COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

ASSESSMENT OF PROJECT MANAGEMENT PRACTICES IN NON GOVERNMENTAL ORGANIZATIONS:
(THE CASE OF GOAL ETHIOPIA IN ADDIS ABABA HEAD OFFICE AND DEBRE BERHAN REGIO - POLITAN DISTRICT)

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A THESIS SUBMITTED TO THE DEPARTMENT OF MANAGEMENT, COLLEGE OF BUSINESS AND ECONOCS, IN PARTIAL FULFILLMENT OF REQUIREMENTS FOR THE DEGREE OF MASTER OF PROJECT MANAGEMENT

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APPROVAL OF THE THESIS

As members of Board examiners of the final MBA. Thesis open defense examination, we certify that we have read and evaluated the thesis prepared by Yeshihareg Wendimhunegn entitled **"ASSESSMENT OF PROJECT MANAGEMENT PRACTICES IN NON GOVERNMENTAL ORGANIZATIONS: (THE CASE OF GOAL ETHIOPIA IN ADDIS ABABA HEAD OFFICE AND DEBRE BERHAN REGIO - POLITAN DISTRICT)"** and examined the candidate. We recommend that thesis be accepted as fulfilling the thesis requirement for the degree of Masters of Project Management.

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DECLARATION

I, the undersigned, declare that this thesis is my own original work and has not been presented in any other university. All sources of materials used for this thesis have been duly acknowledged.

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As Thesis Research advisor, I hereby certify that I have read and evaluated this thesis prepared, under my guidance, by Yeshihareg Wendimhunegn, entitled **"ASSESSMENT OF PROJECT MANAGEMENT PRACTICES IN NON GOVERNMENTAL ORGANIZATIONS: (THE CASE OF GOAL ETHIOPIA IN ADDIS ABABA HEAD OFFICE AND DEBRE BERHAN REGIO - POLITAN DISTRICT)".** I recommended that it be submitted as fulfilling the thesis requirement for the degree of Masters of Project Management.

Haile Yeshanew (PhD) _____

Name Signature Date

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ABBREVIATIONS AND ACRONYMS

ACSO- Authority for Civil Society Organizations

APM -Association for Project Management

CSOs- Civil Society Organizations

DFID- Department for International Development

INGO- International non-governmental organization

IPMA- International Project Management Association

NGO- Non-governmental organization

PMBOK- Project Management Body of Knowledge

PMI- Project Management Institution

PM- Project Management

USAID- United States Agency for International Development

UNICEF- United Nations Children's Fund

WBS- Work Breakdown Structure

ABSTRACT

Application of best project management practices is critical for organizational performance. Project management is believed as an effective and resourceful method for achieving a goal that is better than the other available methods, processes, and techniques. Hence, this study aimed to assess the project management practice of Goal Ethiopia by using the five process groups defined by (PMI). The research used a mixed approach and has adopted a descriptive research design. The primary data collection is done by using an interview and questionnaire instruments from employees involved in project work selected in the census survey and as secondary data related books, articles, journals, and publications from the project office were reviewed .Percentages and mean values were used to analyze the data collected. Accordingly, the findings of the research showed a moderate level of project management practice within the organization. Also, the study revealed that the levels of initiation and execution practice are higher than the other process groups in the organization while the project closure process group has the lowest practice level according to the project management practice level compared to the other project management practices. Furthermore, the study identified that the level of practice of activities related to activities related to Sequence of project activities, estimation of activity duration and development of their schedule, Effective management & integrated control of changes, Evaluation of the project and determining the level of achievement of the objectives is low. Thus, the study recommends that the organization should give more emphasis or considerable attention to processes related to activities related to Sequence of project activities, estimation of activity duration and development of their schedule, Effective management & integrated control of changes, Evaluation of the project and determining the level of achievement of the objectives during the implementation of each process group in order to strengthen the practice of project management in Goal Ethiopia.

Keywords: Project management, Project management Process groups, Project management practice.

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CHAPTER ONE
INTRODUCTION

This chapter provides background information on the research topic and covers the problem statement, research objectives, research questions, significance of the study, Scope and limitation of the study, and definition of terms. This chapter also includes sections on the study's limitations and scope.

1.1. BACKGROUND OF THE STUDY

Project management is the process of main the paintings of a crew to acquire all mission goals in the given constraints. This facts is generally described in venture documentation, created at the beginning of the improvement manner. The main constraints are scope, time, and budget. The second challenge is to optimize the allocation of necessary inputs and observe them to fulfill pre-described goals. The Project Management Institute describes Project management as the use of knowledge, skills, tools, and techniques to project activities to address the project requirements (Carstens & Richardson, 2019).

Project management is described as the art and science of planning, designing, and managing work all through the phases of the project's life cycle(Asare). Project management is accomplished through the appropriate application and integration of the project management practices identified for the project. Project control exercise allows organization to execute tasks correctly, effectively and efficiently. Project management practices can be effectively adapted from international standards and guidelines like the Project Management Institute (Fraz et al., 2016).

In less developed nations, the utilization of project management strategies and tools is still in its initial stages. A number of social, cultural, political, and financial obstacles hinder effective management. Therefore, the strategy for implementing project management in developing countries must be consistent with the cultural characteristics of the particular society and the configuration of its economic, political, and administrative systems We can say a project is successful when the objectives of the project have been achieved to the satisfaction of the users, all closeout activities have been completed and all designated interest, including the project's sponsor and/or initiator officially accepts the project results or products and closes the project(Wideman, 2002).

Even though the above is the right theoretical definition of the terms, it doesn't necessarily mean that every organization is practicing project management or uses its principles, techniques, tools, and templates. Some organizations manage projects using the traditional

hierarchical structure and others incorporate the project structure into their existing structure there are also organizations with pure project organizational structure. The study aims to assess the effectiveness of projects by groping how managers are undertaking the project knowledge areas such as project scope management, project time management, project cost management, project quality management, project risk management, project integration management, project human resource management, project communication management, project Procurement management, and project stakeholder management; which will be discussed later in this work.

Non-governmental organizations (NGOs) have become a significant driving force in promoting progress and democratic practices on a global and local scale.

It has begun to play a critical role in the worldwide drive for equality, social justice, human rights, fair trade, debt cancellation, and the elimination of poverty (Felice, 2010). In most developing countries, particularly in Africa, the failure of the state as an agent of development and the subsequent disappointment of donors has led to a shift of emphasis in development policy. This policy change calls for greater participation of the private sector and civil society (of which non-governmental organizations are part) in the processes (Clark, 2012). The bulk of the development and service-oriented also NGO projects have gone to the rural areas.

The program activities have focused on supporting poor peasants, children, women, and vulnerable groups in the rural areas, while in urban areas, the program has aimed to benefit marginalized households, poor women, children, and young people who lack access to education and employment opportunities.

According to the Ethiopian Civil Society Organizations Agency, 4,477 registered NGOs were operating in Ethiopia as of September 2021. This information was reported by the Ethiopian News Agency on September 17, 2021. It is important to note that this number may be subject to change as new organizations are registered or existing ones are deregistered. Hence the study was focused on the assessment of project management practices in one of the well-known and registered NGOs called Goal Ethiopia whose head office is in Addis Ababa and works in different parts of the world and Ethiopia. They have also a district in Debre Berhan Regio Politan City. Goal Ethiopia is an international humanitarian organization that has been operating in Ethiopia since 1984. The organization's mission is to work towards the elimination of poverty, hunger, and social injustice in Ethiopia through sustainable development programs. Goal Ethiopia works in various sectors, including health, nutrition,

education, livelihoods, and water and sanitation. The organization also provides emergency response services during times of crisis, such as natural disasters and conflict. In terms of funding, Goal Ethiopia receives support from a variety of sources, including government agencies, private foundations, corporations, and individual donors. Some of the organization's major donors include the European Union, USAID, UNICEF, and the World Food Program. Over the years, Goal Ethiopia has implemented numerous projects and programs aimed at improving the lives of vulnerable communities in Ethiopia. These initiatives have included providing access to clean water and sanitation facilities, promoting sustainable agriculture practices, improving maternal and child health, and supporting small businesses through microfinance programs. Overall, Goal Ethiopia has played a significant role in addressing poverty and promoting sustainable development in Ethiopia.

1.2. STATEMENT OF THE PROBLEM

Projects, whether it is a government projects or NGO projects, usually encounter many problems in developing countries in general and in Ethiopia in particular. Since projects are mostly initiated to increase organizational capabilities, meet new demands, realize new opportunities, or overcome the challenges faced due to very frequent changes in the organization's environment then it is more likely that problems could occur during the execution of the project (Hailu & Rwelamila).

The application of best project management practices is of critical importance for organizations' operations. Project management practices are a practical and resourceful method for achieving a goal that is better than the other methods, processes, and techniques (Fraz et al., 2016).

According to (Payne & Turner, 1999), project management practices vary significantly from one type of product to another. Different tools, techniques, and approaches are applied to different types of projects even within the organization, to adapt the project management methods to the specific needs of each project. According to (Remington & Pollack, 2016), published by the Project Management Institute (PMI) represents the knowledge and practice that is generally accepted and unique or nearly unique to the field of project management" There are ten project management knowledge areas covered by the PMBOK guide (Varajão et al., 2017).

According to (WORKU, 2018) , effective project management practices can improve strategic plan performance, product features, and productivity by bringing together and

optimizing the resources of the cooperative effort of human talent, existing facilities, information systems, money, and other opportunity necessary for the industry.

(Smith, 2002), states that to assess the effectiveness of project management practices, it is important to benchmark project management practices against generally accepted best practices and identify areas that may need development to enhance the effectiveness of project management, he further explained the success of a project is strongly influenced by its planning.

The above-mentioned articles show that the effective practice of project management practice is very critical in organizations. It is important to study project management practices in the context of developing countries to better understand and be able to manage projects successfully in developing countries. Unfortunately, adequate research has not been done to assess the effectiveness of project management practices and trends to improve the success rate of projects in NGOs that exist in Ethiopia. It is necessary to evaluate the efficiency of project management techniques used in NGO projects to determine and comprehend which practices have a significant impact on the success of the project then, it will give a lesson to be drawn by other projects since this topic is less studied and literature is very insufficient. As a result, this study critically assessed the practice of project management practices in NGOs in the case of Goal Ethiopia which is based its head office in Addis Ababa and its district in Debre Berhan Regio-politan city but also has other project sites in different regions of the country.

1.3. RESEARCH QUESTIONS

Based on the identified research problems, the following research questions are developed and the study mainly focused on answering these questions.

1. How is project initiation being practiced in Goal Ethiopia?
2. How is project planning being practiced in Goal Ethiopia?
3. How is project execution being practiced in Goal Ethiopia?
4. How is project monitoring and controlling being practiced in Goal Ethiopia?
5. How is project closure being practiced in Goal Ethiopia?

1.4. OBJECTIVES OF THE STUDY

1.4.1. General objective

The general objective of the study is to assess project management practices in Non-Governmental Organizations, In the case of Goal Ethiopia in Addis Ababa head office and Debre Berhan Regio politan city district.

1.4.2. Specific Objectives of the study

1. To assess the project initiation practice in Goal Ethiopia.
2. To examine the project planning practice in Goal Ethiopia.
3. To evaluate the project execution practice in Goal Ethiopia.
4. To determine the project monitoring and controlling practice in Goal Ethiopia.
5. To review the project closing practice in Goal Ethiopia.

