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**ASSESSMENT ON PRACTICES AND CHALLENGES OF
CONSULTANCY PROJECT MANAGEMENT: THE CASE OF
ETHIOPIAN MANAGEMENT INSTITUTE**

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Ethiopian Management Institute**

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DECLARATION

I declare that this project work entitled as Assessment on Practices and Challenges of Consultancy Project Management: The case of Ethiopian Management Institute is original work of my own, has not been presented for a degree of any other university and that all sources of material used for the thesis have been duly acknowledged.

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LETTER OF CERTIFICATION

This is to certify that Demoze Demisse carried out this research entitled as Assessment on Practices and Challenges of Consultancy Project Management: The case of Ethiopian Management Institute. This work is original and suitable for submission to the award of Master of Arts Degree in Project Management.

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LIST OF ACRONYMS

AAKP - Addis Ababa Kenema pharmacy

EEP - Ethiopian Electric Power

EMI - Ethiopian Management Institute

EPSE - Ethiopian Postal Service Enterprise

FGD - Forum Group Discussion

FGOs- Federal Government Organizations

GTP - Growth and Transformation Plan

ICBD - Institutional Capacity Building

IMC- Institute of Management Consultancy

PMLC- Project Management Life Cycle

PSSA – Private Social Security Agency

SD - Standard Deviation

SPSS - Statistical Science for Social Science

TOR – Terms of reference

ABSTRACT

EMI is one of the oldest as well as the prominent firm that delivers management consultancy services for government and other organizations for more than 50 years. However, the institute has passed through many challenges in managing the time and the quality of its consultancy services. This study focused on analyzing the challenges of Consultancy Project Management Practices of the Institute. Descriptive research method was applied to find out EMI management consultancy projects practices and challenges. Both primary and secondary data were collected using structured questionnaires, interviews, and focused group discussions. The quantitative data were analyzed by descriptive statistical tools such as frequency distribution, percentage, mean score and mean score average. Qualitative data obtained through the semi structured interview, FGD, it was held in EMI with consultants they identified human resource allocation, client's commitment to give feedback, organize and document lesson learned and weak contractual administration are the challenges in consultancy projects and documents such as plans (GTP1,GTP2 and 2015 Good governance),reports(GTP1 performance report and 2015 annual plan performance report)and TOR review have been classified, categorized and registered under thematic areas and presented in narration. The finding reveals that EMI does have major gaps in preparation and implementations of Orientation session with clients, and detail assignment plan preparation and problem diagnosis. Developing strong alternative solution with their respective merits and demerits is a major gap. Implementation phase of consultancy services is not practiced in EMI and monitoring, evaluation and closure phase practice are weak as compared to other phases. Lack of required resources, lack of client commitment, and lack of competency of consultants, weak contractual administration, lack of strong monitoring and evaluation system, client needs fluctuations, poor incentive mechanism and lack of commitment of consultants are the major challenges that EMI faces in managing its consultancy services. The study recommended EMI to work on human capital and facility development,business categorization and to practice all management consultancy phases end to end .

Key words: Management Consultancy, Management consultancy phase, Project management, and Challenges.

CHAPTER ONE

INTRODUCTON

1.1. Background of the study

According to Kipping and Martine, consultancy service has become a fashionable and widely used term since the second half of the nineteenth century (Kipping and Martine, 2005). They stated that since that time interdisciplinary experts including engineering and accountants began offering their advice to various companies for fee. They further explained that consultancy has become recognized business activity with the emergence of scientific management. According to Nada, Eddy and Andrew, management consultancy first appeared at the beginning of the twentieth century, when Frederic Taylor first published his treatise on Scientific Management in 1911 (Massey, 2003; Pellegrinelli, 2002 cited in Nada, Eddy and Andrew, 2006).

The first management consulting firm was Arthur D. Little, founded in 1886 (Kipping and Martin, 2005). After World War II, a number of management consulting firms formed, most notably Boston Consulting Group founded in 1963. The market for management consulting service in public administration is large and challenging. With the current changes and new challenges, demand for public sector consulting in many countries is likely to remain stable or even increase in the future (Kubr, 2005).

Kubr uses two approaches in defining consultancy. The first approach takes the broad functional view of consulting. It is a form of providing help on the content, process, and structure of the task where the consultant is not responsible for doing the actual task (Block cited in Kubr, 2005). The second approach views consulting as special professional service/help (Kipping & Martin, 2005) by specially trained and qualified personnel (Geiner and Metzger cited in Kubr, 1986). The Institute of Management Consultancy defines management consultancy as the service provided to business, public and other undertakings by an independent and qualified person (McLarty and Robinson, 1998 cited in IMC).

According to Kubr (1986) consulting process consists of five phase's models. The first phase, the entry phase the consultant start working with a client . This is a preparatory and planning phase, it is often emphasized that this phase lays the foundations for everything that will follow. The second phase is an in-depth diagnosis of the problem to be solved. The third phase aims at finding the solution to the problem. The fourth phase of the consulting process is implementation, provides an acid test for the relevance and feasibility of the proposals developed by the consultant in collaboration with the client. The fifth and final phase, the results achieved have to be evaluated by both the client and the consulting firm. Final reports are presented and discussed. Mutual commitments are settled. If there is an interest in pursuing the collaborative relationship, an agreement on follow-up and future contacts may be negotiated. Once these activities are completed, the consulting assignment or project is terminated by mutual agreement and consultant withdraws from the client organization.

Today management consultancies as business and as profession have flourished enormously. Government and organizations spent huge money on management consultancy. For example, In Uk from 1979 to 2006 the central government has spent £ 20 billion for management consultants (kippling and Martin, 2005).

By the same token, constancy service has become buzzy word in Africa and Ethiopia, under the name of public service reform. In this regard the consultancy service provided by the World Bank and United Nation takes the prime one. Besides, the Ethiopian government has established its own intuitions to help government and other institutions of which Ethiopian Management Institute (EMI) is the largest and the oldest management consulting institute in the country. EMI has been providing management training and consultancy service for governmental & others public organizations for last 56 years.

1.2. Statement of the problem

According to David and Michael (2007), personal characteristics of the consultant and of the client (e.g. lack of skills), technical shortcomings (e.g. ineffective project management), and an unstable or bad consultant–client relationship (e.g. lack of communication), and/or socio-political aspects of the client organization (e.g. hidden agendas; uneasiness for/resistance to change) stands as the problem of consultancy services (David and Michael, 2007). According to PMI (2014), time and quality were mentioned as main challenges of management consulting project.

According to Kubr, competence, integrity and motivation of individual professionals, the management of professional teams and organizations is increasingly recognized as a key factor of service quality and business performance (Kubr, 2005).

EMI provides training, consultancy and research services for civil service organizations, public enterprises and others institutions. Particularly & recently, the institute has been given huge responsibility to support government organizations to effectively implement the National Growth and Transformation Plans (GTP) through effective and efficient consultancy services. In order to support government organizations the institute uses Business Process Reengineering (BPR), strategic management, measurement and communication system (Balanced score card), job design, evaluation and salary scale development, benefits systems development, financial and administrative systems analysis and manual development and integrated process consultation on organizational transformation. All, the aforementioned services are delivered in the forms of projects; they do have their own beginning and ending dates as well as specific results.

Accordingly, EMI has planned 72 consultancy services in its five years plan from 2010-2015 (EMI, 2010) to deliver government organizations. However, the institute's GTP1 performance report indicates that only 36 (50%) of them have been implemented (EMI, 2015). In addition, according to report many of the consultancy projects delayed as compared to the original proposals and contracts. For example, out of 36 consultancies project only 30% finished as per the schedules or before the schedules. The remaining 70 % of consultancy projects delayed from six months to two years.

Besides, the institute's growth and transformation plan (GTP2) ensured that the quality of the consultancy services delivered was not as expected (EMI, 2015). Likewise, as I discussed with Civil Service and others Institutions Capacity Building coordination unite Director; some organizations request the same service for the second and third time. Similarly, in the public wing forum clients complain that the consultancy projects lacks quality as a result they are unable to transform their organization. The other pressing point is that the consultancy project report documents prepared by EMI and submitted to clients returned to EMI on average 4 to 5 times and some organizations request a consultancy services two or more times.

Surprisingly, there are no consensuses on why the consultancy projects are poorly managed. Consultants (EMI employees) and directors of EMI believe that the reasons for poor management of the consultancy projects are: frequent changes of clients need like the amendments of contractual agreement and the original proposal, cancelation of the common meeting days without prior notification and delays to give feedback to documents produced. On the other hand, client and some top management stated that low commitment and lack of skills of consultants (Begashaw & Shonde, 2014), poor accountability mechanism and administration as the main challenges that contribute to inefficiency and ineffectiveness of the consultancy service delivered by EMI.

In view of this, the purpose of this study is to identify practices and real challenges facing EMI in managing its constancy projects and thereby to recommend plausible solutions.

1.3. Research Questions

1.3.1. General Research Questions

What are the challenges that hampered quality and causes delay in various phases of consultancy project management in EMI?

1.3.2. Specific questions

The study answers the following specific questions.

1. What are the practices of consultancy projects?

2. What are the challenges of consultancy projects?

1.4. Objective of the study

This study has the following general and specific objectives:

1.4.1 General objective

The main objective of this study is to identify the practices and challenges of consultancy project management of EMI and recommend possible solutions.

1.4.2. Specific objectives

The specific objectives of the study are as stated below.

1. To identify the practices of consultancy projects.
2. To identify the challenges of consultancy projects.

1.5. Significance of the study

- ❖ The Ethiopian government established EMI with the mandate to enhance the performance and management effectiveness of the public sector (civil service and public enterprises), the private sector, civil institutions specifically by delivering training and consultancy. The result of this research contributes for EMI to manage its consultancy management challenges efficiently and effectively. In addition, the research result helps the client organization to transform as expected and increase their contribution toward the achievement of the national growth and transformation plan.
- ❖ The study also serve as a reference for those who are interested to do research work in related areas.

1.6. Limitation of the study

Lack of adequate local literatures related to the topic, and lack of organized data about consultancy services have impacted the quality of this research.

1.7. Delimitation of the study

The study focuses on analyzing the practices and challenges of consultancy project management in EMI. The research took as sample A.A. Kenema Pharmacy, Ethiopian Postal Service Enterprise, Ethio- Telecom, Ethiopian Electric power and Private organizations employees' Social Security Agency. Moreover, the study assess the practices and challenges such as lack of required resources, feedback delay from clients, lack of competent consultants, weak contractual administration, poor monitoring and evaluation system, clients' needs fluctuations, and poor incentive mechanism practices of consultancy projects.

1.8. Organization of the paper

The paper is presented in five chapters. The first chapter deals with the introduction that consist of background information, problem statement, the research objective, the research questions, significance of the study, limitation and delimitation. The second chapter presents review of related literature and the conceptual framework. The third chapter deals with the methodology of the study. The fourth chapter is about findings, discussion and the final chapter deals with summary of findings, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

According to Kubr (200) management consulting has long been recognized as a useful professional service that helps managers to analyze and solve practical problems faced by their organization to improve organizational performance, learn from the experience of other managers and organizations, and seize new business opportunities.

The literature review consists of three parts. The first section defines project management terminologies and discusses the theoretical aspects of the subject matter. The second section focuses on the empirical literature regarding challenges of management consultancy and the third part covers the conceptual framework.

2.2. Consultancy Project Management Concepts

This section deals with the definition of project, project management, phases of project management, and specifically consultancy and phases of consultancy services.

