ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
SCHOOL OF BUSINESS

PROJECT MANAGEMENT PRACTICES AND CHALLENGES OF FOREVER FAMILY PROJECT, SELAMTA FAMILY PROGRAM

BY

YANET WONDIMU

JUNE 2023

ADDIS ABABA, ETHIOPIA

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A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES, IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF PROJECT MANAGEMENT

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Dr. Misganaw Solomon. All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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St. Mary's University, Addis Ababa **June 2023**

Certificate

This thesis has been submitted to St. Mary‘s University, School of Graduate Studies for examination with my approval as a university advisor.

Advisor Signature

St. Mary’s University, Addis Ababa June, 2023

ACKNOWLEDGMENT

First and foremost, praise and respect to almighty GOD with his mom St, MARY for all theirblessings. Next, I would like to acknowledge and give my warmest thanks to my research advisor Dr. Misganaw Solomon for his expertise, patient guidance, follow-up, and motivation. His ongoing mentorship made this research paper work. I would also like to extend my deep gratitude to my sister and the entire SFP team for their voluntary and honest cooperation while collecting data. Finally, I am extremely gratefulto my extended family my mom, uncle, aunties, and all others for their prayers, love, and care. I would also like to give my heartfelt gratitude and love to my beloved husband ziyee for his holistic support at every step.

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ACRONYMS

ANC	Antenatal Care
BCR	Benefit Cost Return
BOF	Bureau of Finance
CHSCCP	Community Health Systems Catalog Country Profile
CSA	Civil Society Agency
DBE	Developmental Bank of ETHIOPIA
EDQR	Ethiopian Data Quality Review
EPHI	Ethiopian Public Health Institution
ERCS	Ethiopian Residence Charities/Societies
EUHP	European Union Health Program
FMOH	Federal Ministry Of Health
FC	Foreign currency
HEEC	Health Extension and Education Center
HEP	Health Extension Program
HEWS	Health Extension Workers
HIV	Human immunoDeficiency Virus
HSDP	Health Sector Development Program
IRR	Internal Rate of Return
MA	Master of Art
MSC	Master of Science
PBP	Payback Period
PMBO	Project Management Book of Knowledge
PMDPro	Project Management for Development Professionals
SFP	Selamta Family Project
SPSS	Statistical Package For Social Science
SPSS	Statistical Packages for Social Science
WCA	Women and Children Affairs Bureau
WHO	World Health Organization

Abstract

The current study sought to describe the project management practices and the general challenges while practicing project management of a selected NGO called Selamta Family Program. Though there are three ongoing projects under this program, the Forever Family project is the specific project selected for the study for its longevity and accessibility. The study used a mixed research approach and primary data sources were obtained through questionnaires, interviews, and document reviews. A total of 21 respondents were selected using purposive sampling technique and the selected participants for the survey questionnaire have all responded. And a total of 5 respondents at the top management level that participated in the survey questionnaire were also selected for the interview. The survey data obtained through Google Forms was logged into SPSS and analyzed using descriptive statistics that include frequency distribution, percentages, and measures of central tendencies (mean), and standard deviation. On the other hand, the interview responses were narrated based on the results of the quantitative survey for elaboration. The study findings indicated the majority of the project management knowledge areas like project integration, time, cost, quality, and stakeholder management areas are practiced at full scale with higher mean results and supportive qualitative results. Project communication and HR management had also positive quantitative results but the qualitative outcomes and the researcher's judgment indicated that the two areas of project management were not practiced at full scale. In addition, both the quantitative and qualitative outcomes implied that project procurement management is practiced on an average level. On the other hand, with low mean result and supportive qualitative analysis the research found out risk management and scope management practices were not implemented at all. Regarding project management challenges, low project management knowledge is indicated within the team and project management technical skills and the level of attention given to the technical practices are challenging the project at moderate level. Finally, the study suggested that the project management team provide or set up an ongoing training on technical components of project management to increase the level of practices of communication, HR, and procurement management and start implementing scope and risk management processes as well.

Key words: NGOs, project management practices, project management knowledge areas

CHAPTER ONE

INTRODUCTION

1.1 Background of the problem

Project success has been the main concern of project management literature for the past few decades (Prabhakar, 2009). Since, the overall purpose of management is to plan, organize and manage resources to bring successful project outcomes,it is becoming clear that effective project management practice is the only means that leads to better project work performance and success (PM4NGOs, 2013).

According to the CHAOS report (2015), the percentage of unqualified project successes worldwide was 32%, total project failures were 24%, and the remaining 44% of projects were completed but challenged by cost overruns, calendar delays, or failed to deliver all the project products or services. Recent evidence also showed 64% of international developmental projects fail to achieve their intended goals because of mismanagement & lack of coordination (Love, Grove, Gebre, Lee &Kumar, 2018).

Our country Ethiopia has registered rapid economic growth yearly. In 2017, 2018 and 2021 fiscal years IMF reported Ethiopia has registered 7.5%, 10.5% and 5.6% GDP growth respectively. Different industrial, agricultural, and service-giving projects are the grounds for the mentioned economic growth. The country also receives a significant amount of aid each year from donors like the United States, United Kingdom, World Bank, and European Union on behalf of such projects (USAID, 2019). On the other hand Development Bank of Ethiopia (DBE) reported many projects that entered the market failed. According to the 2017/18 fiscal year Annual Progress Report of DBE, the numbers of successfully operating projects by the year 2017/18 were only 31%. Poor project planning, lack of accountability, less stakeholder involvement, lack of proper communication, and poor risk management strategies were some of the challenges that the projects have faced.In this regard, plenty of organizations either humanitarian or business is switching their systems to project-based layouts related to their institutional mission (Meredith & Mantel 2018). But some organizations might not have the

capability to carry out all their actions through project-based approaches but they implement elements of project management in different phases of their work (Nahm& Bakken, 2020).

Non-governmental organizations (NGOs) have been considered as one of the sectors where this project management discipline is implemented most. Andrew, Jasper & Peter (2018)indicated there are no more than 53 NGO networks in Ethiopia that execute projects from diversified international development projects to simple local projects . And even the existing NGOs are mainly involved in implementing government policies rather than setting their own plan and objective. The study found that the 2009 proclamation, which explicitly restricts the role of Ethiopian Residence Charities/Societies (ERCS) and Foreign Charities (FC) , hampered the NGOs to actively formulate and follow their own agenda (Andrew, Jasper & Peter, 2018).

Though there is an expanding theoretical suggestion on the knowledge areas and tools and techniques of project management in NGOs, little has been said about the practical application of PM knowledge in NGOs and their impact on each project performance. No general information found up to my knowledge that generally states the success and failure of NGO projects concerning their project management practices. But different studies at different times mentioned that most of the tools and techniques adopted by project managers are often used in project designing, planning, and monitoring phases despite their variation in use. Some PM tools like logical framework and progress report are tools which are frequently adopted. However advanced level tools and techniques that help in the initiation phase such as collection of Stakeholders requirements and defining project scope as well as tools for scheduling like project charter, work breakdown structure (WBS), and critical path method appear to be either neglected or there is a significant variation in their application across the NGOs (Addissu,2018) (Bethlehem,2020) (Nathanael, 2019) & (Amanuel,2021).

By the same scenario, there were complaints related to poor practices of project management like lack of clear planning, budget and time overrun, uneven manpower distribution, and significant variation in activity performance of different departments in the Selamta family program (the selected organization for the study) . However, no further assessments were done either internally or externally to assure if the complaints raised really existed and what are the causes behind them. The current study looks into the extent of project management practice in

Forever Family Project under Selamta Family Program based on the Ten project management knowledge areas and the general challenges behind the practice of project management as well.

1.2 Statement of the problem

International funding institutions and ministries of developing countries reported serious problems in their project management systems. Most of the complaints are directly or indirectly related to project planning and resource management (Rondinelli, 2016). A wide range of challenges such as an unstable economy, lack of transparency and clear information, and corruption are also leading causes of project failure in developing countries (Othman and Ahmed, 2013; Perera & Nicholas, 2016). Lack of formal education on project management by project supervisors also results in not well-visualized and well-conceived projects (Azadeh, Chang, Anna, Ashkanasy, Peter & Roxanne, 2016). Furthermore, developing countries have been forced to follow the guidelines of developed countries that don't fit their specific agenda. These and others are considered to be some of the main reasons for project failure in developing countries. And the ones completed faced challenges like exceeding the planned time and budget as well as missing the intended benefits (Sparkling, Mollaoglu & Kirca (2017).

Findings from analysis of 43 projects done in Ethiopia identified that the main factors that affect project performance are human management, technical and organizational factors and it reveals knowledge areas like project risk, scope, quality management as well as HR and integration management are poorly handled starting from the planning process (Tekalign, 2018).

Based on the 2020 and 2021 annual budget/ activity reports and hearsays of employees of Selamta Family Program, problems like lack of clear planning and reports,delayed budget, time over-run, low manpower, were some of the problems mentioned. But so far there is no clear assessment done if project departments are performing their activities based on project management knowledge areas and the level of practices.

The current study explores each department's project management practice based on the basic project management knowledge areas to identify which knowledge areas are practiced most and which are not. It also examines the challenges behind less or improper utilization of project management knowledge areas. This study is tangible evidence for the organization on the level

of practice of project management knowledge. In addition,The study would help the SFP team and the management to understand how their operation on project management knowledge areas impact the performance of the projects to keep up the good work and find solutions for the identified problems. The insights to be obtained from the study might allow stakeholders to create policies and practices that effectively support project success across such care settings.

1.3 Research questions

The research answers the following questions:

- What is the nature of PM practices in the Forever Family Project under Selamta Family Program based on PM knowledge areas?
- What are the challenges of project management practices of Forever Family Project under Selamta Family Program?
- Which components of the Forever Family Project need improvement based on the PM knowledge areas?

1.4 Objectives of the study

1.4.1 General objective

The general objective of this research is to assess the project management practices and challenges of Forever Family Project under Selamta Family Program.

1.4.2 Specific objectives

The research has the following specific objectives:

- To examine the nature of the practice of PM in Forever Family Project under Selamta Family Program based on PM knowledge areas.
- To identify the challenges faced in practices of project management of Forever Family Project under Selamta Family Program.
- To identify which components of the Forever Family Project needs improvement based on the project management body of knowledge.

1.5 Significance of the study

The findings of the study would assist the management of Selamta Family Program by providing insight to project management practices and the challenges behind practicing it. The study would be of significance to each department member to improve the success of the project by achieving their specific goals as well as the organization's within the planned time, budget, and quality. The intended beneficiaries of the project would also benefit from the study if the recommended knowledge areas get the chance of implementation. Through the assessment, analysis, and recommendations of the existing practice of project management of the NGO, similar organizations might learn and assess their own trends of management practices to improve their level of practice. This study shall also be useful as an input for further research on the area of project management practices in NGOs and other sectors as well. The conceptual, theoretical, and analytical frameworks and the methodological approaches including instruments of data collection and methods of data analysis employed in this study may serve as stepping stones for similar studies. Overall knowledge gained from this study might provide stakeholders with an insight to effectively support the orphan and vulnerable children(OVC) across a variety of care settings such as the Selamta Family Program.

1.6 Scope of the study

This study has tried to assess the project management practices and challenges of Forever Family Project. The paper has assessed only how the project management knowledge areas implemented on the organization the challenges behind project management practice. The study will not cover the practices such as project maturity level, project management process and also the performance improvement and also it doesn’t consider how the practices affect the outcome of the project.

1.7 Limitation of the study

No matter how well it is structured or constructed, some limitations are expected from every research. The following are some of the limitations that affect the outcome of the current research. Though other references are taken in to consideration the current study mainly depend on the 10 PM knowledge areas while constructing the questionnaire and analyzing the practices

which might limit the scope of analysis. On the other hand, b/c of the size of the project the study included only 22 participants while collecting data which is considered as a small number. The researcher tried to include all the indicated workers by probability sampling with 100% response rate. The other limitation would be though the researcher planned to review documents of the project as primary data, failing to do so might affect the quality of the outcome.