1.5. SIGNIFICANCE OF THE STUDY

This study will provide some insights into Project management practices, and challenges to applying project management practices in Goal Ethiopia. The paper will also be used as feedback for managers as well as employees regarding the perceptions of their Projects, and also, the study will become a good indicator for project managers to identify the gap in management's insight as well as employee's attention for their beneficiaries and taking actions to fill the gaps. This study will also be an input to identify which of the life cycle of the project that the project needs improvement. Through this assessment, analysis, and recommendations of the existing practice of project management in the NGO, other organizations might learn and assess their trends in project management practices for their projects to achieve their objectives effectively. This study shall also be a useful input for further research on the area of effective project management practices in NGOs as well as in other sectors.

Moreover, the study will also help to understand the role of practicing project management knowledge area and applying it for further development. In addition, this paperwork will serve as a future reference for researchers on the subject matter.

1.6. SCOPE AND LIMITATION OF THE STUDY

1.6.1. Scope of the study

The research aims to assess project management practices in the case of Goal Ethiopia. It specifically focuses on the active projects which are working in its head office in Addis Ababa and Debre Berhan Regio politan district. This study will only concentrate on assessing project management practices, through the generally accepted project management

knowledge areas defined by (Alghail et al., 2022) which enhanced the management of projects.

The study has carried both quantitative and qualitative data and, the research design used will be a descriptive type in nature which describes the particular project management practices within Goal Ethiopia. Respondents of the research are limited to the Project Coordinator Project manager, Project Member, and Project support who are involved in project works in the organization.

This study scope is limited to a one-time assessment of project management practices of NGOs in the case of Goal Ethiopia with the time frame of August to January.

1.6.2. Limitations of the study

The significance of this study needs to be viewed and acknowledged in light of its limitations. Shortage of recent journal articles and related research works on the topic was a main limitation of this study and the respondent delay in responding to the questionnaires was another constraint for the study.

Due to the time limitation, some project management practices concepts that would help understand the trend in the organization were not covered for instance project scope management, project time management, and project cost management which have significant value for project performance improvement, and only focused on the project management knowledge areas that were practiced in the organization. Since this study focused on the case of one NGO, the result of the study may not be generalized but it can contribute as an input for further reaches.

1.7. DEFINITION OF TERMS

Project: A temporary endeavor undertaken to create a unique product or service. It is often organized under the direction of the Project Manager, who will ensure that the project achieves its objectives.

Project Management: The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements

Non-Governmental Organization /NGO/: is a legally constituted organization created by natural or legal persons that operates independently from any government.

Objective: This refers to the milestones that define or are used to rate the project as either having been successful or not. They are specific targets that the project aims to address.

Resources: Human material or financial requirements of the project, necessary for the project activities to take off.

Scope: This refers to the target or the expected outcome of a project i.e. limit of expectations.
Work Breakdown Structure /WBS/: a decomposition of all the work necessary to complete a project.

1.8. ORGANIZATION OF THE PAPER

The research was organized into five chapters. The first chapter deals with the introduction of the topic which incorporates; background of the study, statement of the problem, objective of the study, research questions, significance of the study, scope of the study, limitation of the study finally, definition of terms. and the second chapter was present review of related literature which is about the assessment of the practice of project management this part gives a highlight on the theoretical, empirical, and conceptual framework of the topic under study. The third chapter was deals with the research methodology which incorporates research design, research approach, target population, source of data, data collection method, validity and reliability, it also contained ethical consideration. The fourth chapter were present data analysis, interpretation and discussion of results, it is carefully diagnosed the data collected through questionnaire and interview. Finally, the fifth chapter was presented the summary of findings, conclusion and recommendations by the researcher based on the outcomes of the study.

CHAPTER TWO
LITERATURE REVIEW

2.1. THEORETICAL REVIEW

2.2. CONCEPTS OF PROJECT

A project is a temporary and non-repetitive endeavor, characterized by a clear and logical sequence of events, with a beginning, middle, and end, focused on the accomplishment of a clear and defined objective on deadline, with costs, resources, and quality parameters specified (ERMIAS, 2022).

A project can also be defined as a one-off process undertaken with a single definable and unique product, service, or end result. The temporary nature does not necessarily mean the duration of the project is short; it refers to the project's engagement and extended existence. The transient nature of projects shows that a project has a specific beginning and end. The end is reached when the project's objectives have been attained or when the project is terminated because its objectives will not or couldn't be attained, or when the project is no longer needed. A project's life might also be cut short if the client (customer or sponsor) wishes to terminate the project (Görög & PMI-RMP, 2013).

A project by definition is a unique and temporary endeavor. It has a defined beginning and end. The main purpose of the project is to create a specific product or service or to make changes to a specific product or service (ERMIAS, 2022).

A project has been defined as "a complex, non-routine, one-time effort limited by time, budget, resources, and performance specifications designed to meet customer needs" (Gray et al., 2008; Igwe & Ude, 2018).According to (Wysocki, 2014) a project is defined as a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification.

Projects, as a way to attain objectives, have been used since ancient times, generating important results for society and culture like The Great Wall of China, Ancient Roman roads, the first steam engine, and many others. A project is a new, unique, and temporary set of activities, with a defined beginning and end, which uses resources in a planned and organized way to reach certain objectives. The temporary nature of projects stands in contrast with repetitive or permanent activities (ERMIAS, 2022). (WORKU, 2018) defines a project as "a temporary endeavor undertaken to create a unique product or service" Meaning that, every project has a definite beginning and end by doing something which is not been done before. Another definition of project by (ABDO, 2018) adds the human resource element to the

definition by suggesting that a project is "a human activity that achieves a clear objective against a time scale" with the following characteristics:

- ✧ One clear objective
- ✧ A fixed time scale (end date)
- ✧ A team of people (projects are human endeavors)
- ✧ No practice or rehearsal (a project is unique)
- ✧ Change (the end product of the project will be something new and different)

A project can be split into different developmental phases called a project life cycle. The life cycle recognizes that projects have a predetermined life span and that there are expected changes in the level of effort and focus on the project's existence. The life cycle allows the assessment of a series of resemblances that can be found in every project, regardless of context, applicability, or area of activity.

There are many different life-cycle models in project management text. Many are unique to a specific type of project. Typically, a project passes sequentially through four stages: defining, planning, executing, and closing (Larson & Gray, 2014).

- ✧ Defining stage: The project's need is identified, specifications of the project are defined, objectives are established, teams are formed, and primary responsibilities are assigned.
- ✧ Planning stage: The level of effort increases and plans are developed to determine what the project entails when scheduled, who it would benefit, what quality level should be kept, and what they should be.
- ✧ Executing stage: A major portion of the project work takes place both physically and mentally. The physical product is produced (bridge, building, hardware, or software program). Time, cost, and specification measures are used for control, and revisions or changes are done if necessary.
- ✧ Closing stage: Closing includes three major activities: delivering the project product, service, or result to the customer, redeploying project resources, and post-project review. Delivery of the end product of the project might include customer training and transmitting documents. Relocation usually entails releasing project equipment/materials to other projects and finding new assignments for team members. Post-project reviews include not only assessing performance but also capturing lessons learned (Iyengar et al., 2015).

2.2.1. Project management

Most authors agree that project management is about achieving time, cost, and quality targets within the context of customer requirements by using project resources. As described by the PMBOK project management is defined as "the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of the project management processes identified for the project. Project management enables organizations to execute projects effectively and efficiently." (Retnowardhani & Suroso, 2019).

Project management incorporates classical management functions like planning, organizing, directing, and controlling. Therefore, project management is the practice of planning, organizing, directing, and managing company Resources for a relatively short objective that has been established to achieve specific goals and objectives. Moreover, project management makes use of the systems approach to management by having functional personnel assigned to a particular project (Kerzner & Saladis, 2011) .

Project management is no longer an exceptional need management; it has become a standard way of doing business in today's fast-changing market environment. Project management is distinguished by ways of restructuring and adapting special management techniques, to get improved control and utilization of existing resources. A project management methodology or technique is said to be successful when it achieves the project objectives within the constraints of time, and cost, at the desired performance or technology level while utilizing the assigned resource effectively and efficiently and becoming accepted by the customer (Kerzner, 2018).

Project management is nowadays one of the vital skill sets demanded by organizations around the world. According to PMI, 20 percent of the world's GDP, or more than $12 trillion, would be exhausted on projects each year in the decade 2010-2020. As mentioned by the Society of Human Resources in the coming years, many skilled project management practitioners will be leaving the workforce due to a trend that will have a significant strategic impact on over 60% of organizations worldwide (Stellingwerf & Zandhuis, 2013).

Project management offers significant benefits than using other management techniques in managing projects. Some of the benefits are identifying functional responsibilities to ensure that all activities are taken into consideration and minimizing the need for continuous reporting. Also, identification of time constraints for scheduling, Identification of a methodology for trade-off analysis, Measurement of accomplishment against plans, early

identification of problems, improved estimating capability, etc. However, the benefits cannot be achieved without overcoming obstacles like project complexity, scope changes, project risks, changes in technology, organizational restructuring, and planning (Kerzner, 2018).

2.2.2. Project Management Practices and Standards

Many companies and organizations use a project management system to establish consistent methods in their work. An integrated project management system also facilitates the establishment of a certain level of professionalism in an organization. All areas and aspects of project management are included in the developed systems (WORKU, 2018). These systems are developed as handbooks, including management activities that should be conducted in a project, which can be used as a guide for the project management team to ensure that all required plans and activities in the project are handled (Bassi, 2017).

Many research evidence suggests that when managing projects, the structured application of project management, fundamental knowledge, and ethical practices enhance successful delivery. To have a successful project, it takes more than a skilled, experienced, knowledgeable, and competent project manager. It calls for basic project management knowledge from all project stakeholders and various well-defined processes, implemented in practice, to smooth the progress of real cooperation and ensure realizing the drive to make it happen (Stellingwerf & Zandhuis, 2013) . The role of standards for the project management profession has been a vital issue for several years (Edum-Fotwe & McCaffer, 2000).

The Project Management Institute (PMI), based in the USA, has created the oldest and the most often used body of knowledge on project management (PMBOK). It is continuously updated, and in its sixth edition, it has identified ten knowledge areas with 49 processes and five process groups. The Association of Project Management (APM) from the UK launched its body of knowledge in 1988 which was quite different from PMI's. It includes project management topics (such as planning and control techniques), but also broader issues in which the project is being managed, such as social and environmental, as well as subject-specific areas. The APM BOK (body of knowledge), in its fifth edition, identified seven knowledge areas further divided into 40 elements or processes.

The other standard is the International Project Management Association (IPMA) registered as an international organization in Switzerland in 1998. The IPMA developed an IPMA Competence Baseline (ICB) in 1999, and the ICB contains forty-two elements, providing twenty-eight essential and fourteen additional aspects of knowledge and experiences of project management. Another standard is the ISO 21500 guidance on project management

prepared by the ISO (International Organization of Standardization). The ISO 21500 guideline is a reference from other project management standards, methods, and best practices, such as PMBOK, PRINCE2, Agile, and ICB, and it brings the best project management practices together.

The ISO standard contains 10 Subject groups and 39 project management processes. Other than the practices mentioned above, there are also prince2, agile, Japan's P2M, etc. Although there are different project management practices to choose from, this study will be benchmarking the PMI (project management body of knowledge) and the ISO 21500 (guidance on project management). The PMBOK Guide includes knowledge and practices that apply to most projects most of the time (which could apply to all subject areas). The ISO brings the best project management practices together and companies in Ethiopia have previous experience with ISO.

2.2.3. Project management process groups

A project has a set of objectives, a start and end, and a budget. The purpose of project management is to achieve the project objectives on time and within budget. In reality, project management is an ongoing task of balancing the scope against time, cost, quality, and any other constraints placed on the project.

A guide to the PMBOK provides a best-practice approach to tackling project management challenges across the industry at all professional levels. The five PMBOK process groups outline the necessary competencies that must be achieved to secure the most effective use of project resources. The project management processes, according to PMBOK, can be organized into five groups (PMI 2013). The five process groups that are identified by the PMI are explained below.