2.2.1. Definition of Project

Many people get confused to differentiate project from process. They misunderstand the word project and its nature. There are many definition of what constitute a project. According to Wysocki (2014), project is an instrument for achieving one-off changes. For example, a project to build a house by changing the various resource inputs (bricks, cement, laborers skills, etc.) into a house. When the house is complete, the project is complete. Another example is a training project to enhance people's skills. In both cases, the changes are intended to be permanent. This one-off nature is the most prominent feature of a project. Moreover, according to Wysocki, a project is a sequence of unique, complex, and connected activities having one goal or purpose and that must be completed by a specific time, within budget, and according to specification. He adds that a project is a sequence of unique and dependent activities whose successful completion results in the delivery of the expected business value..

2.2.2. Project Management

According to Wallace (2004), project management is the process of planning and executing a piece of work from inception to complete to objectives on time, within cost limits and to the specified standards of quality. It organizes, plan, direct, co-coordinate and control all project resources from inception to completion. Likewise, Kerzner (2009) defines Project management as planning, organizing, directing, and controlling of company resources for a relatively short-term objectives that have been established to complete specific goals and objectives. He adds that project management utilizes the systems approach to management by having functional personnel (the vertical hierarchy) assigned to a specific project. The Project Management Institute (PMI, 2014) formally defines project management as follows:

“The application of knowledge, skills, tools and techniques to project activities to meet the project requirements.” That is, project management is an interrelated group of processes that enables the project team to achieve a successful project. These processes manage inputs to and produce outputs from specific activities; the progression from input to output is the nucleus of project management and requires integration and iteration. For example, a feasibility report could be an input to a design phase; the output of a design phase could be a set of plans and specifications. This progression requires project management acumen, expertise, tools and techniques, including risk management, contingency development, and change control.

Most authors agree that project management is about achieving time, cost and quality targets, within the context of overall strategic and tactical client requirements.. There is also general agreement that project management is concerned with the life cycle of the project: planning and controlling the project from inception to completion. Project resources are resources that are wholly or partly allocated to the project and under the control of the project manager. They are allocated for a septic time, usually from within the standard functional structures that make up the organization.

Traditional planning and control techniques consider time, cost, and quality separate entities that are planned and monitored using different systems. For example, traditional cost planning and reporting systems do not necessarily link directly into the relevant resource scheduling systems.

In addition, reports have traditionally been prepared by different consultants, who are responsible for different aspects of project delivery. Project Management seeks to address these problems by integrating the individual areas under the overall control of the project manager. Monitoring and reporting activities are spread out among different specialists with different and often conflicting viewpoints that give rise to confusion among those responsible for delivering the project.

2.2.3 Phase of Project Management

According to Wallace (2004), there are five common process groups or phase of a project management .They are the building blocks of every project management life cycle. The phases are described as follows briefly.

2.2.3.1. The Scoping Process Group

The scoping process group includes scoping in the initiating process group. Scoping comes before Planning. This process group includes all processes related to answering two questions: “What business situation is being addressed?” and “What does the business need to do?” The scoping process group also includes establishing the business success criteria that will be the metrics used to answer the question “How will you know you did it?”

The Scoping Process Group includes the following processes:

- Identifying stakeholders
- Recruiting the project manager
- Eliciting the true needs and high-level requirements of the client
- Documenting the client’s needs
- Writing a one-page description of the project
- Gaining senior management approval to plan the project as you can see, the successful completion of the scoping process group is to gain the approval of senior management to move to the next phase of the project.

Be advised, however, that not all projects are approved to go to the planning phase. In every PMLC, the next phase will be defined by the planning process group. For some models that planning will encompass the entire project, and for others it will encompass only the first cycle

or iteration of the project. This direct linkage of the scoping and planning process groups is present in every PMLC.

2.2.3.2. The Planning Process Group

According to Wallace (2004), the planning process group includes all processes related to answering two questions: “What will you do?” and “How will you do it?” These processes are as follows:

- ❖ Defining all of the work of the project
- ❖ Estimating how long it will take to complete the work
- ❖ Estimating the resources required to complete the work
- ❖ Estimating the total cost of the work
- ❖ Sequencing the work
- ❖ Building the initial project schedule
- ❖ Analyzing and adjusting the project schedule
- ❖ Writing a risk management plan
- ❖ Documenting the project plan
- ❖ Gaining senior management approval to launch the project each of the processes in the planning process group can be done in a number of ways.

The way that they are done may be a function of the PMLC model being used or any of several other factors.

2.2.3.3. The Launching Process Group

According to Wallace (2004), the launching process group includes all processes related to recruiting and organizing the team and establishing the team operating rules. These processes are preparatory to executing the project. The launching process group also includes all of the processes related to getting the project work started. These would be the executing processes.

The launching process group includes the following processes:

- ❖ Recruiting the project team
- ❖ Writing a project description document

- ❖ Establishing team operating rules
- ❖ Establishing the scope change management process
- ❖ Managing team communications
- ❖ Finalizing the project schedule
- ❖ Writing work packages

According Wallace (2004), all of these processes relate more to the art of project management than to the science of project management. During the execution of this process group, the entire team may be coming together for the first time. There will be client members and your delivery team members present. Perhaps they are mostly strangers to one another. At this point, they are nothing more than a group. They are not yet a team but must become one in very short order. There will be confusion and anxiety as they stare across the table at each other wondering why they are there, what they will be doing on the project, and what is happening on the project they should be working on in their home department. Being fully aware of this, the project manager will conduct that first team meeting with care, giving team members an opportunity to introduce themselves to each other and explain what they bring to the project.

2.2.3.4. The Monitoring and Controlling Process Group

According to Wallace (2004), the monitoring and controlling process group includes all processes related to answering the question, “How will you know you did it?” The monitoring and controlling process group includes all processes related to the ongoing work of the project. These processes are as follows:

- ❖ Establishing the project performance and reporting system
- ❖ Monitoring project performance
- ❖ Monitoring risk
- ❖ Reporting project status
- ❖ Processing scope change requests
- ❖ Discovering and solving problems

Here is where the real work of the project takes place. It is a process group that consists of both the art and science of project management. It occupies the project manager with activities

internal to the project team itself (mostly science but a dose of art as well) and with activities external to the project team and dealing with the client, the sponsor, and your senior management (mostly art but a dose of science as well). As problems and change requests arise, the strength of your relationship with your client will in large measure contribute to the success or failure of the project.

2.2.3.5. The Closing Process Group

According to Wallace (2004) the closing process group includes all processes related to the completion of the project, including answers to the question, “How well did you do?” These processes are as follows:

- ❖ Gaining client approval of having met project requirements
- ❖ Planning and installing deliverables
- ❖ Writing the final project report
- ❖ Conducting the post-implementation audit

The end is finally coming into sight. The client is satisfied that you have met the acceptance criteria. It’s time to install the deliverables and complete the administrative closedown of the project.

2.3. Consultancy Project Management Concepts

2.3.1. Concepts of consultancy

There are two approaches in defining consultancy. The first approach takes the broad functional view of consulting. It is a form of providing help on the content, process, and structure of the task where the consultant is not responsible for doing the actual task (Block cited in Kubr, 2005: 3). The second approach views consulting as special professional service/ help (Kipping & Martin, 2005: 449-469) by specially trained and qualified personal (Geiner & Metzger cited in Kubr, 1986; IMC cited in McLarty and Robinson, 1998). The Oxford Dictionary for The Business World (1994) defines management consultant as a “professional adviser who specializes in giving advice to organizations on ways of improving their efficiency and hence their profitability.”

The main purpose of management consulting is the creation of management practice. To fulfill that purpose, management consulting competes but also cooperates with academic institutions and media companies, thus it is a part of the knowledge management industry (Kipping & Engwall cited in Nuorkivi, 2009:9).

Management consulting can be classified as strategy consulting, organization consulting and change consulting (Nadler & Slywotzky 2005 cited in Nuorkivi, 2009). According to them the three streams set out originally as distinctly separate practices, they have since then become seamlessly intertwined as modern day consultancies practices.

The first stream, modern strategy consulting, has emerged from economics. For the majority of its existence, it was regarded as a top-down approach that involved senior executives putting their stamp on the strategy and announcing it to the organization.

The second stream of organization consulting has its roots in psychology, and it typically starts with small group dynamics and then looks upward at the organization. Although the two streams have traditionally been pronouncedly separate, they have become increasingly integrated with each other in modern management consultancies' offerings and practical work.

The third stream, change consulting, its origin linked closely to organization consulting. Because organization consulting traditionally involved a broad range of changes, its implementation required special attention to the human dynamics of change. Strategy consulting did not move toward change management issues until much later, since early strategy projects focused mainly on small groups of senior executives (Nuorkivi, 2009). Nonetheless, present-day management consultancies are increasingly involved in implementation and change management.

2.3.2. Phases of Management Consultancy Process

According to Kubr (2002), consulting intervention, the consultant and the client undertake a set of activities required for achieving the desired purposes and changes. These activities are normally known as the consulting process. This process has a clear beginning and end. Between these two points the process can be subdivided into several phases, which helps both the consultant and the client to be systematic and methodical, proceeding from phase to phase, and from operation to operation. Consulting process consists of five phases. Each phase has been explained as follows.

2.3.2.1. Entry phase

According to Kubr (2002), in this phase the consultant start working with a client. It includes their first contacts, discussions on what the client would like to achieve or change in his or her organization and how the consultant might help, the clarification of their respective roles, the preparation of an assignment plan based on preliminary problem analysis, and negotiation and agreement of a consulting contract.

This is a preparatory and planning phase, it is often emphasized that this phase lays the foundations for everything that will follow, since the subsequent phases will be strongly influenced by the quality of conceptual work done, and by the kind of relationship that the consultant establishes with the client at the very beginning.

In this initial phase, it can also happen that an assignment proposal is not prepared to the client's satisfaction and no contract is agreed, or that several consultants are contacted and invited to present proposals but only one of them is selected for the assignment.

2.3.2.2. Diagnosis Phase

According to Kubr(2002), the second phase is an in-depth diagnosis of the problem to be solved. During this phase the consultant and the client cooperate in identifying the sort of change required, defining in detail the purposes to be achieved by the assignment, and assessing the client's performance, resources, needs and perspectives. Is the fundamental change problem

technological, organizational, informational, psychological or other? If it has all these dimensions, which is the crucial one?

What attitudes to change prevail in the organization? Is the need for change appreciated, or will it be necessary to persuade people that they will have to change? The results of the diagnostic phase are synthesized and conclusions drawn on how to orient work on action proposals so that the real problems are resolved and the desired purposes achieved. Some possible solutions are start emerging during this phase.

Fact-finding and fact diagnosis often receive the least attention. Yet decision on what data to look for, what data to omit, what aspects of the problem to examine in depth and what fact to skip predetermine the relevance and quality of the solutions that will be proposed. Also, by collecting data and talking to people the consultant is already influencing the client system, and people may already start changing as a result of the consultant's presence in the organization. Conversely, fact-finding has to be kept within reasonable limits, determined by the nature and purpose of the consultancy.

2.3.2.3. Solution Finding Phase

According to Kubr(2002), the third phase aims at finding the solution to the problem. It includes work on one or several alternative solutions, the evaluation of alternatives, the elaboration of a plan for implementing changes and presentation of proposals to the client for decision. The consultant can choose from a wide range of techniques, in particular if the client actively participates in this phase. Action planning requires imagination and creativity, as well as a rigorous and systematic approach in identifying and exploring feasible alternatives, eliminating proposals that could lead to trivial and unnecessary changes, and deciding what solution will be adopted. A significant dimension of action planning is developing strategy and tactics for implementing changes, in particular for dealing with the human problems that can be anticipated, and for overcoming resistance to, and gaining support for, change.

2.3.2.4. Implementation phase

According to Kubr (2002) implementation, the fourth phase of the consulting process provides an acid test for the relevance and feasibility of the proposals developed by the consultant in collaboration with the client. The changes proposed start turning into reality.