1.8 Organization of the paper

This study has five chapters. The first chapter includes the introductory part with the background of the study, a background of the project, statement of the problem, research objective, research questions, and significance of the study, limitation of the study, and scope and delimitations of the study. Chapter two is composed of the review of various books and journal articles to base the study on existing literature. This chapter discusses relevant issues to build an understanding of the subject matter. Chapter three contains the details of the research methodology to gather and analyze data from which findings are drawn. Chapter four contains the analysis of the data the last chapter will discuss the summary, conclusion, and recommendation. The references, questionnaire, other documents will be in the appendix section.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

The previous chapter focused on introducing the basic points of the study and elaborating them on the background part of the study. It has also described the scope of the problem and the rationale of the study, outlining why it was significant to carry out this study. This chapter aims to analyze what has been documented about basic knowledge areas of project management and practices of project management in the case of NGOs. The chapter presents conceptual, theoretical, and empirical reviews related to the topic. The first part discusses central concepts of the study like the meanings of project and project management, project management practice in NGOs, and project management basic knowledge areas and processes. It then explores recent relevant studies related to the basic research objectives and discusses their consistencies and gaps. It ends with the conceptual framework and summary of the key concepts used to frame the proposed research questions.

2.1 Theoretical review

2.1.1 Project definition

Scholars gave a variety of definitions to a project upon their concern of profession. Harvey defined a project as a group of tasks performed in a definable period to meet a specific set of objectives (Harvey, 2002). A project has been also defined as "A complex, non-routine, one-time effort limited by time, budget, resources, and performance specifications designed to meet customer needs (Gray, 2020). A project is also regarded as a business case that indicates the benefits and risks of the venture, demonstrating a unique set of deliverables, with a finite life-span, by using identified resources with identified responsibilities (Bradley, 2002).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 upon its specification. A project has been defined in PMDPro (2013) guideline as an organized endeavor that accomplishes a specified non-routine and low-volume task. The common definition for a project is "A temporary endeavor undertaken to create a unique product, service or result" (PMBOK, 2021).

A unique product of a project refers to the key characteristics of the results. Though, it might have similar elements, processes, and results with other similar projects. It means the individual, location, design, environment, people involved, and the overall situation is unique to the given individual project. The temporary nature of a project indicates a project has a specific beginning and end. The end can be when the objective is achieved or cannot be met or terminated because of a variety of reasons. But the deliverables of a project might last for years and centuries (PMI, 2017).

There are many ways to classify a project. Based on the location and scope of a project it can be classified as a national development project or a rural or urban development project. Based on the resources it can be classified as a national development project or a rural /urban development project. Based on resources it can be infrastructural, production, service, or mobilization projects. Based on size and scale it can be classified as normal, crash, or disaster projects. Based on ownership it can be a governmental, nongovernmental, or joint venture project. Similar to these, projects might have numerous categories accordingly (Mishra & Tarun, 2021). Similarly, Projects in NGOs vary with each other depending on their objectives. Social Empowerment, infrastructure improvement, service development, and environmental conservation programs are some of the initiatives that NGOs take responsibility for. They might also participate in political issues indirectly with the permission of the host country (PMDPro, 2013).

2.1.2 Project life cycle

The life cycle of a project consists of phases that connect the beginning of a project with its end to provide better management control through appropriate links to the ongoing operation of performing organizations (Adrienne, 2019). Every project goes through a serious set of activities or phases starting from initiation to completion. A standard project typically has four major phases called initiation, planning, implementation, and closure. Altogether, these phases represent the path a project takes and identify the logical sequence of activities that accomplish the project's goals or objectives from the beginning to its end (Adrienne, 2019). The exact sequence of project life cycle diagrams can vary considerably between industries and organizations. Different organizations have project life cycles that are represented by different

designs which might be in circular models, linear models, or modified spiral models though their overall objectives are the same (PM4NGO,2020). Project cycles can also be classified as predictive, iterative, incremental, adaptive, or hybrid based on their time frame determination (PMI, 2017). PMBOK (2017) guidelines also stated any standard project has 4 phases. These are initiation phase, planning phase, execution (implementation) phase and closing phase. Similar to other projects in the context of ID projects, a project goes through several progressive phases that lead from the identification of needs and objectives, through the planning and implementation of activities (Golini, Kalchschmidt & Landoni, 2015). PMDPro (2013) subscribed to its own six-step project phase model for development projects. These are Project Identification and Design phase, project set up phase, Project Planning phase, Project Implementation phase, Project Monitoring, Evaluation and Control phase, and End of Project Transition phase. The PMD Pro guide line splits the initiation phase into two. The first one is the project identification and design phase where the scope and objectives of a project is defined, stakeholders are identified and the project's charter is developed. Next, the project set up phase proceeds where specific objectives and the project charter are agreed upon.

Fig 2.1 Phases of standard project management by (PMBOK , 2017)

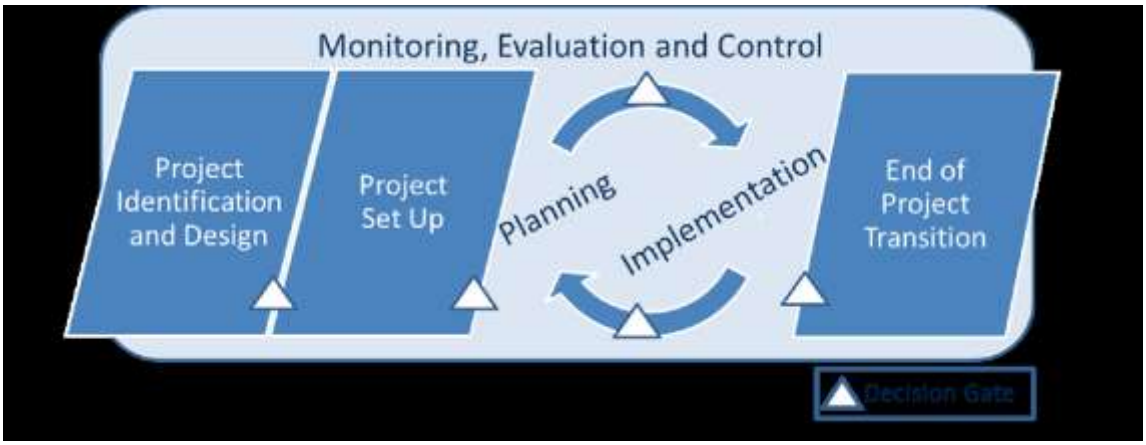

Fig 2.2. The PMD Pro project phase model (PMDPro, 2013)

2.1.3 Project management (PM)

Implementation of every project needs a well-planned and outlined set of practices that fulfill the requirements of a project. This is done through the integration and performance of people and resources in line with the plan which is known as project management (Waysoki, 2018). Project management is a science that applies different knowledge, skills, and techniques to a project to achieve the required objectives considering the different contexts and cultures of each project (PMI, 2017). Similarly, PM4DEV(2020) defines project management as "a process of leading a team of capable people in planning and implementing a series of related activities that need to be accomplished on a specific date with a limited budget". Because of its nature, coordinating all these activities requires a process approach. From the stakeholder's point of view, it can also be described as a well-structured approach that meets participant stakeholder needs and uses them as a resource (Waysocki, 2014). A project that follows a proper project management system would be benefited by accomplishing the given activities according to the planned time, scope, cost, and quality. In Addition, the effects of unfortunate issues like personnel turnover, redundant reporting, and unforeseen problems decrease significantly (PMI, 2017).

Practices of project management vary from project to project despite its universal nature. Different projects use different tools and techniques based on their specific objectives. Even projects of the same organization use different approaches for different projects (Khorsand, Kormos, MacDonald & Crawford, 2015). International Development (ID) projects carried out by

Non-Governmental Organizations (NGOs) use specific methodologies because of their peculiar character. To include these peculiarities in PM practices, some PM guidelines have been created for NGOs managing ID projects. The two best-known guidelines are PMD Pro (developed by PM4NGO) and PM4DEV. These guidelines are well known among practitioners and are considered a good alternative to or integration of the standard methodologies (e.g., PMBOK by PMI or IPMA competence baseline) However, a comparison among these methodologies Golini and Landoni (2015) shows that tools are very similar and that ID projects can benefit from the practices developed in business environments, and vice versa. For instance, their comparison indicated that all tools included in the PMBOK® Guide are also present in the other two guidelines PM4DEV and PMDPro except for the Logical Framework and tree analyses (problem tree, objective tree, and alternative tree). Furthermore, these authors highlight that the project life cycles and the main PM processes are very similar (Golini & Landoni ,2015)

2.1.4. Project management processes

According to PMBOK 2017, Knowledge Areas and Process Groups are the two main categories in the area of Project management that are considered as a backbone. Process Groups are methods through which one executes the processes required to do the project management. The application and integration of these rationally organized sets of project management processes makes the project objectives pragmatic. Since every project is unique in its own manner the process groups must be used accordingly to fit the project. All processes are linked to the outputs they produce. The outputs of an individual process can be either input to another process or become a deliverable of the project phase. Adjustments in one process group might affect the other one also. The five project process groups which are identified by (PMI, 2017) are explained as follows.

- **Initiating process group**: - This process aims to define a new project or the new phase of the existing project after getting authorization to start. Activities like setting clear phases of the activity, initiating the participating team members, allocating the budget, and choosing stakeholders are some of the activities that are performed in this process.
- **Planning process group:**- This process is responsible for limiting the scope of the project, refining the objective that the project aims to achieve, and defining the actions towards achieving those objectives.

- **Executing process group**:-In this process different activities related to integrating and coordinating people and resources are executed based on the project plan.
- **Monitoring and controlling process group**:-as its name implies this process performs activities related to following up, reviewing, and regulating the progress of the project. Following the plan, it also rules out areas that require a change of plans and initiates the required changes or improvements on the project management plan.
- **Closing process group**:-This process group makes sure that all tasks are completed in each process group then formally closes the phase, the project, or the contract.

2.1.5 Practices of project management

Hence, every project is unique with its own objectives, context, resources, relationships, and challenges there would be no single road map towards managing projects. Successful project management demands that all project teams comprehensively and actively apply a diverse set of project management disciplines. These project management disciplines are mentioned in different manners in different guidelines .The PMBOK guide lines state these disciplines as standard project management knowledge areas. The knowledge areas represent a complete set of concepts, terms, and activities that make up and bring a generic standard to project management. The PMBOK guideline clearly stated there are ten knowledge areas of project management and similarly, PM4DEV guide line stated developmental projects use nine management processes that are designed to manage different elements of a project. The primary knowledge areas are project scope management, project cost management, project quality management, and project schedule management .They are considered foundations for knowledge areas because they are the major parts that guide the objectives of the project (PMBOK, 2017& PM4DEV, 2020). PM4DEV name these four management areas enabling processes whereas the other five knowledge areas i.e. project resource management, project communication management, project risk management, project procurement management, and project stakeholder management are identified as facilitating processes, because they are used as routes to achieve project objectives. These nine processes are coordinated by proper integration management which is mainly performed by the project manager. Project integration management is also considered a comprehensive knowledge area that influences and can be influenced by all project management knowledge areas (PMBOK 2017). On the other hand, PMD Pro guideline (2013) line identified

six project management disciplines that are especially important when managing projects in the development sector. These are scope management, time management, project resource management, risk management,Project justification management, and project stakeholder management. The Requirements of each process depends entirely on the size, complexity and risk of the project. Large and highly complex projects might require specialized resources to manage each process making the role of the project manager as the coordination of these processes. Smaller and less complex projects may not even need all the nine processes. All project management disciplines mentioned in different literatures and guidelines are explained below providing details on the tools and mechanisms that are especially helpful when managing each discipline.

2.1.5.1project integration management

According to PMBOK (2017), Project Integration Management includes all the processes and activities to identify, define, combine, unify, and coordinate the numerous processes and project management activities within the Project Management Process Groups. Project Integration Management incorporates optimization amongst and choosing between Resource Allocation, Balancing Competing Demands, and Examining. Specific guidelines PMDPro1 and PM4DEV do not explain any further about project integration management but the PMBOK guidelines give the following detailed steps of integration management.

- ***Developing Project Charter:***

Project charter is a document that officially authorizes the existence of a project and grants the project manager the official power to mobilize all the resources of the organization to the predefined project activities. Project charter primarily creates a direct link between the project and the organization's strategic objectives, introduces how to keep project records, and demonstrates an organizational commitment to the project (PMI, 2017).