1. <u>Project Initiating Process Group</u>

In the initiating process group, a particular need is identified and transformed into a structured issue to be solved. In this process group, the project's mission and purpose are defined, and the best strategies are identified and selected (Kouro et al., 2008). The Initiating Process Group consists of those processes executed to define an original project or a new phase of an existing project by attaining permission to start the project or phase. The purpose of the initiating process group is to align the stakeholders' expectations and the project intention, notify stakeholders of the scope and objectives, and converse about how their participation in the project and its connected phases can help to ensure their expectations are achieved. Within the initiating process group, different activities are accomplished; for

example, the project manager is assigned, the initial scope of the project is defined, initial financial resources are committed, stakeholders are identified, and the project charter is prepared and approved. After the project charter is approved, the project manager is authorized to apply organizational resources to project activities (PMI, 2017).

According to the PMI, there are two essential processes identified under the initiating process group. The first process is developing a project charter. A project charter is a document that officially authorizes the existence of a project and allows the project manager to apply organizational resources to project activities. In this process, business documents, agreements, environmental factors, and corporate process assets might be used as input to develop the project charter. This process's significant benefits are that it provides a direct connection between the project and the strategic objectives of the organization, creates a formal record of the project, and proves the organizational commitment to the project (Alghail et al., 2022). The second process under the initiating process group is to identify stakeholders. This process identifies the Stakeholders who will interact and influence the overall outcome of the project. Identifying project stakeholders involves regularly analyzing and documenting relevant information regarding their interests, involvement, inter dependencies, influence, and potential impact on project success. To identify the stakeholders' different documents are used, such as project charter, business documents, project management plan, project documents, agreements, environmental factors, and organizational process assets. The primary benefit of this process is that it enables the project team to identify the appropriate focus for the engagement of each stakeholder or group of stakeholders (Silvius & Schipper, 2019). Information from processes in the initiating process group is re-examined to determine if the information is still valid after all the activities under the initiating process group are done. To keep the project focused on the business need that it is undertaken to address; the initiating processes are revisited at the start of each phase. During this stage, the project charter, documents, and success criteria are verified. Also, the influence, drivers, expectations, and objectives of the project stakeholders are reviewed. During the initiation phase, it is good to involve every group influenced by the project because involving the sponsors, customers, and other stakeholders helps to create a shared understanding of success criteria. This also increases the likelihood of deliverable acceptance when the project is complete and consistent stakeholder satisfaction (Blahnik, 2023).

2. Project Planning Process Group

During the planning process group everything that will be performed by the project is detailed, with schedules, inter dependencies among activities, allocation of the resources involved, cost reviews, etc., so, at the end of this phase, the project will be adequately detailed to be executed without complexity and obstacles. In this phase, communication, quality, risk, procurement, and human resources plans are also developed (Flórez et al., 2013).

The Planning Process Group includes all activities related to responding to two questions: "What will you do?" and "How will you do it?" as stated by (Wysocki, 2014).

Planning process groups are processes necessary to create the scope of the project, improve the objectives, and define the course of action essential to achieve the goals that the project was undertaken to achieve. The processes in the Planning Process Group make up the parts of the project management plan and the documents applied to carry out the project. As discussed by the PMBOK, there are 24 processes in the planning process group (PMI, 2017).

Below the different methods will be discussed. The first and most important process is developing the project management plan. It is the process of defining, preparing, and organizing the entire plan components and consolidating them into an integrated project management plan. The purpose of this process is the production of a complete document that defines the foundation of all project work and how it will be performed. This process is carried out at predefined points in the project or once.

The planning process group contains eight processes for preparing project plans for different components of the project. These plan documents are scope management plan, schedule management plan, cost management plan, quality management plan, communication management plan, risk management plan, procurement management plan, and stakeholder management plan.

The processes for developing these plan documents help provide guidance and direction on how the different components of the project will be managed throughout the project (PMI, 2017).In this process group, we define all of the work of the project by using three processes namely: define the scope, collect requirements, and create a work breakdown structure (WBS) (Elsye et al., 2018). Collect Requirements is the process of unearthing, documenting, and managing stakeholder requirements and desires to meet objectives. It is used to provide the basis for defining the product scope and project scope. Defining scope is another process; it is the process of developing a detailed description of the project and product. The purpose of this process is to explain the product, service, or result in margins and acceptance criteria.

Creating a WBS (Work Breakdown Structure) is the process of subdividing project outputs and project work into small, more convenient components and this process presents a framework of what must be delivered (PMI, 2017).

During this stage, the activities of the project are defined and sequenced how long it will take to complete the work is estimated, and next the initial project schedule is developed (Donetto et al., 2014). Define Activities is the method of identifying and documenting particular actions to be performed to create the project deliverables. The purpose of this process is to provide a foundation for estimating, scheduling, executing, monitoring, and controlling the project work by decomposing work packages into scheduled activities. Sequence Activities process identifies and documents the relationships among the project activities. The primary benefit of this process is that it defines the logical sequence of work to obtain the highest efficiency given all project constraints. Next, we approximate (estimate) activity durations, it is the process of estimating the number of work periods required to complete individual activities with estimated resources, and this helps to know the amount of time needed to complete each activity. After performing the above process, an initial project schedule is developed. Developing a schedule is the process of analyzing activity durations, sequences, schedule constraints, and resource requirements to produce a schedule model for project execution and monitoring and controlling. The significant benefit of this process is that it generates a schedule model with planned dates for completing project activities (PMI, 2017). The planning process involves estimating costs and assessing resources to complete the work, which is achieved through determining budget and activity resources. Input and participation from stakeholders are important, and iterations may be necessary to address newly identified risks or opportunities (Huang et al., 2018).

Estimate Costs is the process of establishing an estimation of the monetary resources required to complete project work and aids to determine the necessary monetary resources for the project. Determining a budget is the process of combining the estimated costs of individual activities or work packages to ascertain an authorized cost baseline and the purpose of this process is to figure out the cost baseline contrary to which project performance can be monitored and controlled. The other activity is estimating activity resources; it is the process of determining team resources needed and the quantities and type of equipment, supplies, and materials essential to perform project work. This process's key benefit is that it identifies the amount, characteristics, and kind of resources required to complete the project (Kerzner, 2018). Also, in this process group, the potential individual and overall project risks are

identified, and the identified risks are analyzed by using quantitative and qualitative risk analysis. After analyzing the risks, a risk response plan is generated by producing possible options, selecting strategies, and approving actions to tackle overall project risk exposure and also to take care of individual project risks (Sarr, 2020).

The planning process should involve input and participation from stakeholders to address their demands and requests early on. Iterations in the planning process are important because risks can be more easily identified after most of the planning has been done. The project team may need to review the plan based on newly identified risks or opportunities related to cost, resources, or schedule (Gupta et al., 2008).

3. Project Executing Process Group

In the executing process group, everything planned is carried out, and any error encountered in the previous phases will manifest during this phase. A large part of the project's estimate and effort is consumed in this phase (Molina et al., 2010). The executing stage is also called the launching Process Group; it includes all processes related to recruiting and organizing the team and establishing the team operating rules. These processes are preliminary for executing the project & also comprise all of the processes associated with getting the project work launched (ERMIAS, 2022).

The executing process group includes those processes implemented to accomplish the work specified in the project plan to meet the project requirements. A large portion of the project budget, resources, and time are exhausted in performing the Executing Process Group processes. The significant benefit of this Process Group is that the work needed to meet the project requirements and objectives is performed according to plan (Ferrer Romero, 2018). This Process Group involves managing stakeholder engagement, coordinating resources, and integrating and performing the activities of the project in conformance with the project management plan. To accomplish these activities, the PMI has identified ten processes; these are:

Direct and Manage Project Work: is the process of leading and managing the work Described in the project plan and applying approved changes to attain the project's goal.

Manage Project Knowledge: is the process of using existing knowledge and creating a new culture to realize the project's objectives and contribute to organizational learning.

Manage Quality: is the process of interpreting the quality management plan into implementable quality activities that integrate the organization's quality policies into the project.

Acquire Resources: is the process of acquiring facilities, materials, team members, supplies, equipment, and other resources required to complete the project work.

Develop Team: is the process of enhancing team member interaction, ability, competencies, and overall team environment to improve project performance.

Manage Team: is the process of following team member performance, resolving issues, providing feedback, and managing team changes to optimize project performance.

Manage Communications: is the process of ensuring appropriate and timely distribution, creation, collection, storage, monitoring, management, retrieval, and the ultimate dissemination of project information.

Conduct Procurements: is the process of soliciting supplier responses, selecting a supplier, and awarding a contract.

Manage Stakeholder Engagement: this is the process of working and communicating with stakeholders to fulfill their expectations and needs, address issues, and cultivate appropriate stakeholder involvement.

Implement Risk Responses: is the process of applying the planned risk response plans. It helps to address overall project risk exposure by ensuring that agreed-upon risk responses are executed as planned.

The processes in the executing process group may cause change requests. If approved, the change requests may trigger one or more planning processes that may result in a modified management plan, project documents, and possibly new baselines (Kerzner, 2017).

4. Project monitoring and controlling process group

The process group involves monitoring and managing the project to identify any issues and take corrective actions promptly. The aim is to compare the current project status with the planned status and make necessary adjustments if there are deviations (Laporte & Vargas, 2014).

This process group contains those processes needed to track, evaluate, and regulate the project's progress and performance. Besides, this process group helps to discover any parts of the plan in which change is desired and instigate the corresponding changes. When dealing with this process group, two concepts must be understood monitoring and controlling (evaluation) (Obondi, 2022). The Monitoring and Controlling Process Group comprises processes linked to answering the vital question, "How will you know you did it?". The methods are establishing the reporting and monitoring system for measuring project

performance, monitoring identified and new risks, processing scope change requests, reporting project status, and unearthing & solving problems encountered (ERMIAS, 2022).

Based on the PMBOK, twelve processes have been identified under the monitoring and controlling process group. These processes help measure and analyze the performance of the project at regular intervals to spot and correct variations from the project management plan. The first one is the monitoring and control project work process, this is a more extensive process that deals with reviewing, tracking, and reporting the overall progress of the project to attain the performance objectives presented in the project management plan. The benefit of this process is that it allows stakeholders to understand the current state of the project, recognize the actions taken to address any performance issues and have visibility into the future project condition with schedule and cost forecasts. The next process is performing integrated change control. The integrated change control process aids in allowing documented changes to be considered within the project in an integrated manner while simultaneously treating overall project risk. This usually occurs from changes made without consideration of the whole project's plans or goals. The change control process reviews all change requests then manages changes and communicates the decisions.

The other process is validating scope; it is the process of formalizing acceptance of the completed project deliverables (SANTAMARIA, 2020). The remaining processes under the monitoring and controlling process group can be classified into two, the control processes and the monitor processes. The control processes are control scope, control quality, control schedule, control cost, control procurement, and control resources. These processes deal with comparing actual performance with planned performance. These processes assess trends to influence process improvements, analyze variations, evaluate possible alternatives, and recommend appropriate corrective action as required. On the monitoring processes, there are monitoring communication, monitoring risks, and monitoring stakeholder engagements. The monitoring processes include activities such as generating performance measures, collecting project performance data, and reporting and disseminating performance information (Obondi, 2020).

When the project's performance is observed and measured regularly, differences against the project management plan are quickly identified. Identified problems or gaps in the project are investigated and can update the project management plan. As stated by (Fatorachian & Kazemi, 2018) Continuous monitoring and managing of the project is crucial to identify

issues and take corrective actions promptly. This helps in comparing the current project status with the planned status and making necessary adjustments if there are deviations.

