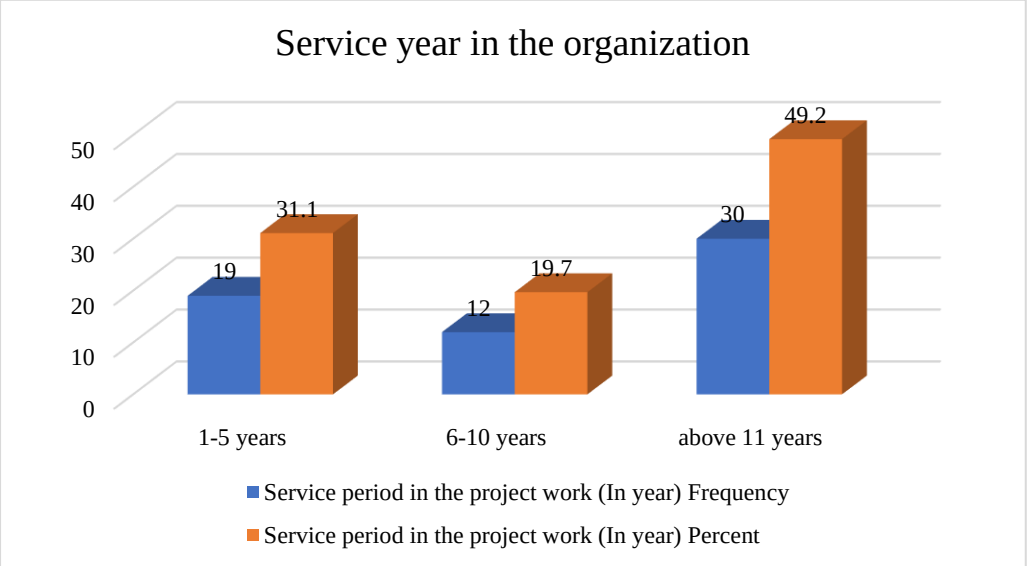


Figure 4: respondents Service period in the organization

4.4. Challenges of project management

Table 6: Major internal challenges of the organization

Major internal challenges of the project management			
	Lists of challenges	n	Percent
Valid	Lack of clarity in the scope of the project	3	4.92%
	Poor scheduling and time management	2	3.28%
	Poor cost management	34	55.74%
	Lack of quality	6	9.84%
	lack of project integration	16	26.23%
	Total	61	100.00%

Hint: There is a case when a respondent selected more than two major challenges (n-frequency)

Majority, 68.85 % (42) of the respondents answered as there is separate project management department in the organization. Further the respondents asked about the major internal and external challenge they are encountering while carrying the projects. Poor cost management (55.74%) and a lack of project integration (26.23%), as shown in table 6, are the two major internal challenges of the project team. This finding is consistent with the assessment conducted by Lewis (2005), which stated that the scope, time, cost, and quality are the major project constraints, and it also recommends that the senior leadership role is critical in shaping the organization.

Table 7: Major external project management challenges

Major external challenges of the project management		
Lists of external challenges	n	%
Existing government policies, directives, bureaucracy	30	49.18%
Organizational culture	17	27.87
Other environmental factors	14	22.95
Total	61	100.0

n= frequency

Discussion: From the table 7 above, we understand that the existing government policies and bureaucracy has been a challenge for the organization because the policy that government has on NGO's restricts the freedom to operate the business. Example, per the responded from one of the KII, the restriction of the government on administrative and operational costs has been a challenging them to use their budget flexibly because according to 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. Whereas failure to observe such a requirement would entail criminal liability that is punishable with a fine against the organization and against the officer.

Furthermore, when asked about their top external project management challenges, 49.18% (30) of respondents named bureaucracy in government offices as their top external challenge; details are presented in table 7 below. This is consistent with the findings of a study conducted by Jekale (2004), who identified government policies and priorities as major contributors to project underperformance.

In terms of the effectiveness of the various projects being implemented by the organization, half of the respondents (50.8%) responded that their project implementation is effective, as shown in the figure below.