- ***Developing Project Management Plan:***

This is the process of defining, preparing, and coordinating all plan components and consolidating them into one integrated project management plan. The primary purpose of this process is the development of one comprehensive document that outlines the foundation for all the project work and the necessary steps for performing the work (PMI, 2017).One basic tool on project designing and planning phase is Logical framework (LF). LF was developed in 1969 by Fry Associates and Practical Concepts by the United States Agency for International Development (Solem, 1987).The Logical Framework Approach is a set of interlocking concepts which must be used together in a dynamic fashion to develop a well-designed, objectively-described and evaluable project. Logical Framework Approach allows a step-by-step conceptualization of important project elements. Good use of the concepts facilitates clearer communication among all parties to the project design. Results of the process of using the Logical Framework concepts can be displayed in a four by four Matrix providing a one-page concise summary of major project elements like project's goals, purpose, inputs, and outputs with its sources of verification and assumptions and their relationships to each other. The objective of LF is to provide a brief picture of a project, which can be shared among the stakeholders and support the design, planning, management, and communication of the project (Golini, Corti, & Landoni, 2017)

- ***Directing and Managing Project Work:***

This is the process of leading and performing the work that is predetermined in the project management plan and implementing approved changes towards the realization of the project objectives. This process enables the comprehensive management of the project work and outcomes to ensure the success of the project.

- ***Managing Project Knowledge:***

This is the process of using existing knowledge and introducing relevant knowledge towards the realization of project objectives and to facilitate organizational learning. This is an important step in availing the knowledge created by the project and maintaining it to assist organizational

operations and future projects or phases. It highly influences the project deliverables (PMBOK 2017).

- ***Monitoring and Controlling Project Work:***

This process encompasses the tracking, reviewing, and reporting of the overall progress that was undertaken to meet the performance objectives that are predefined in the project management plan. This process helps stakeholders to understand the actual state of the project and enables them to recognize the various actions taken to address performance issues and enable them to visualize the future state of the project with cost and schedule forecasts (PMI, 2017).

- ***Performing an integrated change control:***

This is the process of reviewing all change requests, approving and managing changes. The main purpose of this process is that it allows for document changes within the project to be considered in an integrated manner while addressing overall project risk, which often arises from changes made without consideration of the overall project objectives or project plan (PMBOK 2017).

- ***Closing Project:*** This is the process of finalizing all activities for the project, phase, or contract. This process ensures that the planned work is completed, and organizational team resources are released to pursue new endeavors. (PMBOK 2017)

2.5.1.2 Project scope management

Scope is the way to describe the boundaries of the project. It defines what the project delivers or not delivers in clear terms .Ambiguity in scope leads to confusion among project stakeholders with regard to what to expect and what not to expect from the project. A clearly identified scope helps stakeholders share a common understanding of the benefits of the project and the work required to successfully deliver project outcomes and outputs (PM4ngo, 2020). Project Scope Management incorporates the processes involved in defining and controlling what is or is not required in the project to complete the project successfully (PMI, 2017). This process ensures that the project has identified goals and objectives that have been documented and each objective has a well-defined set of indicators to monitor their progress (PM4ngo, 2020).

- ***Planning Scope Management:***

It is the process of creating a scope management plan that documents how the project and product scope is defined, validated, and controlled. The key benefit of this process is that it provides guidance and direction on how the extent of the work can be managed throughout the project (PMBOK,2017). This process helps to manage any changes to the project which might alter the resources or schedule of the project. If this critical process is not well managed the project manager might deal with scope creep .which means when the project manager decides to take additional work from stakeholders without a corresponding increase in time or budget which is one of the leading causes for project failure (PM4ngo, 2020).

- ***Collecting Requirements:***

This is the process of defining, documenting, and managing stakeholder needs and requirements to meet objectives. Primarily this process provides the foundation for defining the project scope. (PMBOK,2017)

- ***Defining Scope:***

It is the process of developing a detailed description of the project and product. The primary purpose of this process is to describe the product, service, or result boundaries and acceptance criteria (PMBOK,2017). Errors in scope definition often result in unnecessary work being included in the project which results in errors to occur in budget and time estimates. These estimated failures can result in schedule slips and hence finally cost overruns (PMD Pro, 2013).

- ***Creating Work Breakdown Structure:***

WBS is a central tool of project managers in most sectors, it is relatively unknown in the development sector (PMDPro,2013). WBS Is the process of subdividing project deliverables and project work into smaller and more manageable components (PMI, 2017). Breaking the project down into a hierarchy of work tasks makes it easy to define the time and budget of the project. The primary purpose of this process is to provide a framework for what has to be delivered (PM4ngo, 2020). The WBS includes a level of comprehensiveness and detail that is often absent in the logical framework. There might be additional categories of work included in the WBS that

were not included in the logical framework. The WBS is intended to provide the level of specific detail that is often missing in the logical framework (PMDPro, 2013).

- ***Validating Scope***:

It is a process that is responsible to validate and honor the acceptance of project deliverables. This process increases the probability of the final product, service, or result acceptance by validating each deliverable. This process must be performed periodically throughout the project as needed (PMI, 2017)

- ***Controlling Scope:***

This is a process of controlling the status of the project and product scope every time and managing changes up on the scope baseline. The primary purpose of this process is that it enables maintaining the standard of the scope throughout the project (PMI, 2017).

2.5.1.3 Project schedule management

Delivering projects on time is one of the biggest challenges faced in project management. To successfully manage time, project managers require the ability to develop accurate schedules and to implement them through the life of the project (PMDPro, 2013). PMBOK (2017) stated project scheduling provides a definite plan that addresses how and when the project can convey and deliver the products, services, and outputs characterized in the project scope. It also helps as a tool for communicating and managing stakeholders' interests and as a baseline in performance reports. According to (PM4ngo, 2020) the project schedule is a communication tool that informs project stakeholders of the status of the project and gives the project team information in the form of graphs and charts as to when each activity must begin and end. PMBOK, 2017 and PMDPro 2013 identified the following processes;

- ***Planning Schedule Management:***

This is the process of outlining the specific policies, working procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule. This is important because it provides guidance and direction on how the project schedule is managed throughout the project.

- ***Defining activities**:*

This is the process of distinguishing and documenting the specific actions to be performed to produce the project outputs. Primarily this process enables breaking down the work packages into scheduled activities that provide a basis for estimating, scheduling, executing, monitoring, and controlling the whole project work.

- ***Sequencing Activities:***

This is the process of distinguishing and documenting the various relationships among the project activities. Primarily this process defines the logical sequence of the work to attain the optimal level of output against all project constraints (PMI, 2017). Starting from the WBS, the project team develops an activity list which comprehensively records all of the activities within the scope of the project or within the scope of a specific work package of the project. Next, the project team develops a network diagram which graphically represents the sequences, relationships and dependencies between the WBS's activities (PMDPro, 2013).

- ***Estimating Activity Durations:***

This is the process of determining the duration of time needed to complete individual activities with estimated resources. The primary purpose of this process is to specify the duration of time that each activity takes to complete (PMI, 2017). The critical path and the project float are the two basic terms mentioned in PMDPro (2013) guideline that determine the minimum amount of time required to complete project activities and the amount of time that a task in a project network diagram can be delayed without causing any delay to the project completion date respectively. According to (PM4ngo, 2020) The first step in schedule management is estimating the time each one of the activities identified in the WBS would take to be completed along with the relationships among the activities and the sequence they should follow. A network diagram is a tool used to graphically display the activity sequence and dependencies.

- ***Developing Schedule:***

This is the process of analyzing the sequence of activities, their durations, their resource requirements, and schedule constraints to create a schedule model for project execution and

monitoring and controlling. The primary purpose of this process is to come up with a schedule model with planned dates for completing project activities.

- ***Controlling Schedule***:

This is the process of supervising the status of the project to update the project schedule and manage any changes to the schedule baseline. The primary purpose of this process is to maintain the schedule baseline throughout the project. It is not uncommon that unpredictable events might occur and disrupt any project schedule but the monitoring and controlling techniques must compare the project baseline with the actual dates and use variance analysis to determine project progress. If the project is behind schedule then the project must determine the best options to bring the project back to schedule using methods such as making trade-offs to compress the schedule or fast tracking which involves doing more activities in parallel (PM4ngo, 2020).

2.5.1.4. Project cost management

According to PMBOK 2017, Project Cost Management includes all the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be delivered within the predetermined budget. It is primarily concerned with the cost of the resources needed to complete each project activity. PM4DEV (2020) also states risks in this area have the highest impact on the project, the organization, and the beneficiaries. Inadequate budget management can lead to misappropriations of funds, improper assignment of expenses, and losses that the organization may have to cover up using limited funds. PMBOK (2017) identified the following steps.

- ***Planning Cost Management***:

This process determines how the project costs are to be estimated, budgeted, managed, monitored, and controlled. This process primarily provides guidance and direction on how the project costs can be managed throughout the project.

- ***Estimating Costs:***

This is the process of establishing an approximation of the cost of resources needed to complete project work. This process determines the monetary resources required for the project.

Determining Budget:

This is the process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline. This process determines the cost baseline against which project performance can be monitored and controlled. One of the tools used during this process is using an activity-based budget, which is a closer approximation to the project's actual needs. It uses the Work Breakdown Structure (WBS) to estimate the value of each task or activity and then adds up the values until a total budget is achieved. With this technique, the project can determine the cost of each objective and the total cost of the project (PM4ngo, 2020)

- ***Controlling Costs:***

This is the process of monitoring the status of the project to update the project costs and managing changes to the cost baseline. This process ensures that the cost baseline is maintained throughout the project (PMBOK,2017). An important technique in budget management is the use of Earned Value Analysis (EVA). EVA is a tool that compares the planned and actual cost for each task that has been performed and compares the rate of progress on each task to what was scheduled in the project plan. This means that in order to conduct Earned Value Analysis the Project Manager needs a more complete set of data that combines elements of both the project budget and the project calendar (PMD Pro, 2013).

2.5.1.5. Project quality management

Quality management is the process that ensures if the project delivery satisfies the needs of the beneficiaries. Quality is defined as a commitment to deliver the project outputs and meet the expectations of the beneficiaries, which means that quality is ultimately defined by the beneficiary (PMDEV, 2020). Although quality measures and techniques are specific to the type of deliverables being produced by the project, Project Quality Management applies to all project

types regardless of their nature or that of their deliverables and addresses the management of the project and the deliverables of the project (PMI, 2017). PMDEV (2020) and PMBOK (2017) pointed to the following processes.

- ***Planning Quality Management:***

This is the process of identifying quality standards for the project and its deliverables, and documenting how the project can demonstrate fulfillment with quality requirements. This process provides guidance and direction on how quality can be managed and verified throughout the project (PMI, 2017).

- ***Managing Quality:***

This is the process of translating the quality management plan into executable quality activities that incorporate the organization's quality policies into the project which implies the execution of the quality plan (PMDEV 2020 & PMBOK 2017). This process includes quality audits performed by the project team during every project deliverable and reevaluating the quality standards and any assumptions made in the quality plan. In development projects Quality assurance focuses on prevention measures during the project implementation phase and checks to see that project staff, consultants, or project partners are following the quality standards. In certain conditions meeting quality standards could mean meeting legal and regulatory standards set by the local government or the donor agency (PMDEV, 2020).

- ***Quality control:***

This is the process of monitoring and recording results of executing the quality management activities to assess performance and ensure the project outputs are complete, correct, and meet predetermined specifications and customer expectations. The primary purpose of this process is to verify that all the project deliverables and the work meet the specified requirements by key stakeholders for final acceptance. The Quality Control process determines if the project outputs do what they were intended to do. Those outputs need to comply with all applicable standards, requirements, regulations, and specifications (PMI, 2017). Quality control outputs include a quality management plan, quality audit reports, and quality improvement records (PMDEV, 2020).