Monitoring and controlling should be done continuously within each Knowledge Area, Process Group, life cycle phase, and the project as a whole to ensure success (ABABA, 2018).

5. Project Closing Process Group

The Closing Process Group consists of the processes performed to formally complete or close a project, phase, or contract. This Process Group confirms that the defined processes are accomplished within all of the Process Groups to close the project or period, as suitable, and formally ascertains that the project or a phase is complete (Mithileni, 2022).

In this process, Continuous monitoring and managing of the project is crucial to identify issues and take corrective actions promptly. Monitoring and controlling should be done continuously within each Knowledge Area, Process Group, life cycle phase, and the project as a whole to ensure success. The project should also undergo internal or external auditing to evaluate the execution of work, and failures should be analyzed to prevent similar errors in future projects (Muñoz-Izquierdo et al., 2019).

The closing process group answers the question, "How well did you do?" plus comprises processes related to the project's completion. This process group consists of activities such as obtaining client consent to match project requirements, preparing and installing deliverables, administering the post-implementation audit, and writing the final project report. This Process Group may also address the early closure of the project if they are aborted or canceled (ERMIAS, 2022).

2.3. PROJECT MANAGEMENT PRACTICES

Project management processes and techniques are used to coordinate resources to achieve predictable results. Best practice in project management involves developing and following a standard way of doing things through guidelines and international standards. It aims to improve project management by learning from experience and implementing effective strategies(ERMIAS, 2022).

Though there are different indicated project management practices defined by different scholars, this study will be benchmarking the ten project management areas defined by PMBOK. According to (ERMIAS, 2022), "Project Management Body of Knowledge (PMBOK) published by the Project Management Institute (PMI) represents the knowledge and practice that is generally accepted and unique or nearly unique to the field of project management".

The PMBOK identifies nine project management knowledge areas that describe knowledge and practice in terms of its specific processes (Lansari et al., 1996). This study however will use all the ten project management knowledge areas defined in the PMBOK guide listed and described below.

Project Scope Management

It is the criteria (measure) for project success (time, cost, and deliverables) that must be determined and agreed upon with all stakeholders at the beginning of the project. It ensures the inclusion of all the work required to complete the project successfully. According to PMBOK the major project scope management processes includes initiation to begin the next phase of the project. Then, the scope management plan to know how the scope will be defined, validated, and controlled including how to prevent scope creep, how to handle change requests, escalation path for disagreement on scope elements between stakeholders, the process for creating scope statement, WBS, how the deliverables will be accepted. According to (Nibyiza, 2015), this process is the first step in project scope management in which the project's size, complexity, importance, and other factors will affect how much effort is spent on scope planning and the main output is a project scope management plan and the tools and techniques are template forms, standards as well as expert judgment. The third process would be collecting requirements and comprises a condition that must be met by a deliverable to satisfy a contract standard including documented needs, wants, and expectations of the stakeholders using stakeholder requirements, project requirements, quality requirements with interviews, focus groups, observation, questionnaire, document analysis, etc. The next process to have is scope definition which helps to define project and product scope and outlines what will be and what will not be included in the deliverables, including details of risks, constraints, and assumptions. The project scope statement includes objectives, scope, requirements, boundaries, deliverables, cost estimation, specifications, etc. The other main process is having a WBS to break down the major project deliverables into smaller, more manageable components. WBS can provide alternatives if the budget and schedule cannot meet management's expectations. After having the WBS we need to verify the scope to formalize acceptance of deliverables from stakeholders/customers near the end of project/ phase deliverables. Finally, there needs to be a scope change control for controlling and assessing changes to the project scope. It measures the work product against the scope baseline to ensure the project stays on track proactively to prevent unnecessary changes to the project.

Project Time Management

It is an integrated project schedule (plan) that identifies activity sequences, activity duration, and resource requirements. The processes required to ensure the timely completion of the project by identifying and documenting the specific activities (work to be done) to produce the project deliverables (outcomes). Project Time management includes the following activities (Krivokapic-Skoko et al., 2012)

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

Project Cost Management

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

Project Quality Management

The process ensures that the project will satisfy the needs for which it was undertaken. In this process, quality standards for the project deliverable (outputs) must be identified. Three sub-processes need to be included in the process. The first is quality planning which helps in identifying which quality standards are relevant to the project and determining how to satisfy them. Then, quality assurance evaluates the overall project performance regularly to provide confidence that the project will satisfy the relevant quality standards. Finally, quality control helps in monitoring specific project results to determine if they comply with relevant quality standards and identify ways to eliminate causes of unsatisfactory performance.

Project Human Resource Management

According to human resource management expert, (Prayetno & Ali, 2020), Human resource management is defined as the process of linking the human resource function with the strategic objectives of the organization to improve performance. Human Resource Management is required to make the most effective use of people involved with the project. The major subprocesses under project human resource management identified is organizational planning which helps in identifying, documenting, and assigning project roles, responsibilities, and reporting relationships.

Networking is useful in understanding the skills of individuals and political and interpersonal factors within the organization. Then it is staff acquisition support in getting the human resources needed assigned to and working on the project. The third is team development to develop individual and group skills to enhance project team performance. The final sub-process is the managed project team which helps to track team members' performance by offering feedback, and support, managing conflicts, and resolving issues to increase creativity and better decision-making.

Project Communications Management

The process is required to ensure the timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project knowledge. A communications plan must be developed which identifies the information and communication needs of the role-players. According to PMI in the PMBOK guide, there are four major processes under this knowledge area.

The first is communications planning which helps in determining the information and communications needs of the stakeholders who need what information, when they need it, and how would give it to them. Then it is information distribution which supports making all

needed information available to project stakeholders promptly. The third is performance reporting which helps in collecting and disseminating performance information which includes status reporting, progress measurement, and forecasting. Finally, administrative closure comes to generate, gather, and disseminate information to formalize phase or project completion and to ensure optimal information flow for effective stakeholder expectation management.

Project Risk Management

(Kebede, 2018), states that risk management is the act or practice of dealing with risk. It includes planning risks, identifying risks, analyzing risks, developing risk response strategies, and monitoring and controlling risks to determine how they have changed. Risk management is one aspect of sound project management and seeks to increase the probability of project success. It is concerned with identifying, analyzing, and responding to project risk. Early warning signs of problems (risks) in the project must be responded to in good time. The sub-processes in project risk management are risk identification which helps to determine which risks are likely to affect the project and documenting the characteristics of each. Then it is risk quantification which supports in evaluating risks and risk interactions to assess the range of possible project outcomes. The third is risk response development for defining enhancement steps for opportunities and responses to threats.

The last process would be risk response control which aids in responding to changes in risk throughout the project and checking if assumptions are still valid, procedures are being followed, and any deviance. It also includes identifying new risks and evaluating the effectiveness of a risk response plan.

Project Procurement Management

According to the PMBOK, this process is required to acquire the goods and services from outside the performing organization and includes the below major processes. Procurement Statement of Work (SOW) is a legal document subject to legal reviews and legal advice should be sought throughout the whole procurement process. The first process is procurement planning which helps in determining what to procure, when to procure, and whether to obtain products/services outside of the organization. The next process is solicitation planning; it helps to document product requirements, identify potential sources, and pre-meeting with them. Then it is solicitation which helps in obtaining quotations, bids, offers, or proposals as appropriate. The third process is source selection and conducting procurement that supports choosing from among potential sellers and awarding the contract. Then it is

control/administer procurement which aids in managing the relationship, monitoring contract performance, and making changes and corrections. Finally, it is contract close-out for completing and settling the contract, including the resolution of any open items.

Project Integration Management

According to the project management body of knowledge guide, the processes required to identify, combine, unify, and coordinate various activities and manage interdependencies to ensure various elements of the project are properly coordinated. The major processes under project integration management are; developing project charter, project plan development, project plan execution, and overall change control. The first process helps formally authorize the project and allows the project management to apply organizational resources. Project plan development aids in taking the results of other/subsidiary planning processes and putting them into a consistent, coherent document. Project plan execution helps to carry out the project plan by performing the activities included therein and implementing the approved process improvement plans and changes. Finally, overall change control supports coordinating changes across the entire project.

Project Stakeholder Management

(Duncan et al., 1996) defines project stakeholders as "individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion". The process includes;

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

2.4. EMPERICAL LITRATURE

There is some research work related to this study. However, I will try to see a few of them which are more related to the topic. The titles with their objectives and major findings will be discussed below to have an insight into these studies.

The research work done by (ERMIAS, 2022), with the title Assessment of Project Management Practices a case of Ethiopian Construction Design and Supervision Works Corporation. The main objective of this study is to assess the current project management practice in Ethiopian Construction Design and Supervision Works Corporation (ECDSWC)The paper adopted a qualitative research strategy and used a self-administered questionnaire to collect data from the customer, Descriptive statistics like frequency, mean and standard deviation analysis techniques have been applied to analyses background information of respondents.The researcher concluded that the study discovered that the level of project management practice in ECDSWC in terms of performing the activities under each process group was moderate. Also, the result of this research and information obtained from the literature reviewed showed that there is a gap within the project management practices of ECDSWC. So, to fill the gaps within the practice, the researcher recommends that activities related to risk, procurement, communication, cost, time, documentation, and dissemination of lessons learned be given more considerable attention during the implementation of projects within the organization.

Also, another research work by (ERMIAS, 2022), was conducted under the title of An Assessment of Project Management Practices and Service Delivery in Customers' Satisfaction: The Case of Woreda 02 Administration Office, Nifas Silk Lafeto Sub-city of Addis Ababa. The main objective of the study was to assess the service delivery effect on customer satisfaction and project management practices in the case of Wereda 02 Administrative office, Nifas Silk Lafto sub-city of Addis Ababa with a special emphasis given to the vital events registration office of the administrative office.

Other research conducted by (ERMIAS, 2022), was conducted on the topic of an assessment of Project Management Practices: a case study on the Japanese Social Development Trust Fund Grant Project In the study both qualitative and quantitative descriptions were applied to the data gathered to analyze the information obtained.

By undertaking a detailed analysis of the situation. The study concludes the project management knowledge areas; Project scope, time, quality, cost, risk, and integration management were not effectively practiced in the project.

Additional research conducted by (Sithole, 2018), Assessing Project Management Practices: A Case Study Journal of Business Case Studies (JBCS), The objective of the study was to analyze the project management practices of a major construction company and identify areas for improvement in project planning, communication, and risk management. The researchers aimed to provide insights into the challenges faced by the company in managing projects and to suggest ways to improve project management practices. The study concluded that the construction company had several strengths in project management, such as effective resource allocation and quality control. However, the study also identified areas for improvement, such as better communication and collaboration among team members, more comprehensive risk management strategies, and more effective project planning and scheduling. The researchers suggested that implementing these improvements could help the company achieve better project outcomes and increase its competitiveness in the industry.

Other research by (Altarawneh et al., 2022), Assessing Project Management Practices in NGOs: A Case Study of World Vision International - This study assesses the project management practices of World Vision International using interviews and document analysis. The authors found that the organization has a well-established project management system but faces challenges in stakeholder management and resource allocation.

The above-reviewed researches cover project management practices. However, this study tries to assess the existing project management practices in NGO projects and the challenges they encounter during implementation. It can be useful in providing relevant information about the existing trend of project management practices in the NGO sector.

2.5. CONCEPTUAL FRAMEWORK

From the theoretical and empirical reviews, it is noticed that there is a lack of research on the effectiveness of specific project management practices in non-governmental organizations, which could be an area for further investigation.