Things begin happening, either as planned or differently. Unforeseen new problems and obstacles any arise and false assumption or planning errors may be uncovered. Resistance to change may be quite different from what was assumed at the diagnostic and planning stages. The original design and action plan may need to be corrected. As it is not possible to foresee exactly and in detail every relationship, event or attitude, and the reality of implementation often differs from the plan, monitoring and managing implementation are very important. This is also why professional consultants prefer to be associated with the implementation of changes that they have helped to identify and plan.

This is an issue over which there has been much misunderstanding. Many consulting assignments end when a report with action proposals is transmitted, i.e. before implementation starts. Probably not more than 30 to 50 per cent of consulting assignments include implementation. If the client is fully capable of handling any phase of the change process alone, and is keen to do it, there is no reason why he or she should continue to use a consultant. The consultant may leave as early as after the diagnostic phase.

Unfortunately, the decision to terminate an assignment after the diagnostic or action-planning phase often does not reflect the client's assessment of his or her own capabilities and determination to implement the proposals without any further help from the consultant. Rather it mirrors a widespread conception or misconception – of consulting according to which consultants do not have to achieve more than getting their reports and proposals accepted by the clients. Some clients choose it because they do not really understand that even an excellent report cannot provide a guarantee that a new scheme will actually work and the promised results will be attained. Other clients may be happy because what they really wanted was a report, not change.

2.3.2.1. Closure phase

According to Kubr (2002), the fifth and final phase in the consulting process includes several activities. The consultant's performance during the assignment, the approach taken, the changes made and the results achieved have to be evaluated by both the client and the consulting firm. Final reports are presented and discussed. Mutual commitments are settled. If there is an interest in pursuing the collaborative relationship, an agreement on follow-up and future contacts may be negotiated. Once these activities are completed, the consulting assignment or project is terminated by mutual agreement and consultant withdraws from the client organization.

2.4. Consultancy Models

Edgar (1996), has identified three different models of consultancy depending on the assumptions they rely on. The models are purchase of expert Model, doctor patient model and process consultation model.

2.4.1. Basic Concepts of Consultancy Models

Consultancy models are clearly defining approaches or ways consultants use to deliver the consultancy service for clients .Furthermore it clearly indicated the role of consultants and its clients and their relationship.

2.4.1.1. The Purchase of Information or Expertise Model

According Edgar (1996), this model assumes that the client purchases from the consultant some information or an expert service that the client is unable to provide for himself. It is commonly used when a potential client finds himself confronted with a problem for which he or she may not have the time, interest or competence to define objectively, to identify possible solutions, or to implement and evaluate the problem solving strategy.

This model will be successful if the following conditions are fulfilled:

- Whether or not the manager/client has correctly diagnosed his own needs,
- Whether or not the manager/client correctly communicated those needs to the consultant;

- Whether or not the manager/client accurately assessed the capabilities of the consultant to provide the information or the service;
- Whether or not the client has thought through the consequences of having the consultant gather such information or the consequences of implementing the change that the information implies or that may be recommended by the consultant; and
- Whether or not there is an external reality than can be objectively studied and reduced to knowledge that will be in use to the client.

2.4.1.2. The Doctor Patient Model

According to Edgar (1996), this model is used when one or more managers in the organization decide to bring in a consultant to “check them over” to discover if there are any organizational areas that are not functioning properly and might need attention. In this type of consultancy the manager or leader can identify the symptoms but doesn’t know how to diagnose the problem. Here the consultant will be brought to the organization to identify what is wrong in which part of the organization and prescribe a solution.

The success of this model depends on the following conditions

- Whether the client has accurately identified which person, group, or department is in fact sick or in need of some kind of therapy;
- Whether or not the patient is motivated to reveal accurate information;
- Whether or not the patient accepts and believes the diagnosis that the doctor arrives at and accepts the prescription that the doctor recommends;
- Whether or not the consequences of doing the diagnostic processes are accurately understood and accepted; and
- Whether or not the client is able to make the change that are recommended.

2.4.1.3. Process Consultation Model

According to Edgar (1996), the central idea of this model is that the only way to arrive at a workable solution within an organization is to involve the client throughout the process of diagnosing the problem and generating solutions. This model stresses a collaborative relationship

between a consultant and a client with the consultant facilitating the client's process of exploration and intervention in to the organization problems.

The consultant does not try to help the team as an expert; instead, the consultant helps the team to help itself. The skills used in process consultation are quite different from those used in "expertise-based" consulting because the consultant must concentrate on the way the team works, rather than what it is working on; stay silent even when issues she/he knows or cares about are discussed; ask questions instead of offering expert advice; help the team solve its own problems; not make value judgments or deal with content issues; and understand group dynamics, conflict resolution, and manager/leader development.

Process consulting also requires a client who is aware of its problems, and who is willing to listen to and change some old habits if needed. In some ways, process consulting is as difficult for the client as it is for the consultant, because they must put aside any natural defensiveness and temporarily yield their authority in some ways. So process consulting is an valuable but underused service which requires experienced consultant.

Process consultation recognizes three basic assumptions. The first principle demands that clients know more about their own situation than the consultant ever will. The second principle requires that a consultancy process needs to engender psychological ownership of the activities which result from it on the part of the client. The last principle insists that the consultant should seek to develop clients' capabilities to solve their own problems.

2.4.2. The Ethiopian Management Institute Consultation Model

As it has been mentioned in EMI annual brusher (2016) EMI uses the doctor patient and process models of consultancy to provide a consultancy service for a clients.

The major areas of consulting carried out under doctor patient consultation are:-

- Organizational/ Institutional analysis, design and development,
- Job design, evaluation and salary scale development
- Benefits systems development,

- Financial and administrative systems analysis and manual development.

The major areas of consulting carried out under process consultation model are:-

- Business process reengineering,
- Strategic planning, measurement and communication system (Balanced Score Card
- Transformational leadership

2.5. Challenges of Management Consulting

It is obvious that management consulting has faced many challenges but there are little literatures on failure rates of consulting projects and the reason behind them is very sparse. Mostly there are no written evidences by practitioners, particularly by former consultants reflecting on their own experiences. In doing so they typically aim at identifying “the 5 fatal flaws of management consulting” (Schaffer, 1997), “the 13 cardinal sins” (Weiss 1996), or the “15 pitfalls for the client advisor” (Sobel, 2004). Even if these studies do not live up to academic standards, they are – in the absence of any substantial surveys – nevertheless useful as a first indicator of the problems that consultants are facing (Armenakis & Burdick 1988 cited in David & Michael, 2007).

Some consultants acknowledge in general that “despite all our efforts and good intentions many of our techniques and interventions fall well short of their desired goals” (Warren 2004, p. 347). Others suggest a failure rate between 25 and 50 percent or estimate that even 80 percent of all consulting interventions fail (David & Michael 2007).

A survey conducted by the consultancy Droege and Company (2009) shows that “the majority of projects achieve their goals only partly and with considerable delays”. In a case study by Appelbaum and Steed (2005) 102 managers of a telecommunication organization were asked about their impression of the overall success of consulting projects. Using a scale from 1 to 10 (from “completely unsuccessful” to “completely successful”), 60 percent rated the project as quite unsuccessful or just moderately successful (mean score 5.5), “suggesting there were certainly opportunities for improvement” . In a large multi-company survey Smith (2002) also

used a scale from 1 to 10 (from “disaster” to “breakthrough performance”). Here, 107 respondents reported on consulting projects and evaluated their consulting projects with a total mean score of 5.6. In sum, the above mentioned literature indicates that failure of consulting projects is viewed as common by practitioners.

Empirical studies on reasons for consulting failure are sparse, too. Lack of internal communication was reported as the main reason for failure in CRM projects in a study by Pries and Stone (2004). Fullerton and West (1996) focused on the relationship between internal consultants and clients in a large British commercial organization and concluded “that the reason many consulting relationships fail may be a result of the different views each side holds regarding effective relationship” (Fullerton and West 1996, p. 47). These findings echo the widespread notion of the importance of a good and sound relationship between the client and the consultant (e.g. Stumpf and Logman 2000; Kubr 2002; Kakabadse 2006 cited in David and Michael 2007). In a study by Covin and Fisher (1991) the interviewed consultants listed a total of 62 reasons for consulting failure, which “can be grouped into the broad themes of consultant competency and company-tailored interventions, consultant–client relationships, and program planning” (Covin and Fisher cited in David and Michael 2007:5).

In another empirical study, Lister and Pirrotta (1996) asked physician executives for their personal experiences of unsuccessful consultations. The authors state that “the two issues responsible for most failed consultations were the intrusion of internal politics into the consultation process and the failure to clearly establish and maintain consensual goals” (Lister & Pirrotta cited in David and Michael 2007). Following Klenter & Möllgard (2006) the most critical reasons for failed consulting projects are the absence of tight project controlling and an inflation of projects. Ineffective project management was also the main reason for failure in the study by Smith (2002).

David and Michael (2007) summarized the above diverse reasons into four groups: personal characteristics of the consultant and of the client (e.g. lack of skills), technical shortcomings (e.g. ineffective project management), an unstable or bad consultant–client relationship (e.g. lack of communication), and/or socio-political aspects of the client organization (e.g. hidden agendas; uneasiness for/resistance to change).

Further time control is one of the most important functions, especially in megaprojects where various risk variables cause schedule delays (Jolivet & Navarre, cited in PMI,2014). Moreover, schedule delays are a source of great distress to both owners and contractors, mainly because time overruns are directly or indirectly connected with cost overruns (Majid & McCaffer, 1998; Frimpong & Oluwoye, 2003; Lyer & Jha, 2006; Han et al., 2009 cited in PMI, 2014).

The complexity of projects brings challenges to quality control. Complexity of large government projects is constituted of structural complexity, the number and interdependence of elements, and uncertainty in goals and means (Bruelious, Flyvberg, & Rothengatter, 1998; Kwak, Walewski, Sleeper, & Sadatsafavi, 2014; Williams, 1999 and 2004; GAO, 2002, 2004a, 2004b, 2005a, 2005b, 2006, 2007a, 2007b, 2007c, and 2007d PMI, 2014 cited in PMI, 2014).

The market demand of consulting increase but there are a lot of challenges in order to satisfy the market demand of consulting. According to Kirby (2002), the market for management consulting service in public administration is large and challenging. With the current changes and new challenges, demand for public sector consulting in many countries is likely to remain stable or even increase in the future. Moreover, a number of innovative approaches and programme responses have emerged in the public sectors of various countries. Because of their novelty, magnitude and complexity, they have generated new opportunities and demand for consulting (Kubr, 2005). However, the case for competent and effective management of professional service organizations seems to have been made. In addition to the competence, integrity and motivation of individual professionals, the management of professional teams and organizations is increasingly recognized as a key factor of service quality and business performance (Kubr, 2005).