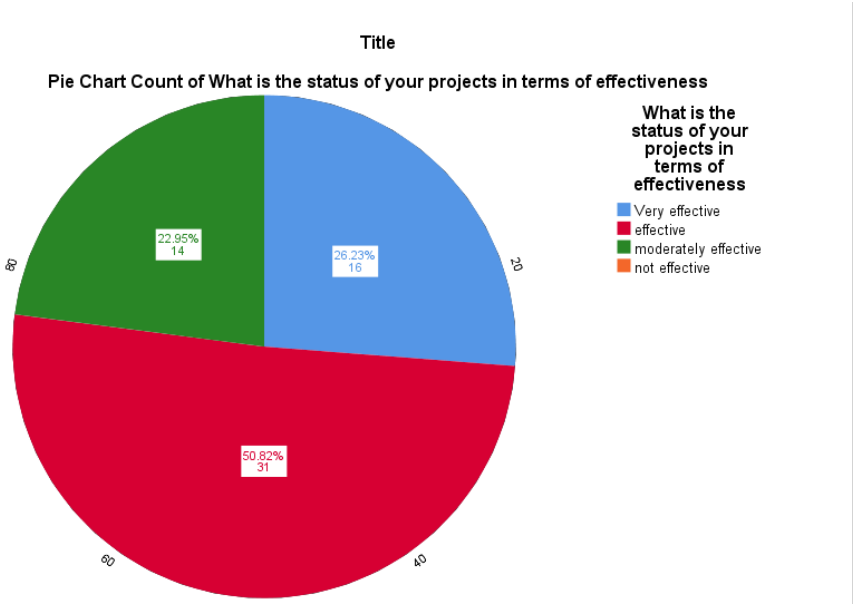


Figure 5: project management effectiveness

4.6. Project management knowledge areas

4.6.1 Project Integration management

Table 8 : Project integration management practice

S/No	Statement	Strongly Agree		Agree		Neutral		Disagree		mean
		n	%	n	%	n	%	n	%	

1	Project plan was developed by taking the results of other planning processes and putting them into consistent document.	12	19.67%	45	73.77%	2	3.28%	2	3.28%	4.10
2	Project work was managed per the plan	18	29.51%	41	67.21%	2	3.28%	0	0.00%	4.26
3	Project work was monitored and controlled	22	36.07%	24	39.34%	10	16.39 %	5	8.20%	4.03
4	There was effective coordination of project activities	9	14.75%	43	70.49%	2	3.28%	7	11.48%	3.89
5	Changes in the project have been managed accordingly	17	27.87%	30	49.18%	12	19.67 %	5	8.20%	3.87

Discussion: Table 8 above evidently asserted that, the majority (73.77%) of respondents agree that the project plan was developed and 19.67% (12) strongly agree to this request. Only 3.28% (2) of respondents disagree with this request. When asked if project work was managed according to plan, 67.21% (41) agreed and 29.51% (18) strongly agreed that project work was managed according to plan.

However, 36.07% (22) strongly agree and 39.34% (24) agree that the project work should be monitored and controlled. For the effectiveness of project activity coordination, 14.75% (9) and 70.49% (43), respectively, strongly-agree and agree. When asked whether the changes in the project are properly managed or not, 27.87% (17) of the respondents strongly agree and 49.18% (30) of the respondents agree.

This statement is supported by an interview with the project director, who elaborated by stating that the project office focuses on project integration rather than individual activities. In addition, he elaborated on how the project plan was developed by combining the results of other planning processes into a consistent document, how project work was managed and monitored in accordance with the plan, and how they are effectively coordinating project activities.

Moreover, this discovery agreed with the theory stated in PMI (2017), which implies that project integration should include features of unification, consolidation, communication, and integrative actions are critical to control the project execution through completion for the successful management of stakeholder expectations and meeting requirements (PMI, 2017). We can conclude that project integration is important, and if the project is properly integrated for implementation, it will easily meet its objectives.