A conceptual framework is a written or visual presentation that explains either graphically or in narrative form, the main things to be studied, the key factors, concepts, or variables, and the presumed relationship among them. The conceptual framework is the blueprint of the research work that guides the researcher to conceptually understand the research and outline and operationalize the dependent and the interpretation of the result to be easy and meaningful. Many variables like Project Scope, Stakeholder Management, Risk Management, Quality Management, Resource Management, Communication Management, Change Management, project initiation, project planning, project execution, project monitoring, and

project closeout can be considered a conceptual framework for project management practice. From those I have chosen five variables and here's how each phase fits into the overall framework:

1. Project Initiation: This phase involves defining the purpose and scope of the project, identifying stakeholders, and determining the feasibility of the project. It is the first step in the project management process and sets the foundation for the rest of the project (Staples, 2019).

2. Project Planning: This phase involves developing a detailed plan for how the project will be executed, including defining project objectives, creating a work breakdown structure (WBS), identifying resources, and creating a schedule. This phase also involves identifying potential risks and developing strategies to mitigate them (Chow et al., 2021).

3. Project Execution: This phase involves carrying out the project plan, monitoring progress, and making adjustments as needed. It includes managing resources, communicating with stakeholders, and ensuring that deliverables are completed on time and within budget (Pratap Chandran & K. Purayil, 2020).

4. Project Monitoring: This phase involves tracking progress against the plan, identifying variances, and taking corrective action as needed. It includes monitoring project performance, managing changes to the project scope, and ensuring that quality standards are met (Obondi, 2022).

5. Project Closeout: This phase involves finalizing all project activities, delivering the final product or service to the customer, and closing out the project. It includes conducting post-project reviews to identify lessons learned and documenting project results for future reference (Gupta et al.).

Together, these five phases provide a comprehensive framework for effective project management practice. By following this framework, project managers can ensure that their projects are well-planned, well-executed, and meet the needs of stakeholders. The proposed framework for this research is illustrated in the figure below. It shows assessing project management practices with the five-project management process group.

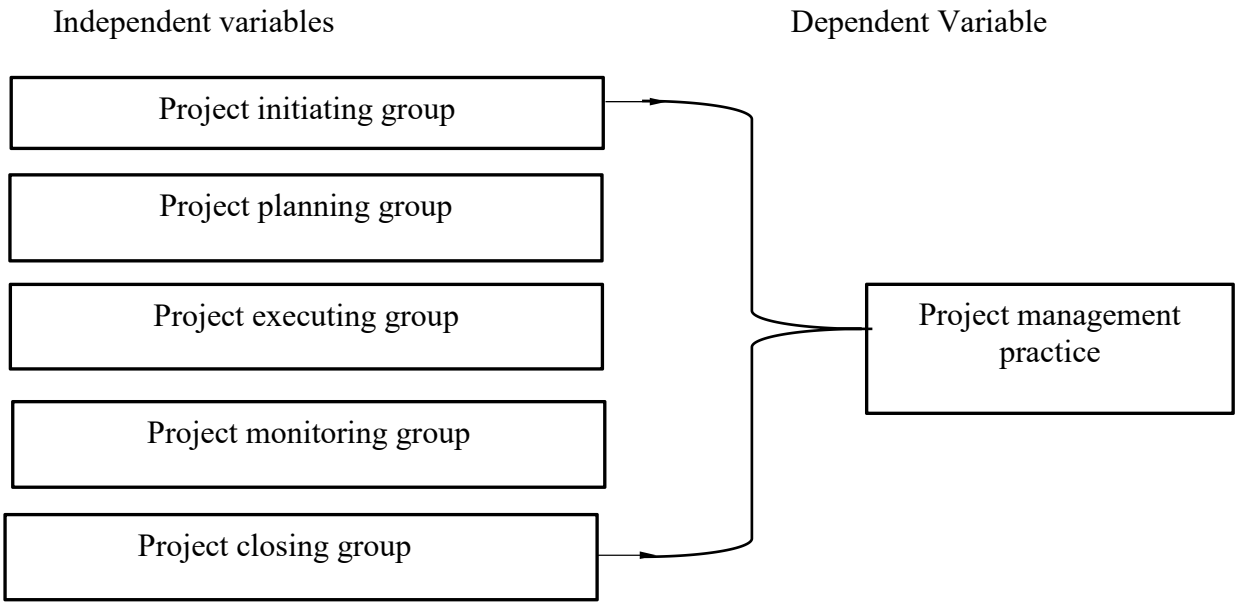

Figure 2.1: Conceptual Framework

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

To achieve the objective of this paper, using of appropriate methodology that helps to approach the research scientifically is the priority attention given by the researcher. Therefore, this chapter will discuss the methodology of the research questions. It includes the research design and approach, description of the study area, target population, sources of data, data collection methods, methods of data analysis, validity and reliability, and ethical considerations.

3.1. RESEARCH DESIGN AND APPROACH

The study was carried out with a descriptive design in which both quantitative and qualitative data analysis was used to produce richer and more complete information. The combination of two research approaches gives a better interpretation as the information missed by one might be captured by the other and thus an enhanced and integrated result may emerge from the analysis. The descriptive type describes the particular project management practices within Goal Ethiopia.

The descriptive research portrays the characteristics of the project management practice within the organization accurately. Since, descriptive studies are concerned with describing the characteristics of a particular individual, situation, or group. The primary purpose is a description of the state of affairs as it exists at present, and they include surveys and fact-findings of different kinds. Descriptive studies are concerned with specific predictions, with the narration of facts and characteristics concerning the situation (Kothari, 2004).

According to (Onwuegbuzie & Leech, 2006), an increasing number of researchers are utilizing mixed methods research to undertake their studies to draw meaningful results from both types of data. This study has been carried out by A mixed approach. It is a research methodology that combines both quantitative and qualitative research methods in a single study; this approach involves collecting and analyzing both numerical data (such as statistics and surveys) and non-numerical data (such as interviews and questionnaires) to gain a more comprehensive understanding of a research question or problem. The mixed approach can provide a more complete and nuanced understanding of complex phenomena that cannot be fully captured by either quantitative or qualitative methods alone.

In this mixed approach, qualitative methods are often used to gain an in-depth understanding of complex social phenomena, such as human behavior, attitudes, and experiences.

Qualitative research methods can be used to explore questions that cannot be answered by quantitative methods alone, such as "why" and "how" questions. The Quantitative method helps to generate extensive information and provides results that can be condensed to statistics and has been collected through open and closed questionnaires.

3.2. DESCRIPTION OF STUDY AREA

The study will be conducted in Addis Ababa head office (around century mall, Gurd Shola, Bole sub-city) Addis Ababa lies at an elevation of 2,355 meters (7,726 ft) and is a grassland biome, located at 9°1′48″N 38°44′24″E, and in Debre Berhan district Debre Birhan Regio politan city Amhara region Ethiopia. The city is located at Latitude 9˚ 90'46"north, Longitude 39˚ 31'57"east & Elevation 2840m above sea level.

3.3. TARGET POPULATION

This study focused on the above-mentioned NGO named Goal Ethiopia which operates in many parts of Ethiopia but for this research, we took the head office and Debre Birhan Regio-Politan districts. The target population is a well-defined set of people, events, groups of things, and households that are being investigated (Ngechu, 2004).

The target population identified within the organization is found to be ninety. According to (Gronemus et al., 2010),, the target population is said to be a specified group of people or objects for which questions can be asked or observed to develop required data structures and information. Therefore, for this study, the target population includes employees involved in project work. For this study, the researcher used a census survey for the project employees as they are few, including all the project coordinators, project managers, project members, and support staff. According to (Hate et al., 2015), in a census survey, every participant has an opportunity to participate which reduces the concern about accuracy. Therefore, for this study, the target population refers to the 90 employees of the organization who are working in the head office and Debre Berhan Regio-Politan district.

3.4. SOURCE OF DATA

Sources and methods of data collection for research can vary depending on the research topic, objectives, and target population. Here are some common sources and methods of data collection. To undertake this research and to address the main objectives of the study, the relevant data will be collected from primary and secondary sources.

Sources of Data Collection:

Primary data: This is data collected specifically for the research project through methods of interviews and questionnaires. The primary source of data for this study has been collected

from employees of Goal Ethiopia at the head office (Addis Ababa) and from the Debre Berhan district. Using interviews to gather more in-depth information about their experiences, perspectives, and behaviors. And questionnaires to collect data on their opinions and to get precise information regarding the project management practices and project management process groups.

Secondary data: This is data that has already been collected by others for different purposes, such as government reports, academic journals, industry publications, etc.

The secondary source of data for this research has been collected through the inspection of all available documents (published and unpublished) and various sources which is relevant to the research topic such as; government reports, directives, Journal articles, previous research papers, books, internet, and other related documents.

3.5. DATA COLLECTION METHOD

The study has been collected by and has been analyzed by qualitative and Quantitative data. A questionnaire and interview has been prepared by the researcher.

A questionnaire is simply a tool for collecting and recording information about a particular issue of interest (Adams et al., 2007). The source and type of questionnaire can vary depending on the research purpose and the target population; for this research, the source of the questionnaire was a pre-existing which is developed and tested by other researchers.

The Types of Questionnaires was Closed-ended to provide a list of predetermined response options for respondents to choose from. A Likert scale in which These questionnaires use a rating scale to measure attitudes or opinions of respondents.

In-depth interview questions have been the main data collection instruments for this study. Interviews are a useful tool for obtaining qualitative information from participants about their experiences and viewpoints on a specific topic. They can help overcome resistance from respondents, have low non-response rates, and are commonly used in political science research where quantification may not fully capture the complexity of the process (Roth et al., 2017). The interview questions have been developed by the researcher, specifically for this study to gather general information on the respondents and the practice of managing projects in the organization.

The other data collection instrument included document and article reviews which are supportive and supplementary.

3.6. VALIDITY AND RELIABILITY

3.6.1. Validity

A vital consideration to be made when conducting research is validity and reliability. Validity is the extent to which a test measures what it claims to measure (Sherry, 2008). There have been two types of validity that the research has tried to ensure, namely external validity, which is the ability of the data to be generalized across persons, settings, and time; and internal validity, which is the ability of the questionnaire to measure what it is supposed to measure (Cooper et al., 2006). The validity in this case was concerned with how well the questionnaire revealed information about project management practices. Besides, the researcher has used standardized or validated questionnaires from different scholars and also the researcher has checked the validity of the questionnaires by communicating with the advisor, and by pretesting.

3.6.2. Pretesting and validation procedure

Before the questionnaire was distributed to the entire sample, it was pilot-tested. The Purpose of the pilot study was to ensure the validity and reliability of the research instrument. According to (Mayer, 2015) a pilot test is a preparation of the final research study that ensures that the procedures will allow the collection of data needed for the study. It is further said that the purpose of the pilot test is to refine the questionnaire so that respondents will have no problems in answering the questions and there will be no problem in recording the data (Waidi, 2016). Before the actual study was conducted, 10 participants from employees have been asked to fill in the questionnaire to ensure that the questions are understandable and relevant. The feedback from the pilot test questionnaires determined that respondents had difficulty answering some of the questions and that they found some of the questions confusing. Besides, some of the confusing questions will be reworded.

3.6.3. Reliability

Reliability is "a characteristic of measurement concerned with accuracy, precision and consistency" (Tenza, 2017). The reliability of the study has been measured so as to ensure that the data collected is correct, the method of collection is not compromised, and that the questionnaires are consistent for all the respondents. The results of the study need to be reliable as this can ensure that they are commercially significant or can be used for academic purposes.

According to (Chong et al., 2017), the reliability of a questionnaire is measured by how well it measures that which it keeps to measure. Cronbach Alpha Coefficient is a reliability test

that measures the internal consistency of a multi-item measurement scale (Chong et al., 2017). Ideally, the Cronbach Alpha Coefficient value should be above 0.7 because the closer to 1 the coefficient value is, the higher the internal consistency (Creswell & Zhang, 2009). The result of the reliability test for the questionnaire is shown in the table below.