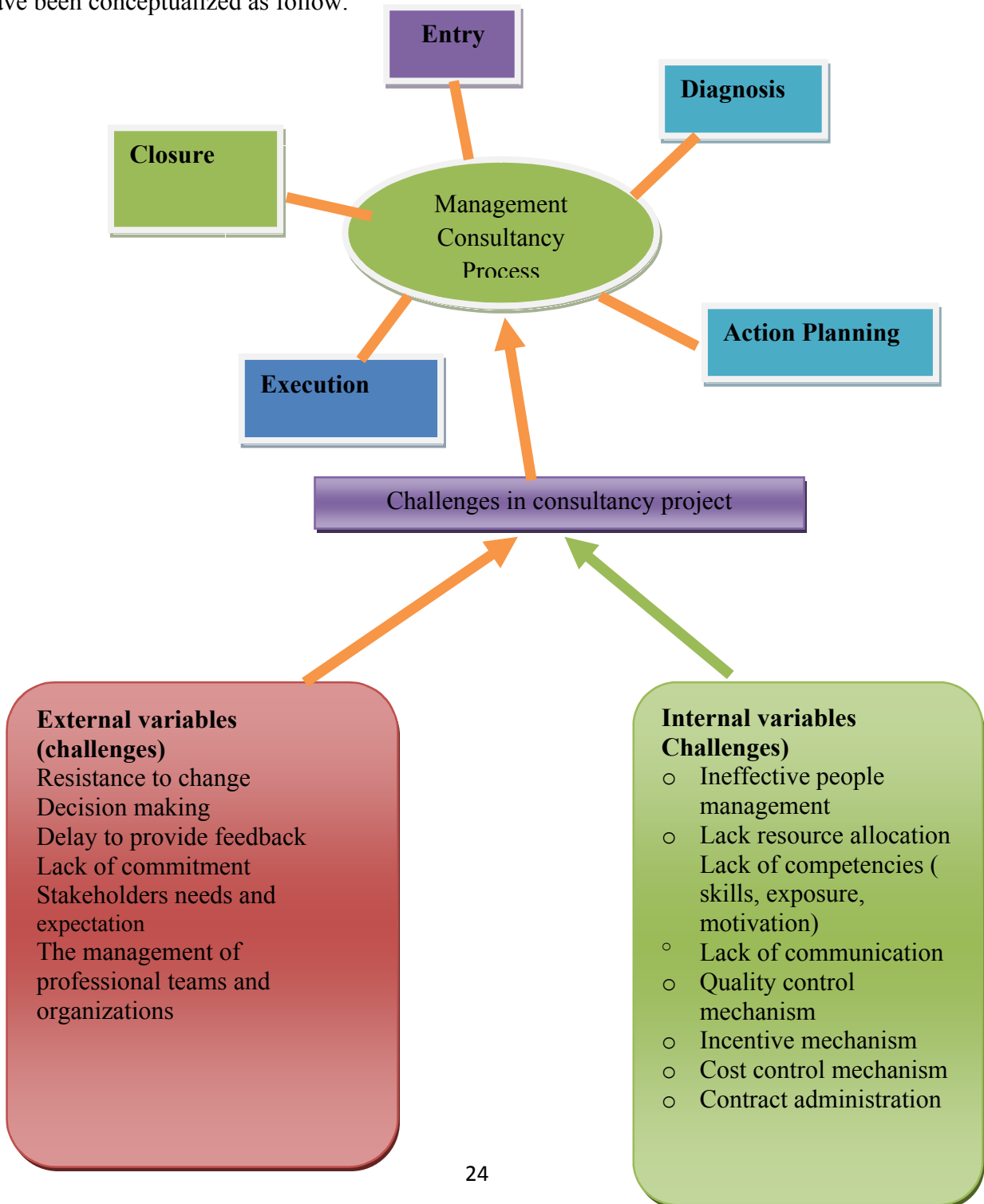
Coming to Ethiopian management case, the outcome assessment conducted by Begashaw and Shonde (2014) stated that most consultancy services delay due to the EMI consultant engagement in different assignments at a time and the client were unable give relevant and valuable feedback on time, the client organization took long time enter in to implementation

,lack of proper gaps identification by EMI, and the solution given to client organization were below the expectation of the clients.

Another assessment conducted by Weubamlak Eshetu (2009) mentioned the needs and problems of client as the main challenge. She stated that client needs were sometimes conflicting. This is because the consultancy assignment was not initiated by the organizations to be consulted. They perceived it as direction of the government to implement with no question. The leaders and employees of the client organization perceived it as imposition by government. As a result, it creates inconvenience to the consultants and become a source of conflict and resistance. There is also lack of understanding and experiences about process consultation from the organization side. The consultants fully engage in the assignments given and do everything. Occasionally, there were attempts to shift the blame to consultants even if the problems were observed on client's side. She added that consultants lack motivation and required competencies. Also conflicts among consultancy project team members, and misunderstanding about the role of the consultant, in process consultation, lack of commitments from the leaders' side were the main challenges that obscure the achievement of the consultancy projects of EMI.

2.6. Conceptual Framework

For the purpose of this study, the core concept of the above theoretical and empirical literatures have been conceptualized as follow.



CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter consists of three parts. The first part deals with the research design and approach; outlined as the type of research, the characteristics of the participants, and methods used to collect the data. Secondly, ethical considerations are addressed and finally the different methods used to analyze the data are discussed.

3.1. Research Design

The study clearly described challenges of management of consultancy projects practice in EMI and its client organization based on the five phases of management consultancy services.

First the research used quantitative method to identify opinions of respondents about practices and challenges of management consultancy Projects. The respondents' perceptions were collected and analyzed using Likert Scale. Second a qualitative method was applied. In this case the challenges of consultancy projects on both EMI and its client sides were explored in detail using focus group discussions, interviews, and documents review. The qualitative and quantitative methods were used to increase the overall strength of a study (Creswell & Plano Clark 2007 cited in Creswell, 2009) and help to address research objectives and secure validity and reliable result.

3.2. Study Setting

The study is conducted EMI and EMI client's organizations in Addis Ababa. In order to identify and show the clear picture of practices and challenges of consultancy project management the study was restricted to selected Federal government organizations by considering complexity of the project, frequency of a service request and the length of delay. The study focused on group of participants (EMI Director, employees (consultants), Consultancy project team leaders, and focal persons and project team members of client organizations).

3.3 Sample Design

This section discusses the population the study undertook, the participants of the study, sample size determination methods and sampling techniques.

3.3.1. Population

In EMI the consultancy projects are coordinated by the Civil Service Institutions Capacity Building coordinating directorate. Under this directorate there are seven project coordinators, 46 consultants and a director who is directly involved in the consultancy services delivery projects whereby sample is taken from this group.

EMI has many clients that take training, consultancy and research services. But for this study only five federal government organizations: A.A. Kenema Pharmacy, Ethiopian Postal Service Enterprise, Ethio-Telecom, Ethiopian Electric power, and Private Organizations Employees Social Security Agency have been selected.

3.3.2. Sample size

One way of determining the size of a sample is by exercising careful mathematical calculations (tables) and ensuring that the sample represents the wider features of the population under consideration (Morrison as cited in Cohen et al., 2000). Basing the Krejcie and Morgan tabular suggestion for appropriate sample size sampling error of 5% and 95% confidence interval is taken. While determining the sample size of the study, for this research, used the table developed by Krejcie and Morgan (1970) using the formula below.

$$S = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}$$

Where:

S = Required Sample size

X = Z value (e.g. 1.96 for 95% confidence level)

N = Population Size

P = Population proportion (expressed as decimal) (assumed to be 0.5 (50%))

d = Degree of accuracy (5%), expressed as a proportion (.05); It is margin of error

Table 3.1									
Table for Determining Sample Size of a Known Population									
N	S	N	S	N	S	N	S	N	S
10	10	100	50	280	162	800	260	2800	338
13	14	110	56	290	163	830	263	3000	341
20	19	120	62	300	169	900	269	3500	346
25	24	130	67	320	175	950	274	4000	351
30	28	140	73	340	181	1000	278	4500	354
35	32	150	78	360	186	1100	283	5000	357
40	36	160	83	380	191	1200	291	6000	361
45	40	170	88	400	196	1300	297	7000	364
50	44	180	93	420	201	1400	302	8000	367
55	48	190	98	440	205	1500	306	9000	368
60	52	200	103	460	210	1600	310	10000	370
65	56	210	108	480	214	1700	313	15000	373
70	59	220	113	500	217	1800	317	20000	377
75	63	230	118	530	226	1900	320	30000	379
80	66	240	123	600	234	2000	322	40000	380
85	70	250	128	650	242	2200	327	50000	381
90	73	260	133	700	248	2400	331	75000	382
95	76	270	138	750	254	2600	335	100000	384

Note: N is Population Size; S is Sample Size Source: Krejcie & Morgan, 1970

The sample will consist of EMI core business directors, consultants and project coordinators and client organizations contact persons and project team members as mentioned in next table below.

Table 3.1. Sample size table

SN.	Contents/ areas for information	No. of participant	Sample	Instrument
1.	EMI consultants	37	34	Questionnaires
2.	Project team members of client organization	5	5	
Total Sample Size			39	
3.	client organizations focal person	5	5	Interview
4.	EMI director	1	1	
Total Sample Size			6	
5.	Consultancy project team leaders	9	7	FDG
Total Sample Size			7	
Grand Total Sample Size			52	

Source: Survey result 2017

3.3.3. Sampling Techniques

In order to get reliable information purposive sampling were used for interview and FGD and random sampling for questionnaires.

3.3.3.1. For Interviews

Purposeful sampling technique was used to get the opinion and responses of EMI director and client organizations focal person. These groups were deliberately contacted with the assumption that they have the information pertinent to the study and had the chance to fully observe the challenges regarding the subject matter. Therefore, those with direct responsibility and better exposure for consultancy projects were selected for interview. In addition, the researcher used nature of the project, the duration of the project, length of delay and number of rework as selection criteria to select representative of client organizations.

3.3.3.2. Focus Group Discussion

EMI Consultants who were participated in FGD is Ashenafi Abera, Ayalew Simur, Telahun Mekonnen, Ayalew Simur, Henok G/Tensaye , Frewoini Abay, Daniel Endasbe, they had a good exposure and provided consultancy service for five client organizations understudy have been selected purposely for the FGD. FGD was guided by semi- structured checklists focused on EMI consultancy project management practice and challenges in each phases.

3.3.3.3. For Questionnaire

The employees of EMI have been selected using simple random sampling techniques.. The questionnaire has three parts: -

- ❖ The first part comprises background of the respondent.
- ❖ The second part comprise questions regarding challenges and practices of consultancy project
- ❖ The third part comprise open ended questions regarding challenges and practices of consultancy project

3.4. Source and Tools for Data Collection

The study used cross-sectional survey method, semi-structured interviews and structured questionnaire as a data collection instruments. The questionnaire consists of various items and categories/parts to meet research objectives. Besides, the rating scales categorized into five values that consist of strongly agree (represented by 5), agree (represented by 4), neutral (represented by 3), disagree (represented by 2) and strong disagree (represented by 1). In a similar fashion semi-structured interviews prepared and used for FGD. The core objective of the FGD is just to triangulate the data collected through questionnaires.

3.5. Procedures of Data Collection

The researcher followed some procedure in order to gather both the primary and secondary data from EMI and client organizations. First questionnaires were distributed for six consultants as a pilot test. Based on their opinions, the questionnaire was updated and its validity was tested. Second, proper orientation was given to respondents about the objective of the study and how they ought to answer the questions. Finally, the questionnaires were collected from the respondents on the appointment date and time. The semi-structured questions for interview and FGD were given for participants prior to the discussion date to give chances for them to bring relevant and sufficient information for the interview and FGD.

3.6. Reliability and Validity

The Study instrument covered issues of practices & challenges in management of consultancy projects. The famous management consultancy book written by Kubr (2002) was used as a main reference to prepare the instruments. Besides, the reliability of the instrument has been tested based on pilot test information gathered from one director, three principal consultants and three senior consultants. The Cronbach's alpha test using SPSS indicated that 86.6% of reliability as shown in the next table

Table 3.2 :Reliability Statistics

Cronbach's Alpha	N of Items
0.866	53

Source: Survey result 2017

3.7. Methods of Data Analysis

The study employed both quantitative and qualitative approaches of data analysis. Both approaches analyzed independently and the findings of both approaches were triangulated.

The researcher performed the following pre data analysis activities:

- ❖ Editing of data to ensure the completeness, consistency, and reliability of data,
- ❖ Coding to put questions into a limited number of categories or classes,
- ❖ Classification on the basis of similarity,
- ❖ Tabulation in the form of statistical tables for further analysis and
- ❖ Transforming data from the research project to computers.

3.7.1 Quantitative Data Analysis

The raw data obtain through questionnaires have been analyzed using descriptive statistical tools such as frequency distribution, percentage, mean score, rank and mean score average using SPSS to enable the computation precise, dependable and time saving.