4.6.2. Project scope management

Table 9: project scope management

SN	Statement	strongly Agree		Agree		Neutral		Disagree		Mean
		n	%	n	%	n	%	n	%	
1	Scope management plan was defined as basis for future project.	20	32.79%	33	54%	6	9.84%	2	3.28%	4.16
2	Requirements were clearly defined from the beginning	15	24.59%	34	56%	6	9.84%	6	9.84%	3.95
3	WBS was created	26	42.62%	22	36%	4	6.56%	9	14.75%	4.07
4	Changes to the project scope was controlled	8	13.11%	36	59%	8	13.11%	9	14.75%	3.7

Discussion: According to the table above, 32.79% (20) of respondents strongly agree and 54.1% (33) disagree that a project scope management plan was defined as the foundation for future projects. Furthermore, there are no disagreed respondents, with 9.84% (6) responding neutrally to this question, whereas the mean score of scope management plan is 4.26.

When asked whether requirements in the organization were clearly defined from the start, 56% (34) and 24.59% (15) agreed and strongly agreed, respectively, while 9.84% (6) disagreed with the mean score for this practice is 3.95. 42.62% (26) and 36.1% (22) of respondents agree and strongly agree that the WBS was created in the organization, respectively, while 14.75% (9) are unsure and disagree with the mean score of 4.07. Further, with a mean score of 3.7, 14.75% (9) of respondents disagreed that changes in project scope are properly controlled, while 59% (36) and 13.11 (8) agreed and strongly agreed on the organization's proper scope change control practice. As a result of the above elaboration and the average mean of the project scope management factors, which is 3.97, it was demonstrated that project scope management is carefully practiced on the project. The interview with the program Director supports this idea, as the plan/target exceeded the project's cost and time budget most of the time.

Whereas according to PMI 2017, project scope management includes activities such as developing a scope management plan, determining, and managing stakeholders' needs and requirements, defining detailed descriptions of projects and products, creating work breakdown structures (WBS), and validating the scope. As a result, the organization should maintain its good project scope management practices, with a special emphasis on improving project team

engagement, when defining the lists of activities for the WBS and developing the WBS for their full understanding of the work elements required by the organization.

4.6.3. Project schedule management

Table 10: Project schedule management practice

S/No	Statement	strongly Agree		Agree		Neutral		Disagree		Mean
		n	%	n	%	n	%	n	%	
1	Time/schedule management plan was developed	9	14.75	18	29.51	5	8.20	29	47.54	3.1
2	Activities were defined	9	14.75	18	29.51	5	8.20	29	47.54	3.2
3	Activities were sequenced	7	11.48	25	40.98	2	3.28	27	44.26	3.67
4	Duration of activities were estimated	12	19.67	31	50.82	4	6.56	14	22.95	2.97
5	Changes to the project schedule was controlled	5	8.20	13	21.31	18	29.51	25	40.98	3.6
6	There are clear policies, procedures, and documentation for project schedule	12	19.67	25	40.98	11	18.03	13	21.31	3.7

Discussion: According to table 10 above, 14.75% (9) and 29.51% (18) of respondents respectively strongly agree and agreed that the organization developed the project schedule management plan. On the other hand, nearly half of the respondents 47.54% (29) disagree that a project schedule management plan developed prior to the actual implementation course of the project with a mean score of 3.1. When asked if activities are defined during the schedule development process, 47.54% (29) disagreed, while 29.51% (18) agreed with the mean score of 3.2.

Furthermore, 44.26% (27) of respondents disagreed that the project team sequentially orders activities, while 40.98% (25) agreed. In response to the request for activity duration estimation, half of the respondents (50.82%) agreed because activities were sequenced by the project team with a mean score of 2.9. Concerning schedule change management, 40.98% (25) disagreed, while 29.51% (18) responded neutrally. Furthermore, 40.98% (25) of respondents agreed that the organization has clear policies, procedures, and documentation for project schedules, while 21.31% (13) disagreed.

We can learn from these tables that there is a poor schedule management plan, poor activity definition and sequencing, poor controlling of changes to the project schedule, and no policies, procedures, and documentation problems for project scheduling. The project documents that were reviewed also confirmed that there is a schedule din some projects mainly due to unforeseen situations during the implementation phase including lockdown and security

problems. This same statement is also supported by the interview result that was held with the program director and the other project team members. During the interview they have been elaborated that the project has been delayed for more than two to three months and sometimes more than a year from the different factors They also have confirmed that, if there was a careful and systematic time management throughout the project, the delay of schedule on the projects might not have occurred.