2.5.1.6 Project resource management

One of the most important and most challenging jobs of a Project Manager is to organize all the resources involved in a project effectively. The complexity of this task depends on the scope and nature of the project at hand. But in all cases, it is a critical factor behind success or failure (PMD Pro, 2013). Project Resource Management includes all the processes to identify, acquire, and manage the resources needed for the successful completion of the project. These processes help to ensure that the right resources are available to the project manager and the whole project team at the right time and place. In referring to resources there are Physical resources that include equipment, materials, facilities, and infrastructure and team resources or personnel which refer to the human resources. Human resources may have varied skill sets and be assigned on a full or part-time basis or may be added and removed from the project team as the project progresses (PMI, 2017). The following processes of resource management are identified by (PMBOK,2017 and PMD Pro, 2013)

- ***Planning Resource Management:***

This is the process of defining how to estimate, acquire, manage, and use the team and physical resources of the project. The primary purpose of this process is to establish the approach and level of management effort needed for managing project resources based on the type and complexity of the project.

- ***Estimating activity resources:***

This is the process of estimating team resources and the type and quantities of materials, equipment, and supplies necessary to perform project work. Primarily this process identifies the type, quantity, and characteristics of resources required to complete the project. This process is performed periodically throughout the project as needed.

- ***Acquiring Resources:***

This is the process of obtaining team members, facilities, equipment, materials, supplies, and other resources necessary to complete project work periodically. Primarily this process outlines and guides the selection of resources and their assignment to their respective activities.

- ***Developing Team:***

This is the process of improving competencies, team member interaction, and the overall team environment to enhance project performance. This process primarily results in improved teamwork, enhanced interpersonal skills, motivated employees and improved overall project performance. This process is preferred to be performed throughout the life of the project.

- ***Managing Team:***

This is the process of tracking team member performance, providing feedback, resolving issues, and managing team changes to optimize project performance. The primary purpose of this process is influencing team behavior, managing conflict and resolve issues.

- ***Control Resources:***

This is the process of ensuring that the physical resources assigned and allocated to the project are available as planned, as well as monitoring the planned versus actual utilization of resources and taking corrective action if necessary. This process is primarily intended to ensure that the assigned resources are available to the project at the right time and in the right place and are released when no longer needed.

2.5.1.7 Project communications management

Project Communications Management includes the processes necessary to ensure that the information needs of the project and its stakeholders are met through implementation of activities designed to achieve effective information exchange. Project Communications Management consists of two parts. The first step is developing a strategy to ensure communication is effective for stakeholders i.e. to define the information needs of the stakeholders, determine when they need it, how the information is distributed, and how to evaluate the relevance and effectiveness of the information. The second step is carrying out the activities necessary to implement the communication strategy. Communications describe the possible means by which the information can be sent or received, either through communication activities such as meetings and presentations or different electronic and social media platforms.

Communication is said to be effective when there is acceptance of the project's message by the receiving audience (PMBOK,2017 &PM4dev 2020).

- ***Planning Communications Management:*** This is the process of establishing an appropriate approach and plan for project communications activities based on the information needs of each stakeholder or group, available organizational assets, and the needs of the project. One type of report might not be used to inform all stakeholders, each has a different interest in the project and a different need for information. All required information is in different formats and mediums, and even the frequency of communications can be different. The main purpose of this process is a documented approach to effectively and efficiently engage stakeholders by presenting relevant information promptly (PMBOK, 2017&PM4dev 2020).
- ***Managing Communications:*** This process guarantees timely and appropriate collection, creation, distribution, storage, retrieval, management, monitoring, and the ultimate disposition of project information throughout the project. It is intended to set up an efficient and effective information flow between the project team and the stakeholders (PMI, 2017).
- ***Monitoring Communications:***

  This process controls if the information needs of the project and its stakeholders are met. The key benefit of this process is the optimal information flow as defined in the communications management plan and the stakeholder engagement plan (PMI, 2017).

2.5.1.8. Project risk management

All projects are risky since they are unique endeavors with varying degrees of complexity. Risk deals with the uncertainty of the events that could affect the project. Risks can lead to cost, scheduling, or performance issues and may create other types of adverse consequences for the organization. Organizations should choose to take project risk in a controlled and deliberate manner to create value while balancing risk and reward. Project Risk Management aims to identify and manage risks that are not tended to by the other project management processes. When unmanaged, some risks have the potential to make the project out of the plan and fail to achieve the defined objectives. The objectives of project risk management are to increase the

likelihood and/or impact of positive risks and to diminish the probability and/or impact of negative risks to optimize the chances of project success (PMBOK, 2017 & Doval, 2019).

- ***Planning risk management:***

This process describes how to conduct risk management activities for a project. The organization's risk management framework is reviewed and adapted to define the project risk management plan at project initiation. This process deals if the degree, type, and visibility of risk management are proportionate to both positive and negative risks as well as the importance of the project to the organization and other stakeholders. (PMBOK 2017 & Doval, 2019)

- ***Identifying Risks:***

Risk identification deals with finding all possible risks that may impact the project, and documenting their characteristics throughout the project. The project team members identify the potential risks using their own knowledge of the project, its environment, or from similar experiences of the past project. The tool for recording all the risks identified during the project is the risk register, which is stored in the central server of the project. The primary intent of this process is the documentation of existing individual project risks and the sources of overall project risk. It also brings together information so the project team can respond appropriately to the identified risks. (PMBOK 2017, PM4DEV 2020 & Doval 2019)

- ***Performing Qualitative and quantitative Risk Analysis:***

Qualitative risk analysis assesses the importance of the Identified risks and develops prioritized lists of these risks for further analysis or direct mitigation. The team assesses each identified risk for its probability of occurring and its impact on project objectives. The key advantage of this process is to make an effort on high-priority risks. Quantitative risk analysis is a way of numerically estimating the probability that a project meets its cost and time objectives based on simultaneous evaluation of the impact of all identified and quantified risks (PMBOK, 2017& PM4DEV, 2020).

- ***Planning Risk Responses:***

This is the process of developing options, selecting strategies, and agreeing on actions to address overall project risk exposure, as well as to treat individual project risks. The project manager and the team identify which strategy is best for each risk, and then design specific actions to implement that strategy. This process also allocates resources and inserts activities into project documents and the project management plan as needed (Doval, 2019)

- ***Implementing Risk Responses:***

This is the process of implementing agreed-upon risk response plans throughout the project. The primary purpose of this process is to ensure the agreed-upon risk responses are executed as planned to address overall project risk exposure, minimize individual project threats, and maximize individual project opportunities (PMI, 2017).

- ***Monitoring Risks:*** Risk monitoring and control keeps track of the identified risks, residual risks, and new risks. It also ensures the execution of risk response plans and evaluates their effectiveness. Risk monitoring and control continue for the life of the project. The list of project risks changes as the project matures, new risks develop or anticipated risks might disappear. The primary purpose of this process is to enable project decisions to be based on current information about overall project risk exposure and individual project risks (PMBOK, 2017 & PM4dev2020).

2.5.1.9 Project procurement management

Project Procurement Management includes the processes necessary to outsource products, and services needed from outside the project team. An organization can either be the buyer or the seller of these products and services. It comprises the management and control processes required to develop and administer agreements such as contracts, purchase orders, memoranda of agreements (MOAs), or internal service level agreements (SLAs). Agreements can be as simple as buying a defined quantity of labor hours at a specified labor rate, or they can be as complex as multi-year international construction contracts (PMI, 2017).

- ***Planning Procurement Management:***

The main goal of this process is to determine if goods and services from outside the project are obtained and how they can be procured from another part of the performing organization or external sources (PMBOK,2017). It is advisable to create a Procurement Plan whenever the project requires that items are purchased from suppliers. A Logistics Plan defines the products and services that the project receives from external suppliers. A good Procurement Plan goes one step further by describing the process one might go through to appoint those suppliers contractually. The steps in procurement planning include defining the items you need to procure, defining the process for acquiring those items, and Scheduling the timeframes for delivery (PMD Pro, 2013).

- ***Conducting Procurements:***

This is the process of getting seller responses, selecting a partnership, and making contracts upon project needs periodically. The primary purpose of this process is to enable the selection of a qualified seller and establish the legal agreement for delivery. The end results of the process are the established agreements including formal contract agreements. (PMBOK2017 &PM4DEV 2020)

- ***Controlling Procurements:***

Once contracts become active, the procurement control process is an important part of maintaining partnerships with vendors and ensuring the services and products function as they're intended throughout the project including closing contracts. This process enables both the seller's and buyer's performance to meet the project's requirements according to the terms of the legal agreement. (PMBOK, 2017& PM4DEV, 2020)

2.5.1.10 Project stakeholder management

Stakeholders are individuals who own an impact or get impacted by the project. Project stakeholders can include clients, end users, contractors, consultants, labor unions, line organizations, public authorities, financial institutions, insurance companies, controlling organizations, media, third parties, and competitors (Pedrini & Ferri, 2019). Stakeholder

management involves all the processes required in the identification of stakeholders, and the analysis of their expectations and influences as well. The key to effective stakeholder engagement is a focus on continuous communication with all stakeholders, including team members to understand their needs and expectations, address issues as they occur, manage conflicting interests and foster appropriate stakeholder engagement strategies in project decisions and activities. (PMI, 2017)

- ***Identifying stakeholders:***

This is the process of identifying project stakeholders regularly and analyzing and documenting relevant information regarding their interests, involvement, interdependencies, influence, and potential impact on project success (PMI, 2017). The major project stakeholders are identified before the project is incorporated. A project is initiated with the major stakeholders in mind. In addition to the major stakeholders, there are almost always minor ones who don't seem significant but have an outsized ability to create project issues relative to their financial stake in it (Barreca, 2020). The main purpose of this process is to enable the project team to identify the appropriate focus for the engagement of each stakeholder or group of stakeholders periodically (PMI, 2017).

- ***Planning stakeholder engagement:***

This process involves developing appropriate management strategies to effectively involve stakeholders throughout the project life cycle, based on an analysis of their needs, interests, and potential impact on the success of the project. Based on the project management plan, the stakeholder register, the environmental factors of the company, and the organizational assets, the project manager is in a position to develop the stakeholder management plan. This plan, which is a component of the project management plan, serves to determine the frequency and range of information provided to stakeholders (Rahai, 2017).

- ***Managing stakeholder engagement:***

This is the process of communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder involvement. Primarily this

process allows the project manager to increase support and minimize resistance from stakeholders (PMI, 2017).

- ***Monitoring stakeholder engagement:***

This process consists of an overall follow-up of the relations with the project's stakeholders and the adaptation of strategies and plans for their involvement. This process is supported by the project management plan, the major problems registry, work performance data, and project documents. The main objective of this process is maintaining or boosting the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes throughout the project (PMBOK, 2017 & Rahai, 2017).

2.1.7 Challenges of practicing project management in International development projects

Some characteristics make managing projects in the development sector unique. Development projects are less likely to focus on delivering concrete products as the ultimate goal of the project. Instead, they consider these products as a means that leads to improvements in the well-being of the project's target populations. Development projects aim to address complex problems like poverty, inequality, and injustice. Additionally, it tends to operate in exceptionally challenging contexts like limited resources, high risks, complex procurement networks, unstable political/financial environments, and unsafe conditions (PMD pro, 2013).

Project implementation in development projects is often managed through a complex array of stakeholder relationships like partner agencies, government ministries, community-based organizations, contractors, and global agencies. In the case of development projects the project approach is often as important as the outcome itself. Transferring knowledge and learning to the target population is a priority during every phase of the project (PMD Pro, 2013). For development projects to succeed, the full arrangement of project management competencies must be applied in a balanced way throughout the entire life of the project. To this end, many development organizations have developed Project Life Cycle diagrams which they use to identify the phases through which their projects pass from beginning to end (PMDPro, 2013).

Regarding situations that generally challenge project management of ID projects,literatures identified government policies, insufficient funds, withdrawal by donors, shortage of foreign exchange, inappropriate contract conditions, political priorities, poverty, socio-cultural conditions, corruption, and low institutional and human capacity are considered to be among the major ones (Idoko, 2018),(Jekale, 2014), (Andersen, 2018).Furthermore, Richman (2021) listed some of the major challenges behind project management implementations . These are challenges because of inadequate analysis of local situations. Since, most organizations fail to make situational analysis of community needs, they end up being rejected by the local community which results in lack of support from the community once external funds are terminated. The second challenge that these NGO projects face is underestimated and poorly designed budgets because of misinformation about the actual market which leads to below standard implementations that results in a rework or a total demolition by an authorized agency.