3.7.2. Qualitative Data Analysis

The qualitative data obtain through the semi structured interview, FGD and document review were transcribed, classified, categorized and registered under thematic areas and present in

narrative form. To enrich and enhance its reliability, the qualitative data were independently analyzed and triangulated with the quantitative results.

3.8. Ethical Consideration

The respondents may be vulnerable because of their ages, social status or position. As a researcher I considered the following points as the general philosophy while conducting this research:

- transparency and accountability,
- confidentiality
- Integrity and
- not cause unnecessary anxiety.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter deals with the data presentation and analysis. The data collected from EMI and its client organizations through questionnaire, interview and FGD are analyzed in both qualitative and quantitative forms. The data collected through questionnaire from thirty four respondents from EMI and five respondents from its client organization, from five interviewees and seven FGD participants have been analyzed and presented as follows.

4.1.1 Respondent Demography

Table 4.1: Respondent Profile

Items	Variables	Frequency	Percentage (%)
Gender	Male	31	79.5
	Female	8	20.5
Age	below 25	2	5.1
	25-35	23	59
	36-45	8	20.5
	above 46	6	15.4
Educational Level	Diploma	1	2.6
	Bachelor	15	38.3
	Master	23	59
Experiences	less than 1 year	12	30.8

Items	Variables	Frequency	Percentage (%)
	1 to 3 years	12	30.8
	4 to 5 years	8	20.5
	More than 5 years	7	17.9
Positions	Principal Consultant	6	15.4
	Senior Consultant	12	30.8
	Consultant	13	33.3
	Assistant Consultant	2	5.1
	Junior Consultant	1	2.6
	Manager	2	5.1.
	Senior Postal Instructor	1	2.6
	Junior expert	1	2.6
	Director	1	2.6
Name of organization	EMI	34	87.2
	EPSE	2	5.1
	EEP	1	2.6
	PSSA	1	2.6
	A.A Kenema	1	2.6

Source: Survey result 2017

Table 4.1 depicts that majority 39 (79.5%) of of the respondents are male and 8(20.5%) are female. It also shows that about 59% and 20.5% of the respondents' age lies between 25 and 35 and 36 and 46 respectively. When one sees educational levels of respondents', majority (59%) of them are either MA or MSC and 38.3 % are BA or BSC holders. Likewise, about 70 % of the respondents do have more than one year of experiences in their respective organizations. Another point that table 4.1 indicates, is that, about 90 % of the respondents are consultant, senior consultant, principal consultant, senior experts and managers/directors who do have direct involvement on the management of consultancy services understudy. Finally, the table reminds us 87.7% of the respondents are from EMI and the rest 12.3 % are from EMI client organizations (EPSE, EEP, PSSA and AAKP).

4.2. Challenges and Practice on Consultancy projects Phases

Under this sub section the practices and challenges of EMI Management Consultancy services are analyzed and discussed using percentage, mean score average, distribution and rank.

4.2.1. Over All Management Consultancy Project Practices and challenges

Table 4.2: EMI over all management consultancy project practices

Items	Variables	Frequency	Percentage	Mean	Std. Deviation
EMI consultancy projects ends as per the schedule	Strongly Disagree	17	43.6	1.85	.96
	Disagree	15	38.5		
	Neutral	3	7.7		
	Agree	4	10.3		
	Strongly agree				
EMI delivered	Strongly	3	7.7	2.90	.99

Items	Variables	Frequency	Percentage	Mean	Std. Deviation
consultancy service as per the quality standard	Disagree				
	Disagree	12	30.8		
	Neutral	10	25.6		
	Agree	14	35.9		
	Strongly agree				
EMI and clients have a strong collaboration in each phases of the project	Strongly Disagree	1	2.6	3.07	1.09
	Disagree	15	38.5		
	Neutral	6	15.4		
	Agree	14	35.9		
	Strongly Agree	3	7.7		
Consultant assigned more than one job at a time not hamper the quality as well as the schedule of the project	Strongly Disagree	12	30.8	2.4	1.39
	Disagree	14	35.9		
	Neutral	1	2.6		
	Agree	8	20.5		
	Strongly Agree	4	10.3		
EMI project team members have the	Strongly Disagree	1	2.6	3.15	.99

Items	Variables	Frequency	Percentage	Mean	Std. Deviation
required level of consultancy skill(competency)	Disagree	12	30.8		
	Neutral	7	17.9		
	Agree	18	46.2		
	Strongly Agree	1	2.6		
Project managers (Directors) has the required level of project management skills	Strongly Disagree	6	15.4	3.07	1.18
	Disagree	4	10.3		
	Neutral	13	33.3		
	Agree	13	33.3		
	Strongly Agree	3	7.7		
Clients strongly follow up and support the progress of the project	Strongly Disagree	2	5.1	3.18	1.02
	Disagree	11	28.2		
	Neutral	4	10.3		
	Agree	22	56.4		
	Strongly agree				
EMI Consultancy projects attain clients change need	Strongly Disagree	1	2.6	3.18	.94
	Disagree	10	25.6		

Items	Variables	Frequency	Percentage	Mean	Std. Deviation
	Neutral	10	25.6		
	Agree	17	43.6		
	Strongly agree	1	2.6		
Clients change their need frequently	Strongly Disagree	1	2.6	3.38	.88
	Disagree	6	15.4		
	Neutral	10	25.6		
	Agree	21	53.8		
	Strongly Agree	1	2.6		
Average				2.91	

Source: survey result 2017

As depicted in table 4.2 the minimum mean score average is 1(one), maximum mean score average is 5(five) and boundary mean score average is 3(three). It also indicates that the overall management consultancy project practices mean scores average is 2.9. The mean score average is just below the boundary mean score average. It implies that EMI does have some good experiences in managing consultancy services. However, it describes that EMI consultancy services project management practices have many flaws. This can be supported by the responses of the respondents. Particularly, 82 % of the respondents believe that EMI consultancy projects do not end as per the schedule. 38 % of the respondents believe that EMI does not delivery consultancy as per the quality standard and 25.6 % of the respondents prefer to be neutral about the quality of the consultancy services. Majority (66.7 %) of respondents also think that assignment of consultants to different jobs at a time is one of the main causes that hamper the

quality as well as the schedules of the consultancy service projects. Another point that majority (56.4%) respondents think as challenge in managing EMI consultancy services is the frequent changes of clients needs.

The information gathered from FGD, interview and open ended question give similar ideas about the practices and challenges of EMI consultancy services. Participants stated that EMI consultancy service projects do not end as per schedules (proposal), there is no a consistent progressive reports for clients from EMI, and solution options proposed are not strong enough to solve clients' problems. They added that, there are no clear consultancy contract administration mechanisms. They further argued that, there is no clear procedure and contract on how to make clients accountable when they extend the schedule, unable to give feedback on time and sometimes when they pended the project for unknown time. Finally, the participates of the FGD agreed that there is no formal exit meeting as well as well organized system to organize and store lesson for future references.

EMI capacity building coordinating director did have somehow different ideas. According to him, the quality of the consultancy service is as per the standard. Nevertheless, his idea contradicts the institutes annuals plan performance report (EMI, 2008 E.C) and 2008 E.C good governance plan. In these documents, it is clearly stated that most constancy projects lag behind the schedule and the services are not as per the standard. These ideas go with the opinions of focal persons from cclient organizations. According the focal persons, EMI consultancy services are not customer driven and consultants lack competencies to deliver standardized services. They further elaborate that EMI consultants lack the capacity to use global best practices in the local contexts. According to them, EMI consultants do not have sufficient exposures and capacities to identify the real needs of client organizations and propose feasible solutions.

Table4.4: EMI Consultancy Project Management Entry Phase Practices

N.o.	Items	Variables	Frequency	Percentage (%)	Mean	Std. Deviation
1	The Consultancy project scope is simple, clear and manageable	Strongly Disagree	2	5.1	3.30	1.17
		Disagree	10	25.6		
		Neutral	7	17.9		
		Agree	14	53.9		
		Strongly Agree	6	15.4		
2	The outcome of each phase ,types of report and reporting time clearly stated in the assignment plan of the project	Strongly Disagree	2	5.1	3.23	1.13
		Disagree	11	28.2		
		Neutral	6	15.4		
		Agree	16	41		
		Strongly Agree	4	10.3		
3	The role of EMI in each phase is precisely defined	Strongly Disagree	1	2.6	3.95	.83
		Disagree	1	2.6		
		Neutral	5	12.8		
		Agree	24	61.5		
		Strongly Agree	8	20.5		

4	The role of clients in each phase is precisely defined	Strongly Disagree	2	5.1	3.79	1.00
		Disagree	2	5.1		
		Neutral	6	15.4		
		Agree	21	53.8		
		Strongly Agree	8	20.5		
5	EMI allocated the right types of resource in the right time	Strongly Disagree	10	25.6	2.59	1.25
		Disagree	10	25.6		
		Neutral	6	15.4		
		Agree	12	30.8		
		Strongly Agree	1	2.6		
6	Clients allocated the right types of resource in the right time	Strongly Disagree	7	17.9	2.67	1.10
		Disagree	12	30.8		
		Neutral	10	25.6		
		Agree	7	17.9		
		Strongly Agree	3	7.7		
7	The deliverables of this phase is submitted as per	Strongly Disagree	3	7.7	2.67	1.03
		Disagree	18	46.2		

	quality standard	Neutral	9	23.1		
		Agree	7	17.9		
		Strongly Agree	2	5.1		
8	This phase ends as per schedule	Strongly Disagree	3	7.7	2.87	1.10
		Disagree	15	38.5		
		Neutral	7	17.9		
		Agree	12	30.8		
		Strongly Agree	2	5.1		
Average					3.13	

Source: survey Result 2017

Table 4.4 shows average mean core result for consultancy project management practices and challenges in entry phase is 3.13, just above the boundary of mean score average. It implies that EMI does have good practices in implementing activities of entry phase in managing its consultancy services. When we see the entry phase items (activities) separately, about 70 % (53.9% strongly agree and 15.4 % agree) the respondents believe that the EMI consultancy projects scope is clear, simple and manageable and 41.3 % of the respondents feel that the outcomes of each phase, types of reports, and reporting time is stated in the assignment plan of the project. Majority (62 %) of the respondents also believe that EMI's role in each phase is clearly defined. Likewise, 74.3 % of the respondents think that the role of EMI client organization in each phase is precisely defined. But 51.2 % of them do believe that EMI does not allocate the right resource in the right time. 53.9 % of the respondents also agreed that the deliverables of entry phase are not as per quality standards. Finally, relatively greater proportion (46.2%) of respondents sense that entry phases of EMI consultancy services do not end as per planned. Information collected through interview from focal persons illustrates that there is no

a formal start up meeting between EMI and clients organizations. Furthermore, they stated that EMI does not formally inform to clients the assigned consultants for the project and the assignment plan (the detailed work breakdown structure of the project) at the beginning. Similarly, the information obtain from FGD exemplifies that there is no formal orientation session between EMI and clients at the beginning of each consultancy projects.