Table 3.1: Scale Reliability Result

Variables	Cronbach's alpha coefficient	No of Items	Scale
Project Initiation	0.72	2	1-5
Project Planning	0.793	12	1-5
Project Execution	0.775	6	1-5
Project Monitor & control	0.817	9	1-5
Project Closure	0.799	2	1-5
Overall Reliability	0.742	31	

Source: field survey, 2024

3.7. DATA ANALYSIS AND INTERPRETATION

For the purpose of achieving the objectives of the study, the data which was gathered through the different techniques was analyzed and interpreted qualitatively and quantitatively. The data collected by the research first was processed by using processing operations of editing (the process of examining the collected raw data to detect errors, omissions & correct these when possible), coding, classification and tabulation.

The quantitative data collected was descriptively analyzed by using SPSS software version 25. The quantitative data is presented by using frequencies, means, percentile and bar charts. Qualitative data collected was analyzed by using narrative analysis. The qualitative data is presented by transcription with logical and deductive narratives integrated with the descriptive findings to help understand those results.

3.8. ETHICAL CONSIDERATIONS

Ethical issues refer to conduct that guides the researchers' behavior while undertaking research (Mwangi & Kwasira, 2015). The researcher treated the information provided by the respondents as confidential and subsequently was only used for the purpose of this study. The participants were not required to mention their names in the questionnaire thus they remained anonymous.

CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This chapter presents the results of the data analysis according to the research methodology discussed in Chapter Three. The results are obtained from questionnaires survey distributed among Goal Ethiopia staff members. The obtained data were analyzed by using statistical package for social sciences (SPSS version 25) software. Descriptive statistics such as mean, frequency, standard deviation and percentage were employed to describe the results. Also, tables, pie charts and bar charts were used to present the data.

4.2 RESPONSE RATE

The total distributed questionnaires for customers were 90 from which 75 questionnaires were properly filled and returned which represented 83.33% response rate of return. which is assumed to be enough to do further analysis. Also, an interview was conducted with the Goal Ethiopia project managers and project coordinators.

Table 4.1: Questionnaires Response Rate

Questionnaire	**Frequency**	**Percentage**
Distributed	**90**	**100**
Responded	**75**	**83.33**

Source: Field Survey, 2024

4.3. DEMOGRAPHIC DATA

In order to provide the demographic information and composition of the population under study, the respondents were asked about their gender, age, education level, years of experience in the organization, position in the organization and if they had previous project management training or education.

Table 4.2:Background of Respondents

Gender profile					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	61	81.3	81.3	81.3
	Female	14	18.7	18.7	100.0
	Total	75	100.0	100.0	
Age profile					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30	9	12.0	12.0	12.0
	31-40	39	52.0	52.0	64.0
	41-50	22	29.3	29.3	93.3
	above 50	5	6.7	6.7	100.0
	Total	75	100.0	100.0	

Source: Field survey,2024

As shown in the table above with respect to gender of the respondents 61(81.3%) were males and the remaining 14(18.7%) were females. This implies more of the respondents were male respondents. The study survey reveals that, Males are more engaged than females in the study area. The result illustrates that twelve respondents (12%) is below the age of 30, 39 respondents (52%) are between the age of 31 and 40, 22 respondents (29.3%) are between the age of 41 and 50 and 5 (6.7%) respondents are above the age of 50. As we can see from the result, the field survey included a more mature audience and that majority of the respondents were the age ranging between 31-40 which covers about
52 % of the total population.

Table 4.3: Educational Background and Project management training

Educational Background				
		Frequency	Valid Percent	Cumulative Percent
Valid	PHD	2	2.7	2.7
	MA/MSc	45	60.0	62.7
	BA/BSc	28	37.3	100.0
	Total	75	100.0	
Project Management Training				
		Frequency	Valid Percent	Cumulative Percent
Valid	yes	71	94.7	94.7
	no	4	5.3	100.0
	Total	75	100.0	
Total		77		

Source: Field Survey,2024

Table 4.3 presents the educational and project management training background of the respondents who participated in the study. As shown in the table, 60% of the respondents have a master's (MA/MSc) degree education, and 37.3% have a bachelor degree (BA/BSc) education and 2.7% of the respondents are have a PHD. Additionaly 92.2% of the respondents have project management training.The educational background and project management training experience suggests that the respondents have ability to understand and interpret the research instrument and offer reliable information.

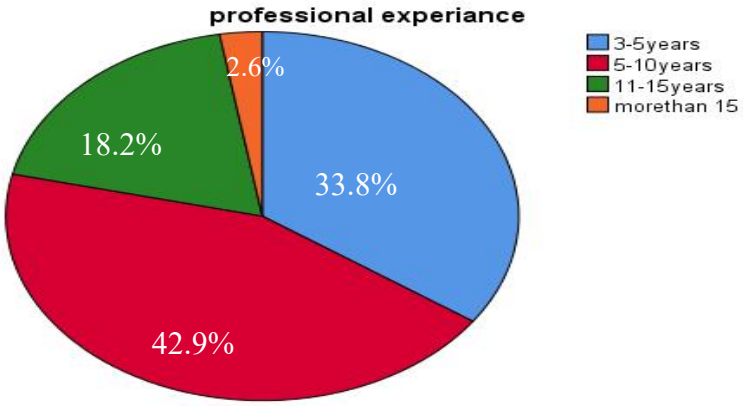

Figure 4.1: Professional Experience

Source: Field Survey, 2024

From the above figure, we can see that majority of the respondents have more than five years' experience and they are 42.9% and of the respondent 33.8% has 3-5 years' experience, and 18.2% of the respondents have more than 11 years' experience. The rest 2.6% of the respondents have more than 15 years of experience.The findings show that the majority of the respondents are well experienced in working in the organization and implying that they have good understanding of the project management practice within the organization.

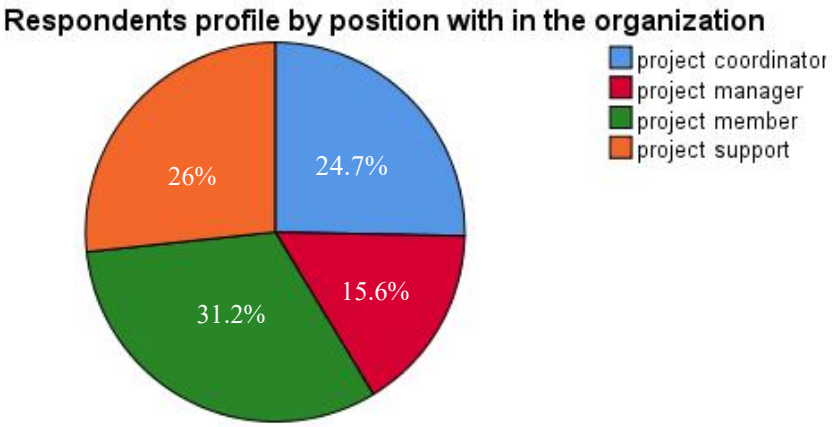

Figure 4.2: Respondents profile by position within the organization

Source: Field Survey, 2024

4.4. PROJECT MANAGEMENT PRACTICES

4.4.1. General project management issues

General project management issue questions were raised to the respondents such as major challenges of the projects within the organization, project success rate within the organization from the staff's perspective, etc.

Table 4.4: General project management issues

Is there project management department in your organization?				
		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	65	86.7	86.7
	No	10	13.3	100.0
	Total	75	100.0	
is there project management training access in your organization?				
		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	69	92.0	92.0
	No	6	8.0	100.0
	Total	75	100.0	

Source: Field Survey, 2024

The table above shows results for general project management issues in the organization. Respondents were asked if there was a project management department in the organization, and 86.7% replied yes and the remaining No. From the interviews conducted, it was found that there is a project management department in the organization and were called program department by the employees in the organization, the department oversees the implementation of project management practices within the organization and also seeks out improvements in the current project management practice being exercised within the organization. The result shows that majority of the respondents are aware that there is a project management office within the organization. The respondents were also asked if there is a project management training access within the organization, and 92% replied yes by further describing that they have attended once, yearly or semi-annually. The responses show that Goal Ethiopia is incisive to apply project management practice within its organization by increasing its employee's capabilities towards project management.

Table 4.5: Major challenges of the organization

Major challenges to projects in your organization				
		Frequency	Valid Percent	Cumulative Percent
Valid	lack of clarity in the scope of the project	13	17.3	17.3
	time, cost, and quality	23	30.7	48.0
	Policies and procedures	11	14.7	62.7
	government	4	5.3	68.0
	organizational culture	13	17.3	85.3
	environment	11	14.7	100.0
	Total	75	100.0	

Source: field survey, 2024

Table 4.5 shows respondents' multiple responses set regarding the major challenges of the projects within the organization. Majority of the respondents responded that the challenges mainly faced from internal issues like primarily time, cost, and quality resource issues in 30.7% and also lack of Clarity in the scope of the Project in 17.3% and policies and procedures by 14.7%. From the external ones, organizational culture in 17.3%, environment have been identified as a major challenge by 14.7%and government by 5.3%. Also, the interview results indicate the same outcome as described above according to the response given by project, program department officer resource and environmental problems are identified as major challenges within the organization.

Table 4.6: project success rate

project success rate				
		Frequency	Valid Percent	Cumulative Percent
Valid	Very successful	44	58.7	58.7
	Successful	28	37.3	96.0
	Fairly successful	3	4.0	100.0
	Total	75	100.0	

Source: Field Survey, 2024

The figure above presents the perception of the respondents regarding the success rate of projects within the organization. According to the finding, 58.7 % of the respondents believe projects within their organization are very successful, 37.3 % of the respondents think the success rate is successful. In comparison, 4 % of the respondents assume it is fairly successful. According to the interview with the project management office, the project success rate within the organization was evaluated, and the result presented that there is 80-95% success rate. These show consistency with the result from the survey implying that the perception of the respondents is correct.

4.4.2. Project Management Process Groups

Following the profile identification and general project management issues, respondents were asked about their experiences in project management practices. Mainly to what extent the organization practiced the project management processes under each project management process groups.

By using a Likert scale, respondents were asked to rate each parameter as follows: 1 strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree.

The respondent's responses were analyzed using mean scores together with standard deviations and percentages to assess the project management practices. The mean value specifies to what degree the sample group averagely agrees or disagrees with the statement. Accordingly, as the mean value is lower, the more respondents disagree, and as the mean value is higher, the more respondents agree. The interpretation of the mean percentage scores was adopted from (Ali, 2010), as shown in Table 4.7 below. It was adopted to describe the level of project management method, processes or processes groups being practiced.

Table 4.7:Interpretation of percentage mean values

Range of mean values	**Range of percentage mean values**	**Range of mean values**
Less than 2.50	Less than 50%	Very low
2.50 – 3.20	50 – 64%	Low
3.25 – 3.95	65 – 79%	Moderate
4.00 – 4.45	80 – 89%	High
4.50 – 5.00	90 – 100%	Very high

Source: (Ali, 2010)

4.4.2.1 Project Initiation Process group

The study wanted to find out the extent to which the project initiation process group was implemented in Goal Ethiopia. The respondents were asked to indicate the extent to which they agree with the statement concerning project initiation. Accordingly, the results are presented in the table below.

Table 4.8:Project Initiation Practice Result

Project Initiation Activities	Mean	Std. Deviation	PM practice level
There is appropriate preparation of the "Project Charter" which describes the scope, objectives, time,budget, and risks.	4.15	1.09	High
Every stakeholder that affects the project is identified	4.12	1.15	High
Overall average value	**4.135**	**1.12**	**High**

Source: Field Survey, 2024

Table 4.8 shows that project initiation practices within the organization to be high with an overall mean of 4.135 and a standard deviation of 1.12. Processes presented under this processes group are rated both at a high PM practice level with identifying stakeholders showing a slight decrease in mean value compared to the preparation of project charter.