On the other hand, NGOs also face challenges related to low technical skills of staff members. Furthermore, most projects are often led by project managers who have little or no formal training of project management. In some instances, managements personal interests might affect the overall management system in situations like delayed approval in procurement processes, recruiting stuff with low level of expertise based on personal interest, and lack of communication with the project team and stakeholders .The stuff member might not receive a timely a timely a timely information or regular updates regarding the project they work on. Such lack of communication makes the team not to be certain about the activities they undertake which in general might lead to incomplete or below quality finished projects. Inadequate project resources are also one of the main barriers that prevent NGOs from reaching the target populations and carrying out their objectives in time. In other instances failing to have well organized plans and reports which in progress results in lack of proper review of project developments to know if there were discrepancies. In some cases local NGOs tend to have minimal engagement with the beneficiaries, local community, and government agencies which results in failure to get the relevant support in project implementations which often leads to project delay.

2.1.8 Selamta Family Program

The location of this study Selamta family care is a program designed in such a way to support Orphan and separated children. Selamta Family Project is anon-profit institution that supports

vulnerable children and families in Ethiopia. It was founded by an American woman Mrs. Kerole foster in1998 EC by giving shelter and different support to 55 orphans.

The program uses two main projects to achieve its goal. The first one is an outreach program that focuses on strengthening biological families and restoration to decrease orphan hood. This program walks with families from their point of crisis, into education and employment to self-sufficiency. Currently, about 28 children are being supported by the outreach program. The other one is the Forever Family Program which works on children that have been already orphaned or abandoned when reunification is not possible , it brings 8-10 children together with a Selamta-trained mom and aunt to start a new family in their own home. By now there are about 120 orphans living in 12 homes located around the 'Alembank area. The children can grow up as a family over a 10-20 year period before becoming independent from Selamta's care. About 15 orphans have successfully started living autonomously since startup. Selamta does its task through its four main departments. These are the outreach department, finance, and administration department, education and enrichment department, psychosocial department and the newly begun spiritual development departments. The project builds this foundation of the family on four cornerstones: - Education, Health & Wellness, Psychosocial Support, and Spiritual & Life Skills Development. Under Selamta there are 11 Ethiopian kinds of stuff and 7 US stuff working. The project is economically and socially supported both locally and by foreign volunteers. Currently, there are 39 friend-level sponsorships, 14 mentor-level sponsorships, and 4 family-level sponsorships.

The entrance of orphans in Selamta begins by well coming to the referred children or sibling groups who are identified by the Ethiopian ministry of women and children affairs. First, the Selamta social work team watches if there are options for parental reunification, kinship care, or domestic adoption. Once it's believed the Selamta forever family approach is the best alternative, the child joins one of the family homes that is united by 8 to 10 children with trained mom and aunts. Then the team of Selamta moms and the professional social workers, works on settling each child in the new environment. The professional staff emphasizes each child's education, psychological well-being, spiritual development & health. One of the interesting features of Selamta is that the family homes are nestled in the local neighborhood. Each home has a neighbor. The mothers and the adult orphans participate in community gatherings and services

like a funeral, weddings, spiritual activities, “Ekub” and “Eder” like any other ordinary family. It's believed such involvement makes the children develop a strong sense of belongingness and togetherness in the community and breaks down orphan-associated stigma. The community center is in charge of anchoring the Selamta families with the community. For instance, the community children are invited to attend English summer camp with the children of the center to make an opportunity for connectedness between them beyond developing their English communication skills.

2.2 Empirical review

In fact, limited insights have been provided on project management practices of ID projects .The focus has been mainly on industries such as engineering and construction, information technology and manufacturing projects.

Regarding practices of standard project management, a large-scale survey that involved five hundred project managers evaluated the impact of adoption of project management on international development projects of NGOS. The survey found out all projects under study whether long term or short term use standard project management practices. But the level of practice varies based on the maturity of the ID projects. In mature organizations, a higher level of tools adoption is more likely to occur (Golini.R, kalchschmidt.M, Landoni.P ,2016).The results of this work have also showed that in NGOs, some PM tools like logical frame work and progress report are frequently adopted whereas others like Critical Path Method(CPM) and earned value management system appear to be neglected .The NGOs are more likely to adopt simple techniques than to focus on more structured and analytical methodologies (Golini.R, kalchschmidt.M, Landoni.P ,2016).

Similarly, a study done on Ukrainian NGO projects concluded PMBOK is the most known and used one regarding the most used methodologies and Simple Tools like logical frame work and progress report were frequently adopted by the ID projects than the more analytic ones. Furthermore, Practicing tools like Gantt Chart, cost accounting and risk analysis on the management practice highly influenced the performance of the ID projects. On the other hand Another study done on the project oriented development co-operation sector of Italy analyzed project management from the perspective of tools and techniques found on PMBOK and

PRINCE (PR objects IN Controlled Environment) methodology. Concerning the most used methodologies the study revealed PMBOK is the most known and used one .From the tools and techniques used in the sector 69% of projects under study used Logical framework matrix (LF) followed by budget control and monitoring and reporting techniques and 37% of organizations used Gant chart and performance indicators oppositely critical path method has never been used by the projects. Generally the research concluded there is a little knowledge of methodologies and techniques and tools in the cooperation sector unlike the previous mentioned studies. But, it is a little bit controversial that the most known methodology by the sector is PMBOK and LF tool is the most practiced one when LF is not included on PMBOK methodology guidelines (Saeed, Reza, Hamed & Shankar, 2017)

Although the general awareness of the concept seems to permeate within various industries, the application of project management in developing countries is still at an immature stage. One of the earliest citations of a study on project management in developing countries is that of Stuckenbruck and Zomorrodian in 1987.Although no empirical investigation was conducted, the study suggested that plans for implementing project management in a developing countries should take cultural factors as well as its economic, political and administrative system into consideration.

The need for better understanding of project management practices in both government and non government institutions of developing countries is still raised in recent studies also (Rwelamila & Purushottam, 2012) & (Ika, 2012).Abbasi and Al-Mharmah (2016) have identified that there is a lack of knowledge of project management techniques and tools, and insufficient time spent on reporting and controlling in certain context. Other findings, such as inadequate personnel qualifications, low level of project management competence, and identification of a lack of appropriate organization structure were reported following the assessment of the nature of project management practices in South Africa. Similar conducted study In Ghana argues that more emphasis should be placed on senior management commitment, competency and coordination in order to improve the quality of project management (Ofori, 2013). While in Nigeria, lack of in-depth knowledge of project management in public organizations amongst other factors affecting project management practice were identified (Olateju,& Kumar, 2011).

In reverse, recent research done on project management practices of ID projects found in developing countries have concluded differently .A study done on 201 sample NGOs of Nairobi Kenya sought to describe the role of project management practices on the performance of non-governmental organizations projects. The research agreed there is an effective project management practices in the NGOS that influenced the project performance. The study concluded practices of communication management, project planning, stakeholder involvement and monitoring and evaluation were highly practiced in NGOs of Nairobi respectively (Nguhiu, Kabuage & Samuel (2018). A Similar qualitative study done in Chipata district Zambia evaluated the effectiveness of project management knowledge areas in achieving project success of NGO's. The study used 29 managers using a purposive sampling for a total population of 40 managers. The findings project management knowledge areas were applied in the NGO's except project time management. The study doesn't tell why time management is difficult to be applied by most of the organizations.

The conclusion being that most public organizations in Non-industrialized countries might experience challenges in project management practices (Olatunde, Sunday & Niyi 2020). By the same manner studies done in Ethiopia showed a variety of results. A study done by Amanuel Sisay (2021) assessed project management practices of six selected NGOs in Addis Ababa .The study revealed all the 6 organizations have been practicing the project management knowledge areas in a good standard except project scope management .All the four project scope management processes like collection of requirements from stakeholders ,formation of work breakdown structure and proper definition and control of project scope management has low mean score which indicates the organizations has a poor performance in project scope management.

However the research indicated NGO's should provide project management training for easy way of practicing the knowledge areas and work on the project management as well (Amanuel.S,2021).By the reverse, an in-depth qualitative study done in Ethiopian reads on found out that the workers have no experience or training on PM knowledge areas except they have some level of awareness on the elements of project management. They have been applying the knowledge areas without even realizing they were applying the knowledge areas. Knowledge

areas like project quality, time and scope were being implemented but not efficiently. Lack of proper training has been raised again as a challenge for poor practice of project management.

Similarly a mixed case study done in 2020 assessed the project management areas of the GYEM (Gender and Youth Empowerment In Horticulture Market) project. Eight participants who have direct and strong involvement on the project implementation have been evaluated. The findings showed there is no separate department of project management and there is poor practice of project time cost quality and resource management while regarding scope management basic measuring factors like proper definition project scope management, creating WBS, verifying and controlling scope were practiced unlike the previously mentioned conclusions. Project quality and cost management were also implemented throughout the project life cycle while project risk management and procurement management hasn't been practiced in full scale. While the rest management practices have been implemented on the GYEM project upon their standards. So the research generalized the project as having practiced most of the knowledge areas on the GYEM project and can be considered successful in terms of implementation of the knowledge areas. The research indicated the project is expected to further consider the communication and risk management practices as those areas are basic for the project success .It also noticed the project needs to strengthen the quality management practice as there is a lack of reviewing the quality when required (Betelehem.M,2020)

2.3 Conceptual framework

The project management body of knowledge is the most acknowledged and inclusive methodology that comprises basic knowledge in the field of project management. Therefore, a variety of projects prefer to follow the approaches in PMBOK. The same is true for the different types of projects under NGOs. This paper analyzes the project management practice of the Forever Family Project from the perspective of the ten project management knowledge areas. The model depicted below shows the relationship between the variables of the study. Here the Ten project management knowledge areas are the independent variables where the project management practice of Forever Family project is the dependent variable and challenges faced in project management practice are taken as a moderating variable.

CHAPTER THREE

RESEARCH METHODOLOGY

This section of the study attempts to describe what methodologies are used to achieve the objectives of the study. Accordingly, it states the overall planned research approach and design, sources of data, target population, sampling and data collecting procedure, data processing method, and ethical considerations with their justifications.

3.1 Research approach and design

This study was conducted using a descriptive research design. A descriptive research design was preferred because it is primarily concerned with answering the what questions of research and it points out the prevalence of particular problems and may identify areas in need of additional research. Furthermore, this design was also preferred because it makes enough provision for protection against bias and maximizes reliability (Kothari, 2018).

Mixed research approach was adopted as the general research approach. Such an approach allows triangulating between data when trying to avoid biases and flaws associated with using a single research method. Specifically explanatory sequential design was used to generate both qualitative and quantitative data. Explanatory Sequential Design is one strand of mixed research approach and a two-phase design where the quantitative data is collected first then the qualitative data proceeds based on the results found by the quantitative data (Creswell J.W& Creswell J.D, 2018). The qualitative information is primarily used to support the quantitative findings and draw valid conclusions since qualitative results give new dimensions to concepts that couldn't be captured by the quantitative analysis and measures.

3.2 Sources and types of data

Both qualitative and quantitative data were collected from primary sources. Primary data was collected from various professionals of the Forever Family Project including the country director, different levels of project managers, project office coordinators, financial managers, and social and educational workers through interview and semi structured questionnaires.

3.3. Sample and sampling technique

Since the study assessed the project management practices of Forever Family Project which is found under Selamta Family Program. It is done in Addis Ababa City Administration, Kolfe Keranio sub city, Woreda 07, house no 379 where the orphanage is located. The project organization was selected based on accessibility to get the required information to carry out the study. Out of the three community projects managed by the Selamta Family Program, the study focused on the Forever Family Project which fits the purpose of the study because of its availability and longevity.

The study found purposive sampling technique is suitable to gather the required primary data because it is a selective and judgmental type of sampling that gives freedom to select the targeted sample quickly and sampling for proportionality was not also the main concern of the study (Crossman, 2018). The researcher selected eighteen members of the team that has direct involvement in the project planning and implementation to gather the required data.