Table 4.5: EMI Consultancy Project Management Diagnosis Phase Practices

N.o.	Items	Variables	Frequency	Percentage (%)	Mean	Std. Deviation
1	The problem and purpose of the project is clearly restated	Strongly Disagree	1	2.6	3.28	.99
		Disagree	10	25.6		
		Neutral	7	17.9		
		Agree	19	48.7		
		Strongly Agree	2	5.1		
2	EMI and Clients closely collaborate to define facts to be gathered and investigated.	Strongly Disagree	1	2.6	3.08	.98
		Disagree	13	33.3		
		Neutral	8	20.5		
		Agree	16	41		
		Strongly Agree	1	2.6		
3	The project team get	Strongly	2	5.1	3.02	1.03

N.o.	Items	Variables	Frequency	Percentage (%)	Mean	Std. Deviation
	relevant data from clients on time	Disagree				
		Disagree	13	33.3		
		Neutral	5	12.8		
		Agree	18	46.2		
4	Clients give feedback immediately	Strongly Disagree	3	7.7	2.20	.73
		Disagree	29	74.4		
		Neutral	3	7.7		
		Agree	4	10.3		
5	The problem diagnosis concluded as per schedule	Strongly Disagree	5	12.8	2.3	.92
		Disagree	23	59		
		Neutral	6	15.4		
		Agree	4	10.3		
		Strongly Agree	1	2.6		
Average					2.78	

Source: survey result 2017

Table 4.5 indicates that the mean score average about implementation of in diagnose phase activities is 2.78. The result is far below by 0.22 from the mid result. This implies that EMI has been practicing some of the activities of diagnosis phase in sufficient manner. This can be supported by the percentage of respondents who have agreed and strongly agreed. Thus, 53.8 % of the respondents think that EMI restates problem and purpose of the projects clearly. But about 82.1 % (7.7 strongly disagree and 74.4% agree) of respondents think that clients do not give feedback immediately in diagnosis phase of consultancy services. Moreover, 71.8 % (12.8 % strongly disagree and 59 % agree) sense that the problem diagnosis phase is not concluded as per the schedule.

By the same token, FGD participants stated that there are no standardized methods of conducting problems diagnosis. They added that EMI uses similar methods and approaches to diagnose different consultancy projects without considering business nature. As a result root causes of a problem have not been identified properly. They also stated repeatedly the delay of clients' feedback on the reports they had submitted.

Table 4.6: EMI Consultancy Project Management solution Phase practices

N,o,	Items	Variables	Frequency	Percentage	Mean	Std. Deviation
1	Project teams proposed the most appropriate solution for the problem	Strongly Disagree	1	2.6	3.23	.99
		Disagree	10	25.6		
		Neutral	9	23.1		
		Agree	17	43.6		
		Strongly Agree	2	5.1		
2	Clients gives feedback immediately	Disagree	30	76.9	2.33	.66
		Neutral	5	12.8		
		Agree	4	10.3		
3	Clients has a best talent in order to mobilize and critically examine the recommendations and to chose the right one	Strongly Disagree	2	5.1	2.54	.82
		Disagree	20	51.3		
		Neutral	11	28.2		
		Agree	6	15.4		

4	The implementation action plan(solution) can solve the problems identified in the diagnosis phase	Disagree	9	23.1	3.28	.826
		Neutral	10	25.6		
		Agree	20	51.3		
5	EMI and clients reached on agreements on implementation plan	Disagree	11	28.2	3.15	.90
		Neutral	13	33.3		
		Agree	13	33.3		
		Strongly Agree	2	5.1		
6	This phase ends as per schedule	Strongly Disagree	4	10.3	2.18	.68
		Disagree	26	66.7		
		Neutral	7	17.9		
		Agree	2	5.1		
Average mean score					2.79	

Source: survey 2017

Table 4.6 portrays that the mean score average in executing the tasks to prescribe solutions in EMI consultancy services is 2.79. It indicates that EMI does have many challenges in managing its consultancy services in the phase of solution prescription. Accordingly, respondents believed that the main challenges in this phase are delay in getting feedback from client organization (76.9 %), lack of best talents to critically examine recommendations to chose the best solution(56.6%), and as a result EMI is unable to complete this phase as per schedule(77 %).

By the same fashion, FGD participants stated that EMI consultants do have gaps in developing strong and feasible alternative solution for client problems. They added that in most cases the solutions alternatives are not supported by clear merits and demerits. As a result it is tough for clients to choose among alterative solutions. Likewise, focal person interviewees argue that solutions prescribed by EMI consultants are not up to their need stated in the proposal.

Table 4.7: EMI Consultancy Project Management Implementation Phase practices

N.o.	Items	Variables	Frequency	Percentage(%)	Mean	Std. Deviation
1	EMI has a role in implementation	Strongly Disagree	3	7.7	2.60	.99
		Disagree	20	51.3		
		Neutral	7	17.9		
		Agree	8	20.5		
		Strongly Agree	1	2.6		
2	EMI successfully meets clients expectation	Strongly Agree	1	2.6	2.97	.74
		Disagree	8	20.5		
		Neutral	21	53.8		
		Agree	9	23.1		
3	Clients highly committed for the successful implementation of the project	Strongly Disagree	1	2.6	2.97	.78
		Disagree	8	20.5		
		Neutral	22	56.4		
		Agree	7	17.9		
		Strongly Agree	1	2.6		
4	The action plan(proposal) smoothly implemented	Strongly Disagree	2	5.1	2.97	.74
		Disagree	5	12.8		
		Neutral	24	61.5		
		Agree	8	20.5		
5	The clients enter into implementation immediately	Strongly Agree	1	2.6	2.59	.678
		Disagree	17	43.6		
		Neutral	18	46.2		
		Agree	3	7.7		
6	This phase ends as per the schedule	Strongly Disagree	3	7.7	2.30	.678
		Disagree	22	56.4		
		Neutral	13	33.3		
		Agree	1	2.6		
AVERAGE					2.74	

Source: survey 2017

Table 4.7 indicates that mean core average about execution of the activities of implementation phases of EMI consultancy service is 2.74. This indicates that EMI is not doing well on this phase of consultancy. To indicate some, 51.3% respondents disagree and 7.7% strongly disagree about EMI’s involvements in the implementation phase of its consultancy services. It means majority of the respondents believe EMI has no role in implementation phase. As a result, majority (53.8%), (56.4 %), (61.5 %) of respondents preferred to be neutral whether EMI consultancy services meet clients’ expectation, clients are committed to execute the project, and smooth execution of the projects implementation plan respectively. This is because they do not have formal involvement on this phase. EMI has no a practice to visit clients or communicate after provides the final deliverable.

In addition, information obtains from the focus group discussion and interview illustrates that consultancy service process of EMI end at solution phase. They added that implementation phase is not included in contractual agreements.

Table 4.8: EMI Consultancy Project Management Monitoring, Evaluation & Closure practices

N.o.	Items	Variables	Frequency	Percentage (%)	Mean	Std. Deviation
1	EMI continuously monitor the progress of the project activities	Strongly Disagree	7	17.9	2.43	1.07
		Disagree	18	46.2		
		Neutral	4	10.3		
		Agree	10	25.6		
2	EMI conducted periodic evaluation at the end of each phases	Strongly Disagree	6	15.4	2.41	.99
		Disagree	19	48.7		
		Neutral	6	15.4		
		Agree	8	20.5		
3	EMI undertakes output assessment of the project	Strongly Disagree	7	17.9	2.5	1.11
		Disagree	15	38.5		
		Neutral	5	12.8		
		Agree	12	30.8		
4	EMI undertakes impact assessment of the project	Strongly Disagree	6	15.4	2.62	2.04
		Disagree	13	33.3		

		Neutral	10	25.6		
		Agree	10	25.6		
5	EMI accept project progress report from project team	Strongly Disagree	4	10.3	3.23	1.08
		Disagree	6	15.4		
		Neutral	7	17.9		
		Agree	21	53.8		
		Strongly Agree	1	2.6		
6	EMI evaluated the progress report of the project and take a corrective action immediately	Strongly Disagree	5	12.8	2.49	.94
		Disagree	17	43.6		
		Neutral	10	25.6		
		Agree	7	17.9		
7	EMI has strong accountability mechanism	Strongly Disagree	8	20.5	2.38	1.04
		Disagree	16	41		
		Neutral	7	17.9		
		Agree	8	20.5		
8	EMI has strong contract administration system	Strongly Disagree	8	20.5	2.23	.87
		Disagree	17	43.6		
		Neutral	11	28.2		
		Agree	3	7.7		
9	After the end of the project EMI and jointly evaluate the overall performance of the project	Strongly Disagree	8	20.5	2.26	.97
		Disagree	19	48.7		
		Neutral	6	15.4		
		Agree	6	15.4		
10	After the end of the project EMI document lesson learned	Strongly Disagree	7	17.9	2.15	.78
		Disagree	21	53.8		
		Neutral	9	23.1		
		Agree	2	5.1		
11	The interim and final deliverables (reports) of the project requires rework on average 3 to 4 times	Strongly Disagree	3	7.7	2.74	.98
		Disagree	14	35.9		
		Neutral	12	30.8		
		Agree	8	20.5		
		Strongly Agree	1	2.6		
12	EMI and clients have a regular	Strongly Disagree	9	23.1	2.30	1.05

	meeting to discuss the issues faced in each phases	Disagree	17	43.6		
		Neutral	5	12.8		
		Agree	8	20.5		
13	The client makes payment as per agreement	Strongly Disagree	4	10.3	3.15	1.13
		Disagree	7	17.9		
		Neutral	10	25.6		
		Agree	15	38.5		
		Strongly Agree	3	7.7		
Average					2.54	

Sources: survey 2017

Table 4.8 shows that EMI's monitoring, evaluation and closure activities with respect to its consultancy service have limitation comparing to other phases because mean score average result is 2.54. It is far from the average mid result of mean. It implies EMI Monitoring, evaluation and closure practice is weak. To strength the interpretation let see frequency distribution of each items. Accordingly, 63.9 % (17.9% strongly disagree and 46.2% disagree) of the respondents believe that continuously monitor the progress of the project activities is not up as expected. Similarity, 15.4% of respondents strongly disagree and 48.7%, disagree about periodical evaluate of consultancy project at the end of each phases by EMI. These ideas are supported by information obtained from open ended questions. As they have stated that EMI monitoring and evaluation system is not strong. Also, EMI project manager said that clients organizations do have their own monitoring and evaluation system but not that much strong in order to end the project in due date.

Taking together respondents who disagree and strongly disagree, majority (48.7 %) them think that EMI do not undertake impact assessment and (56.6 %) of them believe that EMI do not evaluate the progress report and give corrective action immediately. Likewise, 61.5% respondents believe that EMI does not have strong accountability mechanism, and 63.5 % of them sense that its contract administration is weak. To add some, 69.2 % of respondents think that EMI consultancy service overall performances have not been evaluated jointly (by EMI and clients) and 66.7% of respondents think that EMI and its client do not have regular meetings to solve the issue faced in each phase. Finally, 72.8 % of them feel that there is no well organized

mechanism to organize lessons for future references. All this practices have been cross-checked with of FGD, interview and open ended question. They all have same ideas on monitoring, evaluation and closure phase.

4.3. Challenges of Management consultancy project practices in EMI

Table 4.9 indicates EMI management consultancy project challenges that identifies through open ended questions, interview and focus group discussion. seven professionals participated in the focus group discussion. Five interview respondents from client organizations and one from EMI. All information obtained from interview and FGD have been analyzed and presented as follows.

Table 4.9: Qualitative Respondent Profiles

Qualitative methods	Items	Variables	Frequency	Percentage (%)	Name of the organization
Interview	Gender	Male	4	80%	
		Female	1	20%	
	Position	Process Dep't Officer(focal person)	1	20%	Ethio-Teleom
		A/Training Team Leader (focal person)	1	20%	Ethiopian Postal Service Enterprise
		Process excellence Manager (focal person)	1	20%	Ethiopian Electric Power
		Human Resource Director (focal person)	1	20%	Private Organizations Employees Social Security Agency
		Institutional Capacity Building Directorate Director	1	20%	EMI
Focus group discussion	Gender	Male	6	16.67%	EMI
		Female	1	83.33	EMI
	Position	Principal Consultant	2	20%	EMI
		Senior Consultant	4	60%	EMI

Sources: survey 2017

Table 4.9 depicts that majority (83.33 %) of interviewees and FGD participants are male and 2 (16.67 %) are female. It also shows that all interviewees are in the middle level management positions. Another point that table 4.9. indicates, is that, FGD participants are principal, and senior consultants. All interviewees and FGD participants do have direct involvement on the management of consultancy services understudy.