Furthermore, according to Tigist (2017), if project time/schedule were not effectively practiced in the project, project implementation would be ineffective, and the organization would not achieve its objectives. Therefore, since this organization's schedule management is not satisfactory, they should improve their schedule management for effective project management.

4.6.4. Project cost management

Table 6: project cost management practice

S/No	Statement	strongly Agree		Agree		Neutral		Disagree		Strongly disagree		mean
		n	%	n	%	n	%	n	%	n	%	
1	The quantity of the necessary resources was determined	40	65.57	19	31.14	0	0	2	3.27	0	0	4.59
2	Cost plan was well-defined	22	36.06	26	42.62	10	16.4	3	4.91	0	0	4.1
3	The project cost was estimated	19	31.1	30	49.2	4	6.56	8	13.1	0	0	3.9
4	The required budget was determined	14	22.95	31	50.82	13	21.3	3	4.91	0	0	3.92
5	Changes to the project budget was controlled	10	16.39	39	63.93	9	14.8	3	4.91	0	0	3.92

Discussion: Having a cost plan is crucial because for the budget to be given by the 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. As we can see from the table, many respondents all agreed as the quantity of the necessary resources was determined, as cost plan and budget required for were defined and estimated change to the project budget was controlled.

However, in an interview with the program director, he revealed that they are being challenged to manage changes to the project budget in the case of security particularly he emphasized that they are challenged to manage the change in project budget from price escalation to materials and countrywide inflation currently. Per his response, they were unable to control the changes in the project budget for the recent period, mainly due to price increases on construction materials and the absence of materials on the market at times. Furthermore, he stated that there was a project with a final budget that exceeded the planned budget, that some projects were delayed due to budget problems, and that lenders cut funds due to their priorities.

According to Lewis (2005), project cost management is one of the major challenges that occur while the project is implemented by the organization and stressed as it can hamper the project objectives and recommended for senior leadership role for the shaping of project organization is crucial. Form the foregoing findings, the organization should prioritize cost management to avoid a stalled project operation; otherwise, problems with over or underutilization will persist, affecting the organization's productivity.

4.6.5. Project quality management

Table 12: project quality management practice

SNo	Statement	strongly Agree		Agree		Neutral		Disagree		Mean
		n	%	n	%	n	%	n	%	
1	Quality standards of the project were identified	10	16.4	41	67.2	6	9.8	4	6.6	4.1
2	Quality standards of the project were reviewed	10	16.3	41	67.2	6	9.8	4	6.5	3.9
3	Project performances were evaluated on regular basis	14	23.0	46	75.4	1	1.6	0	0.0	4.2
4	Results were monitored to check if they comply with the quality standards identified	24	39.3	30	49.1	5	8.2	2	3.2	4.2

Discussion: This organization's project quality management is particularly good, according to the responses in the table above. To elaborate, 67.2% (41) and 16.4% (10) of respondents agreed and strongly agreed, respectively, that the project's quality standards were well identified and reviewed from the start of the project. Whereas 75.4% (46) and 23% (14) of respondents, respectively, agreed and strongly agreed that project performance was evaluated on a regular basis in the organization.

As a result, the average mean of the factors, 4.13, demonstrated that the organization's average project quality management practices are excellent when compared to other project management knowledge areas.

This finding supported the program director's opinion expressed during the interview. During an interview, he stated that the organization always established quality standards for each project, reviewed the standards on a regular basis, and monitored the project's quality on a regular basis.