3.4 Target population

The target populations of this study were the project country director, different department project managers, officers, coordinators, supervisors, social workers, and other support staff of Selamta Family Program which were 44 in number.. Since some of the employees have no direct relationship with the project management processes, sampling was required to obtain the targeted data.

3.5 Data collection instruments

The main instruments of data collection were questionnaires, key informant interviews and reviews of internal documents. These different ways of gathering information can supplement each other and hence boost the validity and dependability of the data. In this study, the quantitative data was obtained through closed-ended questionnaires and the qualitative data was obtained through open-ended interviews. The items of the questionnaire and interview were mainly developed from the research objectives and questions. Both the structured questionnaire

and the key informant interview questions were presented in English language. The primary data sources were carefully checked for their accuracy, completeness, relevance as well as conclusions.

3.5.1 Questionnaire

All the relevant primary data related to the study objectives was collected from the employees of Selamta Family Program using a structured survey questionnaire. In this case, close-ended types of 64 questions that cover different themes and issues of the study were developed. The topics covered in the questionnaire included socio-economic and demographic data, questions regarding general issues about the project management system, questions regarding the project management practices based on the ten project management knowledge areas, and questions regarding challenges while practicing the project management system using 1-5 Likert scale.

Using the questionnaire, a total of eighteen employees working on Forever Family Program were surveyed. This method was chosen because it is one of the most commonly used methods to generate quantitative data in such kinds of descriptive studies (Kothari, 2012). In the questionnaire, all the relevant questions were adapted from similar studies for validity and reliability of results except for little arrangements and editions. Once the tool design was completed, it was piloted by some of the employees to check for the appropriateness, completeness, and measurability of indicators proposed for the study. At last, the main questionnaire was administered through email using Google formats to the selected respondents and collected back using the Google response platform.

3.5.2. Key informant interviews (KIIs)

With the help of this method, information about project management knowledge areas, practices, and actions taken so far to address the problems with all related information was obtained. The key informants of this study were 5 respondents who are directly participating in the project planning and implementation of the project management system and have already been included in the survey questionnaire. These were the country director, the project coordinator, the HR manager, the finance director, and the psychosocial manager. An interview guideline was also prepared to assist in the discussion with the selected key informants.

3.6 Instrument validity and reliability

The data for this study were collected from employees of the Selamta Family Program, which were expected to be different from each other and based on the participant's understanding and experience. Therefore, validity and reliability were ensured through the use of recognized or already tested questions procedures from standardized formats and questions used in similar studies in the past. As a result, experts' comments in reviewing the instruments, pre-testing the instruments, use of tested questions, and triangulation of sources and materials served to maintain both the validity and reliability of the study results.

3.7 Methods of data analysis

Once the relevant data is collected from primary sources through Google form it has been edited and cleaned manually. The completed data has been analyzed, summarized, and presented with the help of qualitative and quantitative techniques of data analysis. The qualitative information that has been generated through key informant interviews were analyzed through narrative analysis by transcribing the answers of respondents then presented being triangulated with the results of the quantitative analysis by looking at how concepts interconnect with the results of the quantitative study.

Then results from qualitative studies have been presented in the form of narratives to complement findings from the participant's quantitative survey. On the other hand, the numeric data collected were organized, analyzed, and summarized quantitatively. The main statistical analyses used were frequency in percentage and descriptive results like mean and standard deviation. Descriptive analysis method was used to evaluate the 10 main practices of project management knowledge areas and the challenges of project management practice. The collected data and the corresponding results were presented in the form of figures, tables, and pie charts. In doing so, Statistical Packages for Social Sciences (SPSS, version 20.0) software is used to analyze, summarize, and discuss the quantitative data in different statistical forms.

3.8. Ethical considerations

(Survey ethics, confidentiality, and ethical approval)

Prior to conducting the survey, key informant interviews, and document reviews, the researcher already got approval for the data collection from the organization by submitting a request letter. Also, before collecting information the purpose of the study has been explained to every Selamta Family Program staff and other concerned bodies. Hence, the data collection was carried out after the respondents agreed to take part in the survey and the management accepted the support letter that was obtained from St' Mary's University. The researcher remained neutral in collecting, analyzing, and reporting the research results to arrive at valid conclusions.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

This chapter focuses on presenting the analysis and interpretations of the study based on the data collected from respondents and further discussions of the findings. As it has been mentioned in the previous chapter the data was collected using a questionnaire and semi-structured interview and luckily all the 22 distributed questionnaires were returned properly filled and an interview with the five project experts was carried out successfully as planned. As a result, the response rate of the study is 100%. To analyze the collected data using the questionnaire in line with the overall objective of the research, a statistical procedure using SPSS version 20 software has been carried out. The data collected from the interview has been analyzed through narrative analysis by transcribing the answers of respondents then presented being triangulated with the results of the quantitative analysis. In this section, analysis of general information like demographic characteristics followed by general issues about project management and the descriptive analysis are presented.

4.1 Demographic characteristics of the respondents

The general information of respondents includes their age, sex, educational level, the field they have studied, their position and years of service in SFP. The responses are presented based on the figures below.

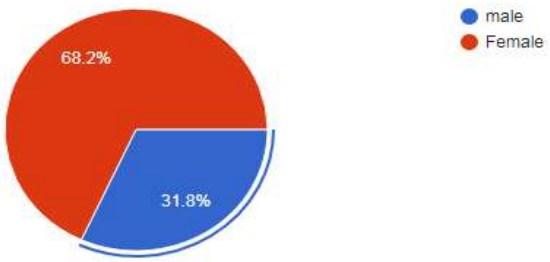

Fig 4.1 Gender of respondents

Source : own survey(2023)

A total of 22 respondents participated in this study. Among the total respondents, 7 (31.8) respondents were male and 15 (68.2%) were female. This can show us the majority of the respondents and people who work in SFP are females.

4.1.2 Age bracket of respondents

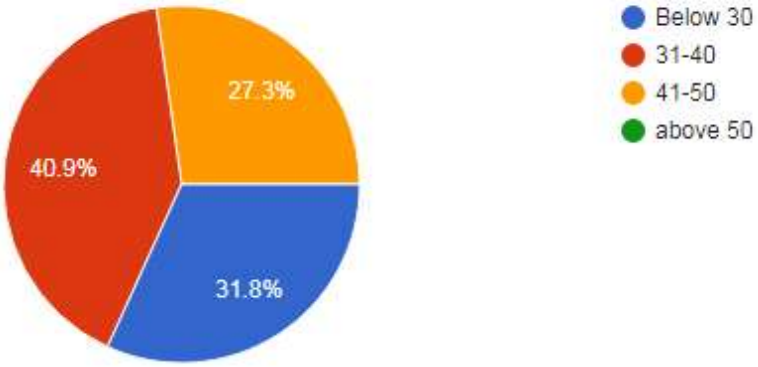

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Fig 4.2 Age bracket of respondents

Source : own survey(2023)

The study sought to establish the age bracket of the respondents. Results in Figure 4.1.2 demonstrate that 7 (31.8%) of the respondents were aged below 30 years while 9 (40.9%) of the respondents were aged between 31 to 40 years and 6 (27.3) were between 41 and 50 years and none of the respondents were over 50 years of age.The finding implies that the NGO is dominated by young and energetic work force which might have a positive effect on the general work performance.

4.1.3 Educational level of respondents

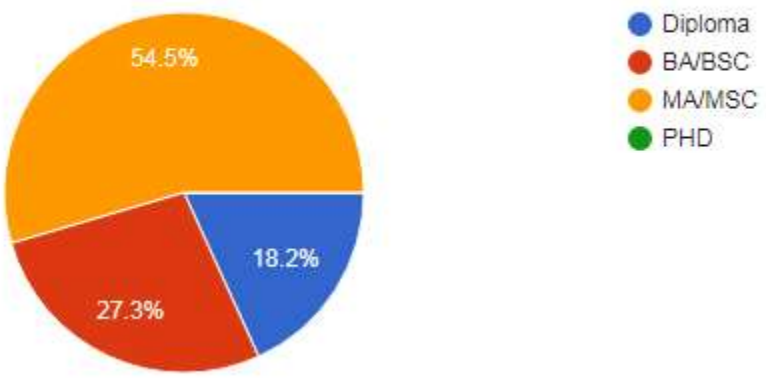

Fig 4.4, Educational level of respondents

Source: own survey (2023)

All the respondents fall into three educational levels which are diploma, BA/BSC, and MA/MSC. Out of the 22 respondents, 4 (18.2%) respondents are Diploma holders, 5 (27.3%) respondents are BA/BSC holders and the majority of respondents i.e. 12(54.5%) are MA/MSC holders.The findings indicated letting alone the specific fields they have studied being dominated by an educated workforce allows a better communication and a common understanding along the work process which enhances the project performance. Additionally, Since 100% of the respondents are above diploma, this might guarantee that the questionnaires are properly understood and filled in.

4.1.4 Field of study and job position

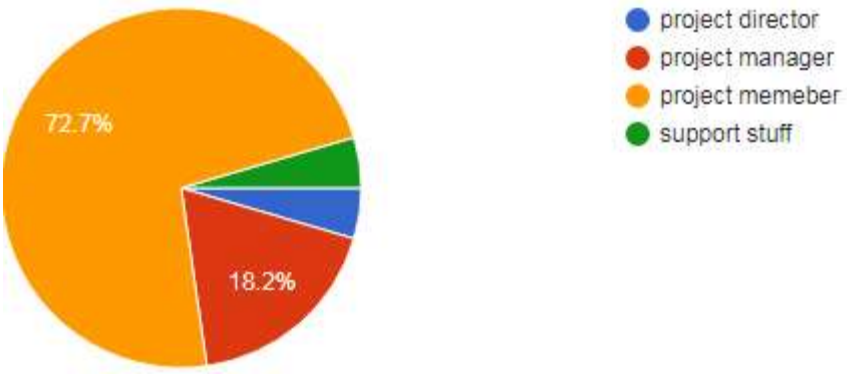

Fig 4.5 Job positions of respondents

Source : own survey(2023)

From the total number of respondents who participated in the study, 1 of them holds the director position, another 1 holds the project coordinator position, 3 of them are project managers, the majority or 16 of them were project members and team leaders and only 1 respondent was a support staff.

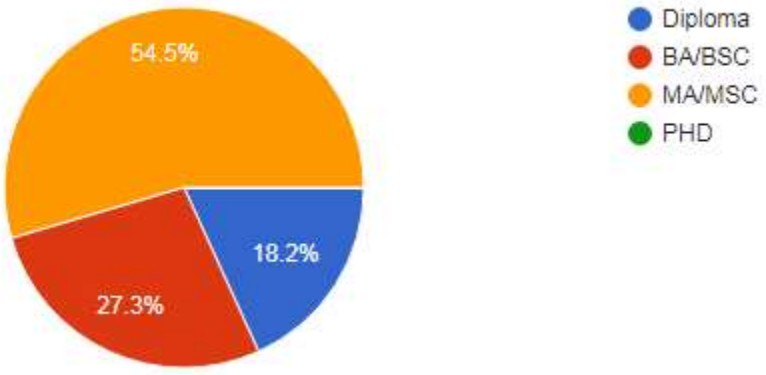

Fig 4.6 :Educational background

Source : own survey(2023)

The respondents were also asked to write the fields they have studied to speculate how much they are related to the field of management. Various fields of studies were identified from their responses. Fields like social work and psychology were the most mentioned ones as these fields are required from employees that work closely with orphans and vulnerable children. It is known that social workers and psychologists bring about ongoing behavioral change that delivers safety and stability for children.

One respondent who works at a project coordinator position has studied project management at master's level and has also an anthropology, development studies, and globalization background. Likewise, the project director has studied development studies and human resource management, and the other two project managers have studied business administration at the master's level in addition to social work. PM4ngo (2020) identified strong project management requires both skills of art relating to human behavior and interactions and skills of science that focus on the technical management of inputs and outputs. The art of project management focuses on the people elements of a project and needs skills that enable project managers to lead, enable, motivate, and communicate. The artistic project manager can direct the team when work challenges shift, realign priorities when the field realities change, resolve conflicts when they arise, and determine which information to communicate when and to whom (PMDpro, 2013). So, the SFP team would be favored in having a smooth management system because most of the workers including the management staff have a background of art like social work, psychology, and development studies.