Table 4.10. List of Management Consultancy Challenges in EMI

SN	Variables	Numbers of Responses for Each Variables				Rank
		open ended questions	interview question	FGD	Total frequency	
1	No required resources allocation for the consultancy services	9	4	12	25	1
2	Lack of clients commitment (in giving feedback)	10	4	6	20	2
3	Lack of Competency of consultants	5	8	6	19	3
4	Week contractual administration	5		6	11	4
5	Lack of strong monitoring and evaluation system	8	1		9	5
6	client needs fluctuation	4			4	8
7	Lack & fair equal motivation(incentive)	3			3	9
8	Lack of commitment of consultants	3			3	10

Table 4.10 shows required resource allocations is the prime challenge in the process of EMI consultancy services management. Respondents and participants stated that there are huge gaps in assigning competent and right professionals to the right consultancy job. Second most critical point related to resources allocation is time, on this regard, it is stated that most consultants engaged in more than one projects at time due to this consultants are unable to use all the time allocated for a given consultancy projects stated in contractual agreements. Besides, there is no enough transportation for consultancy services. They complain that different consultant groups who consult different organization share a car as a result they could not reach on time to their

appointment or workplace. They continued that, as a result, most consultancy projects delayed and their quality is not as expected...

Lack of client organization commitments to provide immediate feedback is the second challenge mentioned by respondents and participants. They stated that clients do not give enough attention to time and they sometimes do not give organized feedback. This is of course similar to the results of quantitative analysis where more than 70% of respondents believe that clients do not give immediate feedback.

The third challenge mentioned by participants is low level competence of consultants to understand the business nature of the client organization and to provide customer focused consultancy service. They added that consultants lack flexibility to create mutual understanding, to handle conflict, manage relationship and to give strong alternative solutions to problems.

The fourth challenge is weak contractual administration system. They stated that both EMI and its client organization do not abide by contractual agreement and no one is accountable for poor performance. Lack of strong monitoring and evaluation system is 5th position. Client needs fluctuation, lack of motivation (incentive) and lack of consultants commitments also considered as a challenge in their respective order.

4.4. Discussion of the Main Findings of the Analysis

This section discussed the main findings of the above analysis in line with the research question and other literature.

The finding part indicated that no orientation session between EMI and clients and the assignment plan are not prepared in detailed in entry phase. This contradicts the ideas of Kibru. According to Kibru during the entry phase, the consultant and the clients need to learn as much as possible about each other, discuss and define the reason for which the consultant has been brought in, and agree on the scope of the assignment and the approach to be taken. The assignment plan shall describe the outcome of each phase and define what reports will be submitted to the client at what points during the assignment (Kibru, 2004). According to the above statements orientation and assignment plan is the basement of the whole project activities. The poor practice of orientation and assignment plan may be the cause of challenges over all the

phase of the consultancy projects. Besides, poor resource allocation such as right professionals to the right job based on their exposure and the nature of consultancy project, time allocation and transportation facilities are the main challenges mentioned. Also clients change their needs frequently as their need is not clearly stated at the beginning. This finding is supported by assessment conducted by Weubamlak Eshetu (2009). This indicates that even if Weubamlak has identified competency of consultants as problem before eight years it is still unresolved.

When one comes to the diagnosis phase the finding indicates that almost similar methods and techniques have been applied for different consultancy projects without considering business nature of client organizations. Due to this, EMI is unable to identify the root causes of its client organizations. However, Kibru advises us to examine the problem faced and the purposes pursued by the client in detail and in depth in diagnosis phase (Kibru, 2004). This of course led clients to be less committed to provide immediate and quality feedback. Similar idea to these problems were raised by Begashaw and Shonde (2014) before four years but EMI is committing the same mistake to date.

This research has revealed that EMI as institution and its consultants as responsible professionals are blamed for not developing strong alternative solutions to resolve their clients' problems. This is really against the principles of consultancy services stated by Kibru. According to him, clients expect the consultant to recommend the best solution to the problem or the best way of taking a new opportunity (Kibru, 2004). But, EMI does have weak practices in developing a strong alternative solution with a clear merit and demerit of each alternative. This is caused by challenges faced by lack of competent consultants turnover and multiple assignments at a time. The above idea supported by the outcome assessment conducted by Begashaw and Shonde (2014) and still unresolved.

Implementation phase is the missing link to EMI consultancy services. EMI does not have any role and involvement in implementation phase of its consultancy services. This seems surprising and against management consultancy services processes. This is clearly stated by Kibru (2004), According to him, the involvement of consultants in implementation phase is determined by different factors. The role of consultants in implementation phase may be determined based on the complexity of the project, the ability of the consultants to develop effective and efficient

solution and the capability of the clients to implement the solution. However, in EMI there is no consideration of factors and capacity of clients, it simply finish off its projects on document delivery stage.

By the same fashion, EMI's practices in monitoring, evaluation and closure phase is weak. There is no clear system and practices on how to monitor, evaluate and close its consultancy services projects. Nevertheless, Kibru (2004) prescribes that evaluation is the most important part of the termination phase in any consulting process. He goes that without evaluation, it is impossible to assess whether the assignment has met its objectives and whether the results obtained justify the resources used. Neither the client nor the consultant can draw lessons from the assignment if there is no clear monitoring and evaluation (Kibru, 2004). The poor practices of the phase may causes to repeat similar silly mistakes that highly damage the success of the consultancy services.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This section deals with the major findings in practices and challenges of management consultancy projects, conclude the overall aspects of the study and provide the possible recommendation for the findings.

5.1. Major Findings

- **Entry phase-** No orientation session undertakes between EMI and clients, and assignment plans are not prepared in detailed
- **Diagnosis phase-** Similar methods and techniques apply for different consultancy projects without considering business nature of client organization due to this EMI is unable to identify root causes of its clients problem properly.
- **Solution phase-** there is limitation in developing strong alternative solution that helps the clients to make decision and there is a limitation to state merits and demerits of the alternative solution.
- **Implementation phase-** The Consultancy work of EMI end in the solution phase and implementation is not practice by EMI.
- **Monitoring and evaluation phase-** monitoring ,evaluation and closure phase practices are weak compared to other phases

As a whole, the entire phases end beyond schedules and quality of the consultancy services are not as per intended (proposal). This is because of lack of required resources, feedback delay from clients, lack of competent consultants, weak contractual administration, poor monitoring and evaluation system, clients' needs fluctuations, and poor incentive mechanism practices by EMI in its consultancy services project management process.

5.2. Conclusion

From quantitative data discussion EMI consultancy service projects do not end as per schedules (proposal), there is no a consistent progressive reports for clients from EMI, and solution options proposed are not strong enough to solve clients problems. There are no clear consultancy contract administration mechanisms and clear procedure and contract on how to make clients accountable when they extend the schedule, unable to give feedback on time and sometimes when they pended the project for unknown time. No formal exit meeting as well as well organized system to organize and store lesson for future references. The institutes' annuals plan performance report (EMI, 2015) and 2015 its good governance plan is clearly stated that most constancy projects lag behind the schedule and the services are not as per the standard. According the focal persons of client organization EMI consultancy services are not customer driven and consultants lack competencies to deliver standardized services. They further elaborate that EMI consultants lack the capacity to use global best practices in the local contexts. According to them, EMI consultants do not have sufficient exposures and capacities to identify the real needs of client organizations and propose feasible solutions. From qualitative data discussion of EMI Management consultancy projects eight challenges have been identified trough interview, focus group discussion and open-ended question. Of which resources allocation, clients' commitment to give feedback, lack of Competency of consultants and weak contractual administration are the first four challenges.

5.3. Recommendation

In order to tackle challenges mentioned above, EMI had better to implement the following strategies.

1) Human Capital Development & Facilities

EMI is better to work on human capital by implementing different strategy. First create a relationship with similar international management institution and higher education to facilitate knowledge transfer and bench mark their best practice. In addition, creating chance for its consultants to participate in different global workshops, seminar and to get recent management consultancy materials is also important. EMI also need to facilitate

short and long term development programs to upgrade their consultants' skill and knowledge. Secondly, recruitment of the smartest and brightest people through progressive assessments, and practical assessment is an important strategy. Third ,EMI should establish clear standards (man hour) for each tasks and allocate sufficient time that does not hamper quality. Last, EMI should value consultants' time and launch suitable and sufficient transport system that can resolve the current problems.

2) Implement Business Categorization Strategy

EMI provide consultancy service for public service organization, governmental enterprises and private organization. All of these categories have their own business nature. Moreover, organizations found the in same categories, size of the organization, its nature and complexity vary across the group. These difference demands different consultants with different competencies and exposures. To do these, there should be specialized consultants with respect to nature of the organizations and the services demand.

3) Implement End to End Management Consultancy Process

Currently, EMI practice some phase of management consultancy process with some procedural gaps because it inclined to trend rather than science. The ultimate goal of EMI is to realize our country vision to become middle income country by enhancing efficiency and effectiveness of government organizations. Therefore, EMI had better to practice modern management process that goes from entry phase to closure phase based on the nature and complexity of the consultancy services and strong contract administration mechanisms.

5.4. Future Studies

EMI has undertaken two outcome assessment of consultancy service but there is no well organized and scientific researchers conducted in practices and challenges of Management consultancy project. Therefore, it is lucrative area to conduct further research in more detail in each phases of consultancy and widely that incorporates various practices and

challenges of EMI and Regional Management Institute/academies in the process of consultancy services project management.

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APPENDEIX I

Addis Ababa University

School of Commerce

Department of Business Administration and Information Systems (BAIS)

Master of Arts in Project Management (MAPM)

Dear participants, I am a postgraduate student in the department of Project Management at the Addis Ababa University. Currently working on a thesis research entitled “Assessment on Practices and Challenges of Consultancy Project Management in Ethiopian Management Institute” in partial fulfillment of the requirements for the Master’s degree. The purpose of this self administered questionnaire is solely to gather the necessary information in order investigates the practices and Challenges the Institute face in Managing Consultancy Projects. The information you provide will be used only for academic purpose and will be kept confidential. Hence, please don’t hesitate to provide any necessary information to the best of your knowledge on the subject matter. Thank you for providing response timely and honestly.

Sincerely,

Demoze Demisse

If you need further clarification about the questions please contact me by 0913426913

- ✓ Do not write your name;

Part One

Background Information

- ✓ Please put this mark (✓) in the appropriate box and write your response in the spaces provided to the questions.

1. Gender: - Male Female

2. Age: - Below 25 25-35 36-45 Above 46

3. Education Level

Bachelor Master PHD

4. Number of years you have been working in EMI

Less than 1 year 1 to 3 years 4 to 5 years more than 5 years

5. Your position in EMI-----

Part Two

Practice and Challenges of Consultancy projects

Please circle a number which nearly reflect your view about Practices and Challenges of Consultancy Projects' of the Institute. The Likert Scales are 5 = Strongly Agree, 4=Agree, 3= Neutral, 2= Disagree and 1=Strongly Disagree.