4.6.6. Project risk management

Table 73: project risk management practice

S/N	Statement	strongly Agree		Agree		Neutral		Disagree		Strongly disagree		Mean
		3	4.92	27	44.26	6	9.84	25	40.98	0	0.00	
1	Risk management plan was developed	4	6.56	23	37.70	4	6.56	21	34.43	9	14.75	3.1
2	Risks were identified and registered	9	14.75	18	29.51	11	18.03	23	37.70	0	0.00	2.8
3	Risks were prioritized and their implication on the project was estimated	12	19.67	19	31.15	19	31.15	11	18.03	0	0.00	2.6
4	Risk response plan was developed	6	9.84	20	32.79	11	18.03	24	39.34	0	0.00	3.2
5	Risk management activities for a project were clearly defined	3	4.92	27	44.26	6	9.84	25	40.98	0	0.00	2.5

Discussion: As shown in the table above, 40.98% (25) of respondents disagreed with the organization's risk development plan, while 44.62% (27) agreed with the organization's risk management plan, with a mean score of 3.1. on the other hand, 34.43% (21) and 14.75% (9) of respondents strongly disagreed and disagreed to the request about whether the risk was identified and registered, respectively, while 37.7% (23) agreed with the mean score of **2.8**. 31.15% (23) of respondents agreed as the risks were prioritized and their impact on the project estimated with a mean score of 2.6. 39.34% (24) respondents disagreed about risk response plan development while 32.79% (20) of respondents agreed and 18.03% (11) are neutral about whether their organization is developing a risk response plan. Furthermore, 40.98% (25) of respondents disagreed that risk

management activities in their organization are clearly defined, while 44.26% (27) agreed with the mean score of 2.5.

In comparison to other knowledge areas, the above responses indicate that the organization has a problem with risk management plan development, risk identification and prioritization, a poor risk response plan, and poorly defined risk management activities with the overall mean score of 2.8. This implies that, even if the project office practiced project risk management, it was not in the manner that projects are expected to implement it. This conclusion was reinforced by an interview with the program director and the organization's Human Resources and Development director, who shed light on some incidents that occurred during the project. The project faced risks such as project delays due to cost escalation, security, contractor delays, failed monitoring, and project sustainability. According to Michale Culligan's (2011) research, project execution is inherently risky, and putting appropriate approaches to address these risks will minimize undesirable results that might come from undesirable risk management, and underlined as organizations are profitable when risk management is put in place. To maximize profitability and protect the organization from failure, the project team should focus on risk management.

4.6.10. Project stakeholder management

Table 14: project stakeholder management practice

SN	Statement	strongly Agree		Agree		Neutral		Disagree		Strongly disagree		Mean
		n	%	n	%	n	%	n	%	n	%	
1	stakeholders were identified	22	36.06	21	34.42	11	18	3	4.918	4	6.55	3.9
2	Stakeholder management plan defined	26	42.62	27	44.26	4	6.56	2	3.279	2	3.27	4.2
3	There was effective communication between project stakeholders	16	26.2	23	37.7	14	23.0	0	0	8	13.11	3.7
4	Stakeholders' engagement was controlled	19	31.14	20	32.78	15	24.6	0	0	7	11.48	3.84
5	Project progress was reviewed frequently with the customer	16	26.23	28	45.9	10	16.4	7	11.48	0	0	3.87

Discussion: According to table 14 above, 36.06% (22) and 34.4% (21) of respondents respectively responded that the project stakeholders were properly identified by the project team, respectively, while 11% (7) of respondents strongly disagreed. Furthermore, 13.11% (8) of respondents strongly disagreed with the presence of effective communication among project stakeholders. Similarly, 11.48% (7) strongly disagreed with the stakeholder engagement control.

However, the overall mean score for all stakeholder management variables is excellent. Similarly, the response from the Program director coincided with the above result, accordingly he explained how they manage their stakeholders during the interview. He mentioned that they involve stakeholders at all stages of the project management cycle. And, for the most part, they plan from the bottom up. He continues by saying that they are collaborating to identify potential interventions. Following the development of project proposals, we present them to all stakeholders and solicit feedback. We receive letters of recommendation from stakeholders for the signing of project agreements at the appropriate levels. Stakeholders are kept up to date on the progress of the projects and are invited to meetings on a regular basis. Finally, as the project progresses, all stakeholders participate in the evaluation process. Participation is a good lesson for others to learn; the stakeholders will help the projects succeed.

According to Walta (2020), for a project to be successful, stakeholders' needs and expectations must be identified. However, this finding revealed a gap in the process of identifying stakeholders, as well as a lack of effective communication among project stakeholders and poor stakeholder engagement control.