On the other hand, Project Management (PM) is a discipline that has been identified by many authors as having the potential to effectively deliver organizational changes (PMI, 2013). This change comes through effective management of projects which align with organizational strategic objectives. For this reason, project managers must have PM knowledge and skills. In SFP though the director and some of the management members have a related field of study only the project coordinator has project management specialization this might cause lack of common understanding which affects the technical project management system.

4.1.5 Years of experience in SFP

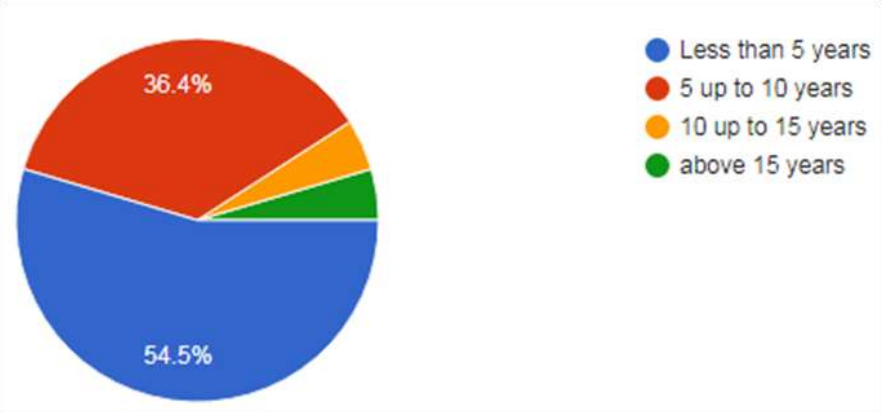

Fig 4.7: years of experience

Source: own survey (2023)

Regarding years of experience in SFP, the majority or 54.5% (12 counts) of the respondents had a working experience of between 5-10 years, 2 workers had a working experience of 10 years and above, and 36.4% or (8 counts) had a working experience of fewer than 5 years. Hence the respondents had been in the organization for a long period they are expected to be aware of all the project activities that take place in the workplace. It also means that they had lots of experience regarding the area of interest which is of great help in the reliability of the information given.

4.2 General issues of project management

4.2.1 Separate project management department

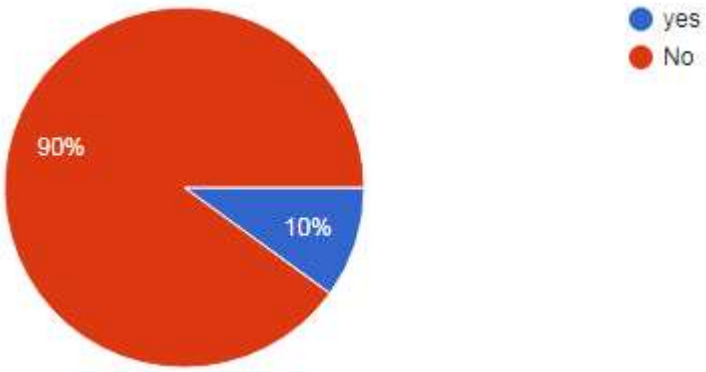

Fig 4.8: Existence of separate project management department

Source: own survey (2023)

Regarding the existence of a separate project management department in the organization, the majority or 90% of the respondents responded that there is no separate project management department in SFP. In this regard, articles identified to accomplish the aims and objectives of the organization, project management offices (PMOs) in NGOs play a critical role in ensuring that projects are carried out successfully and efficiently. In addition to supporting and advising project teams, these PMOs are in charge of organizing, planning, and monitoring initiatives. Due to NGOs' special characteristics, PMOs inside these organizations may encounter particular difficulties, such as resource constraints and an emphasis on social impact. However, a PMO in an NGO may assist the group in achieving its goals and having a beneficial influence on the communities if it works with the appropriate strategy and resources (Abhimanayu & Nani, 2022).

4.2.2 Awareness, training and application of project management knowledge areas in SFP

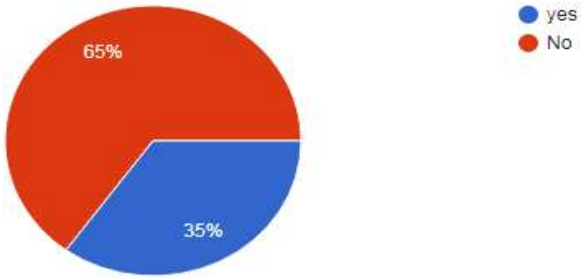

Fig 4.9: Awareness about PM knowledge areas

Source: own survey (2023)

The study found it is valuable to review the employee's level of awareness about project management knowledge areas in general to assess the project management practice in the organization. The respondents were asked if they were aware of project management knowledge areas in their work process where 65% (13 counts) of respondents said they were not aware of the general concept of the project management knowledge areas while 35% (7) respondents stated that they have knowledge about the knowledge areas. The respondents were asked qualitatively to what extent they apply the knowledge areas in their daily work activities. They all stated that even though they do not have deep knowledge about the nine knowledge areas, they apply some of them in their daily work activities without recognizing them. The commonly used knowledge areas mentioned are integration, time, budget, human resource, procurement and stakeholder management.

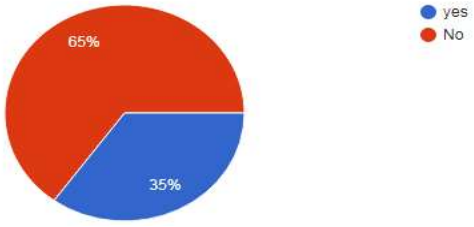

Fig 4.10 Getting access to training on PM

Source: own survey (2023)

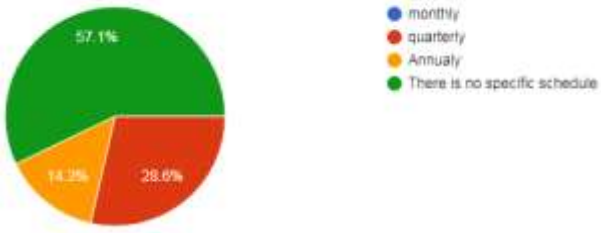

Fig 4.11. Number of times they took training

Source:own survey (2023)

Regarding project management training access the respondents were asked whether they had been provided with training that is related to project management. And 13 respondents (65%) out of 22 stated that they hadn't taken any related training so far. On the other hand, 35% (7counts) of respondents said they took pieces of training once, and from the 35%(7) respondents (57.1%) 4 of them said there is no specific schedule of training, the other two(28.6%)said they took the training quarterly while the remaining 1(14.3%) respondent took the training annually. From the qualitative study, the researcher found out there were a few times when the management doesn't exactly know how many times project management and related training were given to management staff especially but the training focused on the project successes, not on the technical parts. Julia (2022) said Project management training reinforces the need to encourage unity and a sense of purpose where teams are working towards a common goal. Clear, organized plans improve team collaboration and interest in accomplishing the plan. Giving project management pieces of training to the staff may help in defining everyone's role which eliminates confusion, promotes well-defined goals which improves team effectiveness, understanding communication definitions keeps the team aligned and focused, and defining Project management tools helps increase efficiency (julia2022).

4.2.3 Project effectiveness

The study also sought to examine the respondent's opinions on the effectiveness of Forever Family Project. 50 % (11 counts) of respondents think the project is effective. 31.8 % (7 counts) of respondents think the project is very effective and 18.2% (4 counts) of respondents think that the project is moderately effective. The results show that 100% of respondents have a positive attitude towards the effectiveness of the project they are involved in. From the qualitative assessment, most of the members correlate success with the quality of the services they give. In the interview, the country director said

> The main objective of this NGO is to break the poverty cycle from these kids and so far from the 65 adults launched (left to live their life independently) only 4 of them are in low economic conditions, the rest 61 adults are living from medium to high class living standard by either by owning a company or being hired in different places of work.On the other hand, seeing them making their own family by fighting their diversified types of trauma and family issues is also another biggest success of the SFP.I also have recent information that SFP has 22 grandchildren found from those adults.

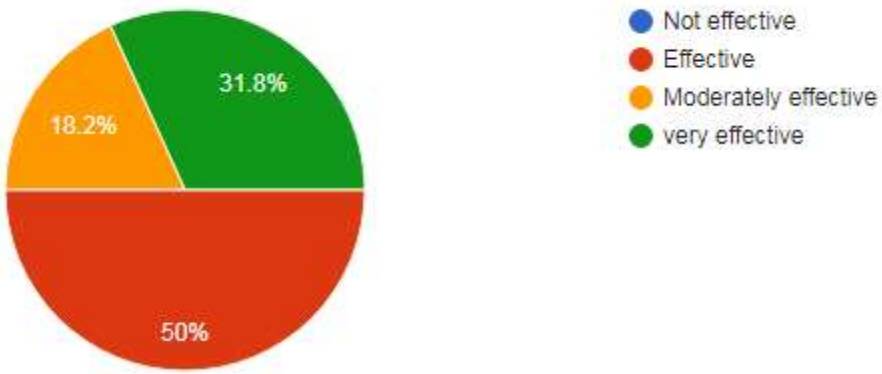

Fig 4.1.2, Effectiveness of the project

Source: own survey (2023)

4.3 Analysis of project management knowledge areas

In this section of analysis, the practice of project management of Selamta Family Program Forever Family Project is assessed from the view point of project management knowledge areas. To find out the practice of project management, the respondents were asked to give assessment values for their organizational trends based on a 5 point Likert scale. The computed results of frequency, percentage, mean and standard deviations along with the qualitative results are presented in the form of tables and explanations as follows.

Weighted averages (mean value) for the Likert scale is calculated from strongly agree=1 to strongly disagree =5 and interpreted based on the data in the following Table.

Table 4.1. Weighted average for 5 point Likert scale (Likert, 1932)

Weighted average	Result	Result interpretation
1-1.79	Strongly disagree	Very negative
1.80-2.59	Disagree	Negative
2.60-3.39	Neutral	Moderate
3.40-4.19	Agree	Positive
4.20-5	Strongly Agree	Very positive

4.3.1 Project integration management

In this section, respondents were asked to choose their level of agreement on the application of project integration management processes of SFP. The following table provides the results.

Table 4.2; Project integration management processes

Project charter has been developed	Frequency	Percent	Valid Percent	Cumulative Percent	Mean
strongly disagree	-	-	-	-	
Disagree	-	-	-	-	
Neutral	9	40.9	40.9	40.9	
Agree	12	54.5	54.5	95.5	**3.64**
Strongly agree	1	4.5	4.5	100.0	
Total	22	100.0	100.0		
Integrated project management plan has been developed	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	1	4.5	4.5	4.5	
Neutral	7	31.8	31.8	36.4	
Agree	12	54.5	54.5	90.9	**3.68**
Strongly agree	2	9.1	9.1	100.0	
Total	22	100.0	100.0		
There is an effective coordination between project departments	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	–	-	--	
Disagree	2	9.1	9.1	9.1	
Neutral	6	27.3	27.3	36.4	
Agree	12	54.5	54.5	90.9	**3.64**
Strongly agree	2	9.1	9.1	100.0	
Total	22	100.0	100.0		
The overall Project progress has been reviewed to meet the project management plan	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	--	
Disagree	2	9.1	9.1	9.1	
Neutral	6	27.3	27.3	36.4	
Agree	12	54.5	54.5	90.9	**3.64**
Strongly agree	2	9.1	9.1	100.0	
Total	22	100.0	100.0		

The overall Project progress has been reported to meet the project management plan	Frequency	Percent	Valid Percent	Cumulative Percent	Mean
Strongly disagree	--	-	-	--	
Disagree	1	4.5	4.5	4.5	
Neutral	10	45.5	45.5	50.0	
Agree	8	36.4	36.4	86.4	3.59
Strongly agree	3	13.6	13.6	100.0	
Total	22	100.0	100.0		

Source: own survey (2023)

First, the respondents were asked if a project charter has been developed in SFP. The findings in Table 4.2 illustrate that 54.5% (12) respondents agreed that the project charter has been developed. 40.9% (9) of the respondents are not sure whether a project charter has been developed or not 4.5% (1) strongly agreed that a project charter has been developed. The mean score of the responses is 3.64 which implies project charter is applicable on Forever Family Project. Findings from the qualitative research assured that there existed a project charter at the beginning of the project that was received from an authorized government office. In addition, the institute has to sign a new project agreement with Children and Women Affairs after submitting a 3-year project proposal that consists of the project objectives, action plan and scope every 3 years. This is because unlike other projects, the Forever Family project has no limited time frame. About the development of an integrated project management plan (7) respondents were not certain about the development of PM plan while 54.5% (13) respondents agreed and 2 (9.1%) strongly agreed that there is project management plan with a mean value 3.68. The finding shows that there is a good practice of integrated project management planning in SFP. Based on the qualitative assessment, the institution follows a bottom up planning approach which means plans are developed at the lower levels of each department and funneled up through consecutive levels until it reaches the top level and gets piled up after general discussion.