The interview result indicates the same as the survey found were the respondents replied that this process group is exercised at high and very high level where the initiation documents are prepared, the stakeholders are identified, and also the project manager is assigned at this stage of the project.

4.4.2.2. Project Planning Process group

The study sought to determine the degree to which project planning process group was applied in Goal Ethiopia. The respondents were asked to specify the degree to which they agree with the statement in relation to project planning. Hence the results are presented in the table 4.9 below.

Table 4.9: Project planning activities

Project Planning Activities	mean	Std.deviation	PM practice level
There were preparations of detailed project plan that describes how to implement the project.	3.84	0.886	Moderate

The requirements needed for the project are collected and the scope of the project is defined thoroughly	4.00	0.771	High
All the activities of the project are defined and documented	3.91	0.873	Moderate
By using the above defined activities, a work breakdown structure (WBS) is created	4.07	0.723	High
A clear project organization is defined showing how the project will be organized	3.92	0.834	Moderate
The resource needed for the project is estimated (the team resource, the bill of quantity is developed)	3.95	0.769	Moderate
The project activities defined are sequenced, there activity duration is estimated and their schedule is developed & documented (by using critical path method or any other method)	3.68	1.016	moderate
The total cost needed to perform the project work is estimated and a project budget is developed that will help determine the cost baseline against which project performance can be monitored and controlled.	3.79	0.810	moderate
The risks that will affect the project are identified, then assessed and an appropriate risk response plan highlighting how to respond when the risk occurs is prepared for the project.	3.85	0.896	Moderate
The quality targets for the project are identified. The quality plan is developed to monitor the quality of the outputs and to identify actions that will be used to achieve the required quality.	3.97	0.657	Moderate
The procurement plan is prepared appropriately and also a clear term of references are prepared for tendering documents.	3.93	0.622	Moderate
There was appropriate preparation of communication plan for all related parties in the project.	4.2	0.637	High
Overall average value	**3.93**	**0.791**	**Moderate**

Source: Field Survey, 2024

The result from table 4.9 specifies that the project management planning practice is at a moderate level with 3.93 mean score and 0.791 standard deviation. From the table above appropriate preparation of communication plan for all related parties in the project have rated at a very high level with mean value of 4.2 and 0.637 standard deviations. Also The requirements needed for the project collected and the scope of the project is defined thoroughly are rated high at 4.00 mean & 0.771 standard deviation, additionally a work breakdown structure (WBS) is created is rated high at 4.07 mean & 0.723 standard deviation. On the other hand activities of the project are defined and documented is also rated moderate level at 3.91 mean & 0.873 standard deviation, resource needed for the project is estimated is valued moderate at 3.95 mean and a standard deviation of 0.769, the risks that will affect the project are identified is rated moderate by mean score of 3.85 and standard deviation of 0.896 the quality targets for the project are identified is rated moderate by a mean score of 3.97 and 0.657 standard deviation.

According to the interview responses, there is a good culture of planning practice within the organization they try to perform many of the processes under this process group but the preparation of detailed project plan that describes how to implement the project are given less attention compared to the others.

4.4.2.3. Project Execution Process group

The study wanted to find out the level to which project Execution process group was executed in the organization. By using Likert scale respondents were asked to rate each parameter under the project execution as follows: 1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree. Thus, the results are presented in the table 4.10 below.

Table 4.10: project execution practice result

Project Execution Activities	Mean	Std. Deviation	PM practice level
project work is directed and effectively managed according to the project management plan	4.04	0.305	High
there was effective communication between project stakeholders and project progress was reviewed frequently	3.96	0.417	moderate

the resource needed for the project are acquired and managed accordingly	4.09	0.293	high
the project team is developed and managed	3.99	0.419	moderate
the risks encountered are dealt with and treated according to the risk response plan	3.95	0.517	moderate
the procurement is conducted and effective management of the bidding process	4.19	0.392	High
Overall average value	**4.04**	**0.391**	**High**

Source: Field Survey,2024

Table 4.10 shows that the project execution resulted in an overall mean of 4.04 and standard deviation of 0.391, which indicates a high project management practice level. The procurement is conducted and effective management of the bidding process have a higher mean score than the other processes; from the interview this is because of the ISO 9001 procurement and quality management system employed within the organization. The risks encountered are dealt with and treated according to the risk response plan rated moderate with a mean of 3.95 and0.517 standard deviation.

In this process group project work is directed and effectively managed according to the project management plan and, the resource needed for the project are acquired and managed accordingly, the procurement is conducted and effective management of the bidding process rated high. From the interview conducted, it was founded that during the execution stage, the project manager is given enough freedom and has a directive role. The project manager is overseen by the team leader and the functional sub-process department.

4.4.2.4. Project Monitoring and Controlling Process group

The study required to find out the extent to which project Monitoring and controlling process group was implemented in Goal Ethiopia. The respondents were asked to specify the extent to which they agree with the statement in relation to project monitoring and controlling. Therefore, the results are presented in the table below.

Table 4.11:Project Monitoring & Controlling Practice Result

Project Monitoring & Controlling Activities	Mean	Std. Deviation	PM practice level
there were effective management & integrated control of changes that arise during the implementation of the project.	3.51	0.828	Moderate
Controlling changes and also the scope so that the project is completed within the defined scope.	3.63	0.731	Moderate
There is Effective Control of the project resources	3.68	0.640	Moderate
Effective controlling the project schedule so that it does not exceed the time constraint	3.79	0.527	Moderate
There is Appropriate control of project costs so that it does not exceed the cost constraint	3.67	0.704	Moderate
There is Monitoring for documented risks and new risks	3.72	0.763	Moderate
performing quality control so that it does not become below the stated quality targets	3.83	0.601	Moderate
Administer the procurement according to the contracts	3.84	0.494	Moderate
There is Monitoring and controlling of the Communication	3.95	0.364	Moderate
Overall average level	**3.74**	**0.628**	Moderate

Source: Field Survey, 2024

The above table 4.11 shows that project monitoring and controlling practice is rated at a moderate level, with a mean score of 3.74 and 75%. Surprisingly, all the activities under this process group are rated at a moderate level. Besides monitoring and controlling the entire project effective control of project schedule and appropriate control of project cost.

The interview resulted in different findings that support the survey results listed above. During the interview, the respondents responded that projects have some challenges with monitoring and controlling projects, project schedule and cost of the project.

The interview also founded that the projects in the organization are continuously monitored. The project manager report's the project status every week to the respective team leaders and

sub process executive officers. Also, the project management office monitors the status of all the projects in the organization quarterly by sending professionals to the project location. The professionals evaluate the projects based on the checklist provided by the project management office. From the results, it can be seen that the organization is well accomplishing monitoring and controlling practices.

4.4.2.5. Project Closure Process group

The study sought to determine the degree to which project closure process group was practiced within the organization. Therefore, by using Likert scale respondents were asked to rate each parameter under the project process group as follows: 1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree. Accordingly, the results are presented in the table 4.12 below.

Table 4.12: Project Closure Practice Result

Project Closure Activities	Mean	Std. Deviation	PM practice level
Evaluation of the project and determining the level of achievement of the objectives of the project and its success and lessons learned.	3.59	0.989	Moderate
Proper dissemination of the lessons learned from the projects and documentation and archival of all documentation for projects after their completion.	3.6	1.115	Moderate
Overall Average	**3.445**	**1.052**	**Moderate**

Source: Field Survey, 2024

Table 4.11 specifies that the project closure process group, project management practice level is rated Moderate. Project closure process group resulted in a mean value of 3.445, a standard deviation of 1.052 and mean level. Both Evaluation of the project activity and dissemination & documentation of lesson learned process have rated moderate by mean score of 3.59 and 3.6respectively.

The interview findings imply that the organization is doing great in documentation. During project closure documentation of lesson learned differs from project to project, and there is continuous process of documentation process that does not depend on the project manager or coordinator who is in charge of the project.

4.5. ASSESSING THE PROJECT MANAGEMENT PRACTICES WITHIN GOAL ETHIOPIA

According to the findings in the previous section, we can say that project management practices within Goal Ethiopia range at moderate level. In the future if Goal Ethiopia keeps the progress in best application of project management practices the level will turn from moderate to high level. The table below illustrates the overall project management practice level within the organization.

Table 4.13:Project Process Group Aggregate Result

Project Process Groups	**Mean**	**Standard deviation**	**PM practice level**
Project Initiation	4.135	1.052	High
Project Planning	3.93	0.791	Moderate
Project Execution	4.04	.391	High
Project Monitor and control	3.74	0.628	Moderate
Project Closure	3.445	1.052	Moderate
Overall average value	**3.84**	**0.783**	**Moderate**

Source: Field Survey, 2022

As shown in table 4.13, the overall project management practice within the organization is rated to be moderate with a mean value of 3.84, and standard deviation of 0.783.

4.5.1 Discussion of the results

As shown in the above table, the project initiation and project execution practice within the organization is better than the other process groups. Project closure process group has low implementation level compared to initiation and execution.

Regarding to project planning process there is low implementation practice level on The project activities defined are sequenced, there activity duration is estimated and their schedule is developed & documented (by using critical path method or any other method). This finding agreed with (Temesgen, 2013), stated that the project activities defined and planned during the planning stage are not consistently applied to all projects implemented.

Based on the results illustrated in the above table in monitoring and controlling process there were effective management & integrated control of changes that arise during the

implementation of the project has low mean values. Therefore, the finding agrees with that of (Karlsson, 2011) result that the project control is not prioritized within the organization.

The result also specifies that project plannig and project monitoring and control practice have a mean of 3.93 and 3.74 respectively which is lower than that of the project initiation and project execution practices. The reason for this is that many of the execution activities are done well, but the above result shows that the risks encountered are dealt with and treated according to the risk response plan have low mean values in a very small amount compared to other project execution practices.

Generally, the result shows that Goal Ethiopia have a moderate project management practice level. Also, the process groups execution,initiation, planning, monitoring & control, and closure are exercised in a descending level respectively.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1. INTRODUCTION

This chapter presents the summary of the major findings of the data analysis. Based on the finding's conclusions will be drawn about the project management practice within Goal Ethiopia. The recommendations that can help to improve the project management practice within the organization are presented. Finally, the suggestions by the researcher for future studies are discussed.

5.2. SUMMARY OF MAJOR FINDINGS

The research aimed to assess the project management practice in Goal Ethiopia Addis Ababa head office and Debre Berhan district. Based on the analysis of the results obtained, the major findings are:

The general objective of this study was to assess the project management practices in Goal Ethiopia Addis Ababa head office and Debre Berhan district: To accomplish the main objective of this study, the study specifically focused on: assess the level of project management practice in Goal Ethiopia Addis Ababa head office and Debre Berhan district based on the five project management process groups.

The organization has a project management office that has adopted a combined PMI (PMBOK) and prince2 standards and practices integrated with ISO 9001 quality management system. But the practice is not being exercised at every level within the organization.

Regarding major challenges, results identified that Evaluation of the project and determining the level of achievement of the objectives of the project and its success and lessons learned as significant challenges faced by the projects within the organization.

The project initiation practice with in the organization is rated at a high level where the activities under this process group are rated at high.

The project planning practice within the organization is rated at a moderate level where activities such as The requirements needed for the project are collected and the scope of the project is defined thoroughly, a work breakdown structure (WBS) is created, preparation of communication plan for all related parties in the project is being performed at a high level. In contrast, The project activities defined are sequenced, there activity duration is estimated and

their schedule is developed & documented (by using critical path method or any other method),

is rated at a moderate with low mean value. The project execution process group is rated at a high level where there was effective communication between project stakeholders and project progress was reviewed frequently, the project team is developed and managed, the risks encountered are dealt with and treated according to the risk response plan are practices with a moderate value execution practice.