Table 15: Aggregate mean and standard deviation value of the project management knowledge areas

SN	Project management knowledge areas	Mean	SD
1	Project integration management	4.02	0.53
2	Project scope management	3.97	0.65
3	Project schedule management	2.89	0.35
4	Project cost management	2.71	0.92
5	Project quality management	4.13	0.41
6	Project risk management	2.57	0.59
7	Project stakeholder management	3.91	0.61

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 schedule, project cost and project risk, has a medium average mean score. It can also be understood that all the SD scores are between zero and one and, they are positive.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter summarizes the findings, conclusions derived from the analysis, and recommendations that can help to improve the practice of the EEMYC-DASSC Project.

5.2. Summary of the findings

Based on the analysis, the below outlined findings were recognized.

1. The majority, 68.85% (42) of respondents, stated that the organization has a separate project management department but still there who are unaware of the existence of a separate project management department within the organization.
2. The project is experiencing both internal and external challenges. From the internal poor cost management and lack of project integration are respectively took the first place while bureaucracy around government offices is the prime external challenge of the project team
3. Half of the respondents (50.8%) believed that the project implementation of the organization is effective.
4. The organization's project integration management is good in comparison to the other project management knowledge areas, with a mean of 4.02 and a standard deviation of 0.5.
5. The project scope management is carefully practiced on the project with a mean score of 3.97 and SD of 0.66
6. Nearly half of the respondents (47% (29) disagree that a project schedule management plan developed prior to the actual implementation course of the project with a mean score of 3.1. When asked if activities are defined during the schedule development process, 47.54% (29) disagreed, while 29.5% (18) agreed with the mean score of 3.2.
7. Furthermore, 44.3% (27) of respondents disagreed that the project team sequentially orders activities while scheduling the project.

8. Furthermore, the overall project schedule management of the organization is poor with the overall mean of 2.89 and SD of 0.35 compared to the other project knowledge management areas especially there is poor schedule management plan, poor activity definition and sequencing, poor controlling of changes to the project schedule, and no policies, procedures, and documentation problems.
9. The organization's management revealed that they are currently challenged to manage changes to the project budget due to security, price increases for materials, and countrywide inflation. Because of this, they are experiencing a project with a final budget that exceeded the planned budget, that some projects were delayed due to budget problems, and that lenders cut funds due to their priorities.
10. The overall organization's project quality management practices are excellent, with the average mean of the factors being 4.13.
11. The organization has a problem with risk management plan, risk identification, prioritization, a poor risk response plan, and poorly defined risk management activities with the overall mean score of 2.8. This implies that, even if the project office practiced project risk management, it was not in the manner that projects are expected to implement it.
12. the overall mean score for all stakeholder management variables is excellent.

In general, it has been shown that the project lacks to apply most of the project management areas exhaustively.

5.3. Conclusions

This study's main goal was to evaluate EECMY-DASSC current project management practices by focusing on core project knowledge areas, project integration, and project stakeholder management, with an emphasis on how each of these ultimately contributes to project success. The study's findings led to the following conclusions.

Some project teams are unaware that the organization has a separate project management department. As a result, the organization should prioritize strengthening, establishing, and operationalizing the project management department to better support the team in areas where it is needed. Furthermore, according to this finding, this organization's projects face internal challenges

such as poor cost management and a lack of project integration, as well as external challenges such as bureaucracy in government offices.

In comparison to other project management knowledge areas, the organization's project integration, project scope, project quality, and stakeholder are all good, whereas the organization's overall project schedule management is poor, with a poor schedule management plan, poor activity definition and sequencing, poor controlling of changes to the project schedule, and no policies and procedures for documenting and solving scheduling problems.

On the other hand, according to this study's findings, the project team of this organization is currently challenged to manage changes to the project budget due to security, material price increases, and countrywide inflation.

Finally, the organization has a problem with risk management plan development, risk identification and prioritization, a poor risk response plan, and poorly defined risk management activities. This implies that, even if the project office practiced project risk management, it was not in the manner that projects are expected to implement it.