	Statements	Strongly Disagree (1)	Disagree (2)	Neutra l (3)	Agree (4)	Strongly Agree (5)
I. General Questions						
Q1.	EMI consultancy projects ends as per the schedule	1	2	3	4	5
Q2.	EMI delivered consultancy service as per the quality standard	1	2	3	4	5
Q3.	EMI and clients have a strong collaboration in each phases of the project	1	2	3	4	5
Q4.	Consultant assigned more than one job at a time not hamper the quality as well as the schedule of the project	1	2	3	4	5
Q5.	EMI project team members have the required level of consultancy skill(competency)	1	2	3	4	5
Q6.	Project managers (Directors) has the required level of project management skills	1	2	3	4	5
Q7.	Clients strongly follow up and support the progress of the project	1	2	3	4	5
Q8.	EMI Consultancy projects attain clients change need	1	2	3	4	5
Q9.	Clients change their need frequently	1	2	3	4	5
II. Entry Phase						
Q10	The Consultancy project scope is simple, clear and manageable	1	2	3	4	5
Q11	The outcome of each phase ,types of report and reporting time clearly stated in the assignment plan of the project	1	2	3	4	5
Q12	The role of EMI in each phase is precisely defined	1	2	3	4	5
Q13	The role of clients in each phase is precisely defined	1	2	3	4	5
Q14	EMI allocated the right types of resource in the right time	1	2	3	4	5
Q15	Clients allocated the right types of resource in the	1	2	3	4	5

	right time					
Q16	The deliverables of this phase is submitted as per quality standard	1	2	3	4	5
Q17	This phase ends as per schedule	1	2	3	4	5
III. Diagnosis Phase			1	2	3	4
Q18	The problem and purpose of the project is clearly restated	1	2	3	4	5
Q19	EMI and Clients closely collaborate to define facts to be gathered and investigated.	1	2	3	4	5
Q20	The project team get relevant data from clients on time	1	2	3	4	5
Q21	Clients give feedback immediately	1	2	3	4	5
Q22	The problem diagnosis concluded as per schedule	1	2	3	4	5
IV. Solutions Finding (Action planning)			1	2	3	4
Q23	Project teams proposed the most appropriate solution for the problem	1	2	3	4	5
Q24	Clients gives feedback immediately	1	2	3	4	5
Q25	Clients has a best talent in order to mobilize and critically examine the recommendations and to chose the right one	1	2	3	4	5
Q26	The implementation action plan(solution) can solve the problems identified in the diagnosis phase	1	2	3	4	5
Q27	EMI and clients reached on agreements on implementation plan	1	2	3	4	5
Q28	This phase ends as per schedule	1	2	3	4	5
V. Implementation Phase			1	2	3	4
Q29	EMI has a role in implementation	1	2	3	4	5
Q30	EMI successfully meets clients expectation	1	2	3	4	5
Q31	Clients highly committed for the successful implementation of the project	1	2	3	4	5
Q32	The action plan(proposal) smoothly implemented	1	2	3	4	5
Q33	The clients enter into implementation immediately	1	2	3	4	5
Q34	This phase ends as per the schedule	1	2	3	4	5
VI. Monitoring, Evaluation & Closure Phase			1	2	3	4
Q35	EMI continuously monitor the progress of the project activities	1	2	3	4	5
Q36	EMI conducted periodic evaluation at the end of each phases	1	2	3	4	5

Q3 7	EMI undertakes output assessment of the project	1	2	3	4	5
Q3 8	EMI undertakes impact assessment of the project	1	2	3	4	5
Q3 9	EMI accept project progress report from project team	1	2	3	4	5
Q4 0	EMI evaluated the progress report of the project and take a corrective action immediately	1	2	3	4	5
Q4 1	EMI has strong accountability mechanism	1	2	3	4	5
Q4 2	EMI has strong contract administration system	1	2	3	4	5
Q4 3	After the end of the project EMI and jointly evaluate the overall performance of the project	1	2	3	4	5
Q4 4	After the end of the project EMI document lesson learned	1	2	3	4	5
Q4 5	The interim and final deliverables (reports) of the project requires rework on average 3 to 4 times	1	2	3	4	5
Q4 6	EMI and clients have a regular meeting to discuss the issues faced in each phases	1	2	3	4	5
Q4 7	The client makes payment as per agreement	1	2	3	4	5

APENDEX II

Addis Ababa University

School of Commerce

Department of Business Administration and Information Systems (BAIS)

Master of Arts in Project Management (MAPM)

Dear participants, I am a postgraduate student in the department of Project Management at the Addis Ababa University. Currently, working on a thesis research entitled “Assessment on Practices and Challenges of Consultancy Project Management in Ethiopian Management Institute” in partial fulfillment of the requirements for the Master degree. The purpose of this self administered questionnaire is solely to gather the necessary information in order investigates the practices and Challenges you face from Ethiopian Management Institute consultancy services. The information you provide will be used only for academic purpose and will be kept confidential. Hence, please don’t hesitate to provide any necessary information to the best of your knowledge on the subject matter. Thank you for providing response timely and honestly.

Sincerely,

Demoze Demisse

If you need further clarification about the questions please contact me by 0913426913

Part One

Background Information

- ✓ Please put this mark (✓) in the appropriate box and write your response in the spaces provided to the questions.

1. Gender: - Male Female

2. Age: - Below 25 25-35 36-45 Above 46

3. Education Level

Bachelor Master PHD

4. Number of years you have been working in your organization

Less than 1 year 1 to 3 years 4 to 5 years more than 5 years

5. Your organization name -----

6. Your position in your organization -----

Part Two

Challenges and Practices on Consultancy projects Phases

Please circle a number which nearly reflect your view about Practices and Challenges of Consultancy Projects of the Institute. Note: 5 = Strongly Agree, 4=Agree, 3= Neutral, 2= Disagree and 1=Strongly Disagree.

	Statements	Strongly Disagree (1)	Disagree (2)	Neutra l (3)	Agree (4)	Strongly Agree (5)
VII. General Questions						
Q1.	EMI consultancy project/s ends as per the schedule	1	2	3	4	5
Q2.	EMI delivered consultancy service as per the set of standards	1	2	3	4	5
Q3.	EMI and your organization have a strong collaboration in each phases of the project	1	2	3	4	5
Q4.	Consultant assigned more than one job at a time not hamper success of the project	1	2	3	4	5
Q5.	EMI project team members have the required level of consultancy skill(competency)	1	2	3	4	5
Q6.	Your organization Project manager(Contact person) has the required level of project management skills	1	2	3	4	5
Q7.	Your organization strongly follows and supports the progress of the project	1	2	3	4	5
Q8.	EMI Consultancy projects meet your change need	1	2	3	4	5
Q9.	Your organization change the need frequently	1	2	3	4	5
VIII. Entry Phase						
Q10	Your Consultancy project scope is simple, clear and manageable	1	2	3	4	5
Q11	Types of report and reporting time clearly stated in the assignment plan of the project	1	2	3	4	5
Q12	The role of EMI in each phase is precisely defined	1	2	3	4	5
	The role of your organization in each phases of the project is precisely defined	1	2	3	4	5
Q13	EMI allocated the right types of resource in the right time	1	2	3	4	5
Q14	Your organization allocated the right types of resource in the right time	1	2	3	4	5
Q15	The deliverables of this phase is submitted as per quality standard	1	2	3	4	5

	Statements	Strongly Disagree (1)	Disagree (2)	Neutra 1 (3)	Agree (4)	Strongly Agree (5)
Q16	This phase ends as per schedule	1	2	3	4	5
IX. Diagnosis Phase						
Q17	The problem and purpose of the project is clearly restated	1	2	3	4	5
Q18	EMI and Your organization closely collaborate to define facts to be gathered and investigated.	1	2	3	4	5
Q19	EMI project team get relevant data from your organization on time	1	2	3	4	5
Q20	Your organization gives feedback immediately	1	2	3	4	5
Q21	The problem diagnosis concluded as per schedule	1	2	3	4	5
X. Solutions Finding (Action planning)						
Q22	EMI Project teams proposed the most appropriate solution for the problem	1	2	3	4	5
Q23	Your organization gives feedback immediately	1	2	3	4	5
Q24	Your organization has a best talent in order to mobilize and critically examine the recommendations and to chose the right one	1	2	3	4	5
Q25	The implementation action plan(solution) can solve the problems identified in the diagnosis phase	1	2	3	4	5
Q26	EMI and your organization reached on agreements on implementation plan	1	2	3	4	5
Q27	This phase ends as per schedule	1	2	3	4	5
XI. Implementation Phase						
Q28	EMI has a role in implementation	1	2	3	4	5
Q29	EMI successfully attain your expectation	1	2	3	4	5
Q30	Your organization highly committed for the successful implementation of the project	1	2	3	4	5
Q31	The action plan(proposal) smoothly implemented	1	2	3	4	5
Q32	Your organization enter into implementation immediately	1	2	3	4	5
Q33	This phase ends as per the schedule	1	2	3	4	5
XII. Monitoring, Evaluation & Closure Phase						
Q34	EMI continuously monitor the progress of the project activities	1	2	3	4	5
Q35	EMI conducted periodic evaluation at the end of	1	2	3	4	5

	Statements	Strongly Disagree (1)	Disagree (2)	Neutra 1 (3)	Agree (4)	Strongly Agree (5)
5	each phases					
Q3 6	EMI undertakes output assessment of the project	1	2	3	4	5
Q3 7	EMI undertakes impact assessment of the project	1	2	3	4	5
Q3 8	EMI accept project progress report from project team	1	2	3	4	5
Q3 9	EMI evaluated the progress report and take a corrective action immediately	1	2	3	4	5
Q4 0	EMI has strong accountability mechanism	1	2	3	4	5
Q4 1	EMI has strong contract administration system	1	2	3	4	5
Q4 2	After the end of the project EMI and your organization jointly evaluate the overall performance of the project	1	2	3	4	5
Q4 3	After the end of the project EMI document lesson learned	1	2	3	4	5
Q4 4	The interim and final deliverables (reports) of the project requires rework on average 3 to 4 times	1	2	3	4	5
Q4 5	EMI and your organization do have a regular meeting to discuss the issues faced in each phases	1	2	3	4	5
Q4 6	Your organization makes payment as per agreement	1	2	3	4	5

APPENDIX III

Interview Guide for EMI director

The purpose of this interview is to collect data about the challenges of Consultancy Project Management practices in EMI. The data will be used for partial fulfillment of Master in Project management in AAU. This is therefore, the information you give is kept highly confidential. Thus feel free to mention any of your feelings about the challenges and practices you do have about Emi consultancy services.

1. What are practices & challenges **EMI** faced
 - a. in the entry(introductory) phase?
 - b. In Diagnosis phase?
 - c. in Action plan phase?
 - d. Implementing action plan (proposal) in implementation phase?
 - e. in order to monitor, evaluate and closed the project at the monitoring ,evaluation and closure phase?
2. What your organization and EMI shall do in order to solve the aforementioned challenges?

Thank you!

APPENDIX IV

Interview Guide for client organization

The purpose of this interview is to collect data about the challenges of Consultancy Project Management practices when get consultancy services from EMI. The data will be used for partial fulfillment of Master in Project management in AAU. This is therefore, the information you give is kept highly confidential. Thus feel free to mention any of your feelings about the challenges and practices you do have about Emi consultancy services.

3. What are the challenges **your organization** faced working with EMI
 - a. in the entry(introductory) phase?
 - b. In Diagnosis phase?
 - c. in Action plan phase?
 - d. Implementing action plan (proposal) in implementation phase?
 - e. in order to monitor, evaluate and closed the project at the monitoring ,evaluation and closure phase?
4. What general comments do you have for EMI?
5. What your organization and EMI shall do in order to solve the aforementioned challenges?

Thank you!

APPENDX V

Focus-group discussion check list

The purpose of this focus-group discussion is to collect data about challenges of Consultancy Project Management practices of EMI. The data will be used for partial fulfillment of Master in Project management in AAU. This is therefore, the information you give is kept highly confidential. Thus feel free to mention any of your feelings about the challenges and practices you do have about Emi consultancy services.

1. What are the challenges **you** faced
 - a. in the entry(introductory) phase?
 - b. In Diagnosis phase?
 - c. in Action plan phase?
 - d. Implementing action plan (proposal) in implementation phase?
 - e. in order to monitor, evaluate and closed the project at the monitoring ,evaluation and closure phase?
2. What recommend solving the aforementioned challenges?

Thank you!