The monitor and control practice are rated at a moderate level where the monitoring activities are implemented to a better extent than the controlling activities. The above finding showed that the project control practice is not prioritized within the organization.

The project closure practice is rated at a moderate level where the implementation of the two activities under this process group is good. Moreover, the result showed that the organization have a great documentation and lesson learned dissemination behaviour.

Generally, the overall assessment of the practice within Goal Ethiopia Addis Ababa head office and Debre Berhan district resulted in a moderate level of score on the defined scale.

5.3. CONCLUSION

The principal objective of the study was to assess the project management practice in Goal Ethiopia based on the five process groups defined. The study used both quantitative and qualitative methods by obtaining data from the field using a questionnaire and semi-structured interview and carrying out a comprehensive review of the relevant literature.

The assessment of the project management practice in Goal Ethiopia Addis Ababa head office and Debre Berhan district revealed that the initiation and execution are practiced at high level which is appreciated. The other practices which are project planning, monitor and control, and execution practices are practiced at a moderate level.

Accordingly, the level of project initiation practice and project execution practice found to be higher than the other process groups in the organization. Also, the planning, monitor and control practice, and project closing are found at moderate level, while the project closing process group has the lowest percentage in the aggregate results.

Generally, the study discovered that the level of project management practice in Goal Ethiopia Addis Ababa head office and Debre Berhan district in terms of performing the activities under each process group to be high and moderate. Also, the result of this research and information obtained from the literature reviewed showed that there is a gap within the project management practices of Goal Ethiopia. So, to fill the gaps within the practice, the

researcher recommends that activities related to Sequence of project activities, estimation of activity duration and development of their schedule, Effective management & integrated control of changes, Evaluation of the project and determining the level of achievement of the objectives are to be given more considerable attention during the implementation of projects within the organization.

5.4. RECOMMENDATIONS

In order to improve the project management practice within Goal Ethiopia, the following possible recommendations are provided by the researcher:

As a Non governmental organization,

1. If project activities are defined but not sequenced in project planning activities the following activities are recommended by the researcher.

- ✓ Reviewing the project plan which Starts by reviewing the project plan and identifying any missing or incomplete information, then Identify the dependencies between each of the activities. This will help the organization to determine which activities need to be completed before others can begin, the next step is creating a network diagram that shows the sequence of activities and their dependencies and this will help an organization to visualize the flow of work and identify any gaps or overlaps in the project plan, establishing a critical path by identifying the sequence of activities that must be completed on time in order for the project to be completed on schedule takes the next step then Re-sequence activities take place to ensure that they are properly sequenced in the project plan. Updating the project plan to reflect the new sequence of activities and ensure that all stakeholders are aware of any changes and Monitor progress regularly to ensure that activities are being completed on time and in the correct sequence are the last activities to be done. If there are any delays or issues, take corrective action as needed to keep the project on track.

2. If there is lack of effective management and integrated control of changes that arise during the implementation of the project, it can lead to project delays, cost overruns, and ultimately project failure. To address this situation, the following recommendations are made by the researcher:

- ✓ Develop a formal change management process that outlines how changes will be requested, evaluated, approved, and implemented. This process should include roles and responsibilities, timelines, and communication protocols., Assign a change control team that is responsible for reviewing change requests, assessing their impact on the project,

and making recommendations for approval or rejection., Define clear criteria for approving changes, such as the impact on the project schedule, budget, scope, and quality. This will ensure that changes are evaluated objectively and consistently., Communicate approved changes to all stakeholders, including team members, sponsors, and customers. Ensure that everyone understands the impact of the changes on the project and their roles and responsibilities in implementing them., Monitor the implementation of approved changes and report on their status regularly. This will help to ensure that changes are being implemented correctly and that their impact on the project is being tracked., Incorporate lessons learned from change management into future projects to improve the process and avoid similar issues in the future.

By implementing these recommendations, the project team can effectively manage and control changes that arise during project implementation, resulting in a more successful project outcome.

3. If evaluation of the project and determining the level of achievement of the objectives of the project and its success and lessons learned is low in an organization, the following recommendations are given by the researcher

- ✓ Establishing clear evaluation criteria at the outset of the project to ensure that everyone understands what success looks like and what metrics will be used to measure it., Monitoring project progress regularly and track performance against the established evaluation criteria. This will help identify any issues early on and allow for corrective action to be taken., Conducting regular reviews with stakeholders to assess progress, identify areas for improvement, and determine whether the project is meeting its objectives., Use data to inform decisions about the project, including performance metrics, customer feedback, and other relevant data points., Incorporate lessons learned from previous projects into future projects to improve performance and avoid repeating mistakes., Foster a culture of continuous improvement within the organization by encouraging feedback, promoting open communication, and rewarding innovation and creativity.

By implementing these recommendations, the organization can improve its ability to evaluate project performance, determine the level of achievement of project objectives, and learn from past experiences to improve future projects.

5.5. SUGGESTION FOR FUTURE STUDIES

While this research was able to offer additional insight into project management practices in Goal Ethiopia, other perspectives could be explored by further research works.

The researcher recommends for future research to include different aspects of project management like knowledge areas. Besides, further studies could be done to search and solve gaps within the current project management standard and practice adopted by Goal Ethiopia. Moreover, more extensive research can be conducted in detail by including various parties within the Ethiopia non governmental organizations as a whole to solve the project management problem.

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DEBRE BERHAN UNIVERSITY
SCHOOL OF POST GRADUATE
MASTERS OF PROJECT MANAGEMENT
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

Dear Respected project managers and team members:

This questionnaire is conducted to collect data for research on Assessment on Project management practices in non governmental organizations In the Case of Goal Ethiopia. The information is going to be used as primary data for this research believing that your genuine responses will contribute vastly to the quality of the findings of this study. The researcher would like to ask you to kindly complete this questionnaire, as truthfully as possible, and the responses you provide will be kept confidential and will be used only for the study under consideration.

Thank you in advance for taking part in this endeavor.

Kind Regards

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Direction

No need of writing your name.

Put the "X" mark on your choice.

If you cannot get any satisfying choice among the given alternatives, you can write your answer, in the space provided for the option;

For the open-ended items, give brief answers in the space provided.

Part I: Demographic characteristics and general background of the respondents

1. Sex:

Male------ Female------

2. Age: Below 30------ 31-40------ 41-50------ Above 50------

3. Educational Level:

PHD ------ MA/MSc------ BA/BSc------ Diploma------ High School completed------ if other, please specify

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

5. Position in the organization:

Project Coordinator------ Project manager------ Project Member------

Project support------

6. If other, please specify

7. Years of Experience:

3-5 years------ 5-10 years------ 11-15 years------ More than 15 years------

8. Have you ever had project management training or education?

Yes------ No ------

If your answer to the question number (7) is yes, what is the duration of the training or education(In years)?

Part II. General Issues

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

Yes------ No ------

2. Which of the following do you think are major challenges to the Projects in your organization? (You can choose more than one)

Internal

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

External

Organizational culture------ Government------ Environment ------

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

Yes ------ No ------

4. If your answer to question number (3) is yes, how often?

Monthly ----------

Quarterly ----------

Semi-annually ----------

Yearly ----------

Once ----------

5. What do you think is your organization's project management practice in terms of project success?

Very successful ----------

Successful ----------

Fairly Successful ----------

Not Successful ----------

Part III: Questions related to the five process groups of Project Management (Initiation, Planning, Execution, Monitor & Control, and Closure) according to the PMBOK and ISO 21500 (guidance on project management) Based on your experience of project management in your organization, please respond to what extents do you think the following factors listed under each project management process groups are being practiced in your organization.

Direction: - 5) Strongly agree 4) Agree 3) Neutral 2) Disagree 1) Strongly disagree

No.	1. **Project Initiation**	5	4	3	2	1
1.	There is appropriate preparation of the "Project Charter" which describes the scope, objectives, time,budget, and risks.					
2.	Every stakeholder that affects the project is identified					
2. **Project planning indicator**		5	4	3	2	1
1.	There were preparations of a detailed project plan that describe how to implement the project.					
2.	The requirements needed for the project are collected and the scope of the project is defined thoroughly					
3.	All the activities of the project are defined and documented					
4.	By using the above-defined activities a work break down structure (WBS) is created					
5.	A clear project organization is defined as showing how the project will be organized					
6.	The resource needed for the project is estimated (the team resource, the bill of quantity is developed)					
7.	The project activities defined are sequenced, their activity duration is estimated and their schedule is developed &documented (by using the critical path method or any method)					

8.	The total cost needed to perform the project work is estimated and a project budget is developed that will help determine the cost baseline against which project performance can be monitored and controlled.					
9.	The risks that will affect the project are identified, then assessed and an appropriate risk response plan highlighting how to respond when the risk occurs is prepared for the project.					
10.	The quality targets for the project are identified. The quality plan is developed to monitor the quality of the outputs and to identify actions that will be used to achieve the required quality.					
11.	The procurement plan is prepared appropriately and also a clear term of references is prepared for tendering documents.					
12.	There was appropriate preparation of a communication plan for all related parties in the project.					

3. Project Execution						
No.	indicator	5	4	3	2	1
1.	The project work is directed and effectively managed according to the project management plan					
2.	There was effective communication between project stakeholders and project progress was reviewed frequently					
3.	The resources needed for the project are acquired and managed accordingly					
4.	The project team is developed and managed					
5.	The risks encountered are dealt with and treated according to the risk response plan.					
6.	The procurement is conducted and effective management of the bidding process					

4. Project Monitoring & Controlling						
No.	indicator	5	4	3	2	1
1.	There is effective management&integrated control of changes that arise during the implementation of the project.					
2.	Controlling changes and also the scope so that the project is completed within the defined scope.					
3.	There is Effective Control of the project resources					
4.	Effective controlling the project schedule so that it does not exceed the time constraint					
5.	There is Appropriate control of project costs so that it does not exceed the cost constraint					
6.	There is Monitoring for documented risks and new risks					
7.	performing quality control so that it does not become below the stated quality targets					
8.	Administer the procurements according to the contracts					
9.	There is Monitoring and controlling of the Communication					

5. Project Closure						
No.	indicator	5	4	3	2	1
1.	Evaluation of the project and determining the level of achievement of the objectives of the project and its success and lessons learned.					
2.	Proper dissemination of the lessons learned from the projects and documentation and archival of all documentation for projects after their completion.					

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This interview is conducted to collect data for research on: Assessment on Project management practices in non governmental organizations. In the Case of Goal Ethiopia. The information is going to be used as primary data for this research. Therefore, your response and participation in the interview will be extremely valuable for the study. Please note that the confidentiality of your response is secured and used only for the purpose of this study. Thank you in advance for your voluntary participation.

Kind Regards

Yeshihareg Wendimhunegn

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1. Were the project requirements (scope), constraints and specific schedule dates clearly identified and communicated to all stakeholders?

2. Did the project take longer than planned?

3. Do roles and responsibilities, clearly communicated to all team and stakeholders?

If not, how did you manage it? _____

4. How are the project success rates in your organization?

6. While closing a project do you document lesson learned and use them for planning other projects?

7. Did you notice early warning signs of problems that occurred in the project, and did you respond in time?

8. Were the deliverable's schedule, budget, and quality monitored closely throughout the project's life-cycle? And how?

9. In your opinion, what areas of project management do your organization needs to improve?

10. Did the project's final deliverable's satisfy the needs or requirements of all stakeholders?

11. What are the major challenges you encounter while implementing projects?

12. In your opinion, what areas of project management do your organization need to improve?