5.4. Recommendation

The researcher makes the following recommendations to improve project management practice and to reduce the problem of the gap between actual theory and project implementation.

- Ensure the project team has a better understanding of the organization's general goals and objectives, as well as to further functionalize the project management department within the organization.
- Maintaining the existing relatively good project integration, project scope, and project quality managements.
- Project time management must be prioritized by defining and sequencing activities, estimating activity durations, developing a schedule, and controlling changes to the project schedule.
- Project cost management factors should be practiced by determining the resources required, estimating the project cost in relation to the budget allocated, and controlling changes
- Furthermore, the organization and all project participants should put in place standard risk management practices.

- Special efforts should be made to develop a risk management plan, identify risks, conduct qualitative and quantitative risk analysis, plan risk responses, implement agreed-upon risk responses, and monitor risks.
- Create a sense of ownership in government stakeholders to break down the bureaucracy around their office, avoid individual benefit seeking.
- Work closely with the project sponsor/donor to manage the challenges of unexpected cost escalation while implementing the project.
- The organization should provide project management trainings to its project team members and ensure that the trainings are addressing team member gaps.
- It is very beneficial to improve the program management office's capacity in all aspects to maintain and improve the implementation of standardized project management practices for the successful completion of projects.
- Finally, INGO should empower the program management office in all aspects to achieve excellence in project management and overall operational performance.

5.5. Future Studies

The researcher suggests expanding the study to include the other project management knowledge area. Furthermore, the researcher suggested additional research on the project's other project management processes and practices. Furthermore, because project management is still in its early stages in Ethiopia, it is suggested that more in-depth research be conducted by including various project-based organizations to compare their project management practices and contribute to its growth in Ethiopia.

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Annexes

Addis Ababa University College
of Business and Economics
School of Commerce

Master of Project Management
Program

Dear Respected project managers and team members:

This interview is conducted to collect data for research on: **Assessment of Project management Practices and Challenges in Development Projects of NGOs: A Case of EEMY- DASSC in** Ethiopia. The information is going to be used as a primary data for this research. Therefore, your response and participation in the interview will be extremely valuable for the study. Please note that confidentiality of your response is secured and used only for the purpose of this study.

If you need to know the final results of the study, you may contact me via mail. Thank you in advance for your voluntary participation.

Kind Regards

Bacha Kitesa

Mobile: +251911308705

Email: bachakitesa@gmail.com

1. Your educational background, overall work experience, and dedication to this organization.
2. Were the project requirements (scope), constraints and specific schedule dates clearly identified and communicated to all stakeholders?
3. Is there separate project management department in your organization?
4. Do roles and responsibilities, clearly communicated to all team and stakeholders?
5. Did the project take longer than planned?
6. If yes, to question # 3 above, what kind of related costs does the project incur? If no, how did you manage it?
7. Did the final cost of the project exceed the initial budget?
8. If your answer for question number (6) is no, how did you manage it?
9. Was there a project scope change during the execution phase?
10. Were the time schedule, budget and quality of the deliverables monitored closely throughout the project's life cycle? And how?
11. Did you notice early warning signs of problems that occurred in the project, and did you respond in time?
12. Did the project's final deliverables meet the needs or requirements of all stakeholders?
13. Could you please list a few of the project management applications and tools that you use for resource management, scheduling, cost, and quality?
14. What are the strengths and weaknesses of your organization's project management?
15. What are the external threats and opportunities that you perceive while running the organization's business?
16. What were the other problems you encountered during implementation of Project (s)? Please State/list the problems as much as you can.

17. Is there project management training available in the organization? If so, could you please name a few?
18. What is the status of your projects/ programs in terms of effectiveness?

Addis Ababa University School of Commerce Graduate Program

Master of Project Management

Questionnaire prepared for the participant.

Dear Respondents:

I am a master's student in project management at Addis Ababa University School of Commerce conducting research work on ''Assessing project management practices and challenges in non-government development projects: a of EEMYC -DASSC." 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:

1. To assess the project scope, quality, cost, and time management practices in non-government development projects.
2. To assess project integration management practices in non-government development projects
3. To assess project stakeholder management practice in non-government development projects
4. To examine the challenges of managing selected project knowledge areas in non-government development projects.

You are kindly requested to assess the following statements and provide your opinion by circling or highlighting the choice that best describes your team and how it's managed. To maintain confidentiality, do not write your name on the questionnaire. Considering your busy project schedule, you are provided with 2 days to complete the questionnaire and to kindly send it to bachakitesa@ymail.com .

If you have any questions, please do not hesitate to contact me through the email address provided above or at **my phone number: 0910797797/0911308705.**

I would like to take this opportunity to extend my sincere gratitude for your participation.

Part I. Demographic characteristics and general background of the respondents

Code	Respondent's information		Frequency		
A 01	Age	<30			
		30-40			
		40-50			
		<50			
A02	Sex	Male			
		Female			
A03	Educational Level	PHD			
		MA/MSC			
		BA/BSC			
		Diploma			
		If Other, please specify.			
AO4	Occupational level	Managing director			
		Fieldwork Manager			
		Project Manager			
		Project coordinator			
		Project member			
		support staff			
A05	Field of specialization (the field you have studied)?				
A06	Service period in the project work? (in year)				

Part II. General questions

Code	Questions	Response
B01	Is there separate project management department in your organization	Yes [ ] No [ ]
B02	Major Challenges of the Project (these challenges can be internally or externally).	
B02. 1	Major internal challenges of the project management *(You can select more than one choice)*	a. Lack of clarity in the scope of the project [] b. Poor scheduling and time management [] c. Poor cost management [] d. Lack of quality [] e. lack of project integration [] f. Lack of stakeholder management []
B02.2	Major external challenges of the project management	a. Organizational culture [] b. Government policies, directives, bureaucracy [] c. Other environmental factors[]
B03	Is there a project management training access in the organization?	Yes [] No []
B04	What is the status of your projects in terms of effectiveness	a. Very effective [ ] b. effective [ ] c. moderately effective [ ] d. Not effective [ ]

Part III. Questions based on the ten knowledge areas.

Based on your experience in the EEMYC-DASSC 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)

Code

Code	Question	strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly disagree (1)
C	**Project Integration Management**					
C01	Project plan was developed by taking the results of other planning processes and putting them into consistent document.					
C02	Project work was managed					
C03	Project work was monitored and controlled					

C04	There was effective coordination of project activities					
C05	Changes in the project have been managed accordingly					
D	**Project Scope**					
D01	Scope management plan was defined. (As a basis for future project decisions.)					
D02	Requirements were clearly defined from the Beginning					
D03	WBS was created (WBS Work Breakdown Structure is a key project deliverable that organizes the team's work into manageable sections)					
D04	Changes to the project scope was. controlled					
E	**Project Risk Management**					
E01	Risk management plan was developed					
E02	Risks were identified and registered					
E03	Risks were prioritized and their implication on the project was estimated					
Eo4	Risk response plan was developed					
E05	Risk management activities for a project were clearly defined					
F	**project Time/Schedule Management**					
F01	Time/schedule management plan was developed					
F02	Activities were defined					
F03	Activities were sequenced					
F04	Duration of activities were estimated					
F05	Changes to the project schedule was controlled					
F06	There are clear policies, procedures, and documentation for project schedule					
G	**Project Quality Management**					
G01	Quality standards of the project were identified					
G02	Quality standards of the project were reviewed					
G03	Project performances were evaluated on regular basis					

G04	Results were monitored to check if they comply with the quality standards identified					
H	**Project Cost Management**					
H01	The quantity of the necessary resources was determined					
H02	Cost plan was well-defined					
H03	The project cost was estimated					
H04	The required budget was determined					
H05	Changes to the project budget was controlled					
I	**Project stakeholders were identified**					
I01	Project stakeholders were identified					
I02	Stakeholder management plan was defined					
I03	There was effective communication between project stakeholders					
I04	Stakeholders' engagement was controlled					
I05	Project progress was reviewed frequently with the customer					

You have an opinion about other factor, please kindly describe.

_____

_____

Thank you for your time.

Figure 2 EEMY DASSC - organogram