On the third question, the respondents were asked about the integration and coordination between project departments (9.1%) 2 respondents strongly agreed and 12(54.5%) agreed that there is an integration between department while 4 (18.2%) respondents stayed neutral On the contrary, 4 people (18.2%) disagreed that there is an integration between departments with a

mean results of 3.55 which implies there is an effective integration and coordination between project departments.

The respondents were asked if there is a habit of reviewing the project progress based on the plan. 9.1% (2) respondents strongly agreed ,54.5% (12) respondents agreed, 27.3% (6) remained neutral, and the rest 9.1% (2) respondents disagreed with a mean result of 3.64. This implies the practice of progress review in SFP is acceptable. From the qualitative assessment, it is noted that based on the annual action plan activities are evaluated at the department and individual level quarterly, biannually, and annually then discussed with the team. Additionally, to evaluate the overall project progress the management identifies wildly important goals (WIG) of the year that are followed up and evaluated annually.

The respondents were asked to indicate their level of agreement if there is a practice project progress reporting based on the plan. 13.6% (3) respondents strongly agreed, 36.4 % (8) agreed, and the remaining 45.5 (10) respondents were uncertain that project progress has been reported upon the plan. The mean and standard deviation results were 3.59 which indicates project progress reporting was applicable in SFP. Results from the qualitative study show project progress is discussed with team members but not reported on hard copy necessarily if not requested from stakeholders. The study findings of this section indicate the overall integration management of SFP is practiced at a satisfactory level with a cumulative mean value of 3.61 and SD 0.58.

The low cumulative SD result implies there is a lot of agreement between respondents about the answers. According to PM4DEV, application of integration management brings capable people in planning and implementing a series of related activities that need to be accomplished on a specific date with a limited budget. Ensuring proper coordination between departments and the nine project knowledge practices is one of the most critical roles of a project manager that leads to project success (PM4ngo, 2020).

4.3. Project integration management cumulative mean

Descriptive Statistics

	N	Mean	Std. Deviation
Project integration	22	3.6182	.58849
Valid N (listwise)	22		

Source: own survey (2023)

4.3.2 Project scope management

Project scope specifies what is and is not included in the project and regulates what is added or removed as the project progresses (Tesfatsion, 2019).To find out the practice of project scope management the respondents were asked to give assessment values of their organizational trend. The results are provided on the table below.

Table 4.4 Project scope management

Scope management plan was defined As a basis for future project decisions	frequency	Percent	Valid Percent	Cumulative Percent	mean
Strongly agree	1	4.5	4.8	4.8	
Agree	-	-	-	-	
Neutral	10	45.5	47.6	52.4	**2.45**
Disagree	10	45.5	47.6	100.0	
Strongly disagree	-	-	-	-	
Total	21	95.5	100.0		
Missing	1	4.5			
Total	22	100.0			
Requirements were clearly defined from	Frequency	Percent	Valid Percent	Cumulative Percent	

the beginning					
Strongly agree	1	4.5	4.8	4.8	
Agree	1	4.5	4.8	47.6	
Neutral	8	36.4	38.1	42.9	
Disagree	11	50.0	52.4	100.0	**2.45**
Strongly disagree	-	-	-	-	
Total	21	95.5	100.0		
Missing	1	4.5			
Total	22	100.0			
Changes to the project scope were controlled	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly agree	1	4.5	5.0	5.0	
Agree					
Neutral	9	40.9	45.0	50.0	**2.45**
Disagree	10	45.5	50.0	100.0	
Strongly disagree	-	-	-	-	
Total	20	90.9	100.0		
Missing	2	9.1			
Total	22	100.0			

Source: own survey (2023)

Based on Table 4.4 on the question that assesses if the scope management plan was defined with one response missing out of 21 respondents 4.5% (1) respondent strongly agreed,45.5% (10) respondents indicated they agree and, 45.5% (10)were not certain if a scope plan has been developed. The mean value resulted in 2.45 which is low. Thisimplies the scope management plan is poorly defined.

The second assessment in this section was if scope requirements were clearly defined from the beginning with one response missing out of 21 respondents 4.5% (1) respondent strongly agreed, 8(36.4%) of respondents were not sure, were as (11)50% of the respondents disagreed and 1 respondent agreed about the raised issue. The other question that was put forward to the respondents were, if the changes to the project scope were controlled, With 2 respondents

missing from 20 respondents 10 or (45.5 %) disagreed, 9 or 40.9 % were not certain and 1 respondent strongly agreed. The mean result of the responses is 2.45 . The result still indicates control of scope changes is practiced at low level. As it can be seen on Table 4.5 the cumulative mean value of the scope management is 2.45 and SD value is 0.51 which indicates scope management practice is poorly applied in SFP and there is a lot of agreement between respondents about the answers.

Table 4.5.Project scope cumulative mean

Descriptive Statistics

	N	Mean	Std. Deviation
Project scope	22	2.4545	.51993
Valid N (listwise)	22		

Source: own survey (2023)

As it has been identified from the qualitative assessment also, there is no work breakdown structure created and no written scope management plan so far. In terms of the scope of services, the management lists down the services included in the project but not the non-included ones. Sometimes the project's nature by itself doesn't allow the management to list down all the non-included services but the concerned staff members know the scope of services that came along with the organizational process assets. Considering children's entrance criteria to the family homes as one component of scope, the institution set different including and excluding criteria of entrance like age ranges between 2 and 8, being a double orphan, and orphans with siblings having a higher chance of being accepted in SFP. Whereas some intellectual and physical disabilities that restrict the child from being educated might be an exclusive criterion because the project might not provide quality services as required. But, as the project nature deals with people, facing scope creep is common in Selamta. For example, some children might need services beyond the scope or different social situations force the institution to accept children beyond the age range, children with disabilities, and other similar scenarios. Though the project has faced different challenges like difficulty of suiting orphans who are beyond the age range in the family homes psychosocially and difficulty of self-empowering the orphans whose education level and age is inconsistent, going beyond the limit to give services for children with special needs and the like.

Monappa (2023) says “if you do not have a comprehensive project scope management plan in place, there is a significant chance that your team might waste time or perform work that is not necessary to complete the project at hand”. A poorly managed scope can substantially impede the progress of the project. Project managers would be unable to accurately estimate the amount of time, money, and human resources required for a project. WBS is one of the fundamental tools used in scope management that provides the project manager and the team with the opportunity to break down a high-level scope statement into smaller, manageable units of work, called work packages (Golini ,2014). According to online polls, 80% of projects waste at least half of their time reviewing projects which might not be necessary. Creating a Work Breakdown Structure based on the project scope statement and the documents gathered during requirements collection effectively breaks down the whole project into smaller individual tasks. Because of the clearly specified deliverables, the project manager and team would have multiple more manageable pieces of work.

4.3.3 Project time management

This process includes the actions required to ensure the timely completion of the project. It is the development of a project schedule that contains all project activities (PM4ngo, 2020). Practice of the time management system of SFP was measured by asking the respondents to feedback their level of agreement about the practice of time management processes in SFP.

Table 4.6; Project time management processes

Time/schedule management plan is developed	Frequency	Percent	Valid Percent	Cumulative Percent	mean
Strongly disagree	-	-	-	-	
Disagree	2	9.1	9.1	9.1	
Neutral	3	13.6	13.6	22.7	
Agree	15	68.2	68.2	90.9	**3.77**
Strongly agree	2	9.1	9.1	100.0	
Total	22	100.0	100.0		
Activities are defined per time	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
disagree	2	9.1	9.1	9.1	
neutral	3	13.6	13.6	22.7	
agree	15	68.2	68.2	90.9	**3.77**
strongly agree	2	9.1	9.1	100.0	
Total	22	100.0	100.0		
Activities are sequenced	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	2	9.1	9.1	9.1	
Neutral	-	-	-	-	
Agree	19	86.4	86.4	95.5	**3.86**
Strongly agree	1	4.5	4.5	100.0	
Total	22	100.0	100.0		
Duration of activities are estimated	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	2	9.1	9.1	9.1	
Neutral	3	13.6	13.6	22.7	
Agree	15	68.2	68.2	90.9	**3.77**
Strongly agree	2	9.1	9.1	100.0	
Total	22	100.0	100.0		
A change to the project schedule is controlled	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	-	-	-	-	
Neutral	8	36.4	36.4	36.4	

Agree	13	59.1	59.1	95.5	**3.68**
Strongly agree	1	4.5	4.5	100.0	
Total	22	100.0	100.0		

Source: own survey (2023)

According to the table provided above, the first assessment in the time management section was if a time management plan is developed. 1(4.5%) respondent strongly agreed, 2 respondents were not certain,1 (4.5%) respondent disagreed, and majority 81.8%(18) respondents agreed upon the development of a time management plan. The mean value is 3.86which implies a time management plan is practiced in SFP at a good level.

By the same manner, for the question that asks if activities are defined per time 2(9.1%) respondents strongly agreed, 3 (13.6%) respondents were not certain,2(9.1%) respondents disagreed and majority 68.2.7% (15) agreed that activities are defined per time. The value of the mean 3.77, which implies definition of activities per time is well defined in SFP.

Similarly, the majority or 86.4% (19) of the respondents have agreed that activities are sequenced,1(4.5%) person strongly agreed and 2(9.1%) people disagreed with mean value of 3.86 which implies that majority of respondents agreed that activities are sequenced. For the question that asks if the duration of activities is estimated,3 (13.6%) respondents were neutral, 15 (62.8%) agreed and 2(9.1%) respondents disagreed and the rest 2 (9.1%) of respondents strongly agreed. From the high mean result which is 3.77. It can be concluded that estimation of duration of activities is largely applicable in SFP.

The response of respondents for the question that asks if changes to project schedule is controlled, 13(59.1%) of respondents agreed that changes to the project schedule is controlled and 8(36.4%) were not certain, 1(4.5%) respondent strongly agreed with results of mean value 3.68. This implies changes to the project schedule are controlled in SFP. In general the cumulative mean of practice of time management in SFP is 3.79 and SD 0.46 respectively which indicates time management practice in SFP is practiced at full scale and there is a lot of agreement between respondents about the answers.

This result is also supported by the qualitative assessment that the project uses a sales force program management module to compile and sequence all department's activities and track and

measure their outcomes as well. The module helps to track what programs are currently active, what services are provided as part of those programs, and who is receiving those services. This empowers all staff to see impact to better plan their work and share it with donors and foreign staff members. Currently about 77 services categorized in 11 programs are registered with framed time and sequence. The software helps to track if each child obtains the needed services at the right time. Performance measurement and appraisal of each department is also done based on the information gained from this platform. The software also helps to put results in graphic terms for easy evaluation and reporting.

Table 4.7 project time management cumulative mean

Descriptive Statistics

	N	Mean	Std. Deviation
Project time	22	3.7909	.46384
Valid N (listwise)	22		

Source: own survey (2023)

4.3.4 Project cost management

The study sought to assess the practice of project cost management and forwarded questions if the processes of project management are applicable under SFP.

Table 4.8; Project cost management processes

Budget plan is well defined	Frequency	Percent	Valid Percent	Cumulative Percent	mean
Strongly disagree	1	4.5	4.5	4.5	
Disagree	2	9.1	9.1	13.6	
Neutral	1	4.5	4.5	18.2	**3.77**
Agree	15	68.2	68.2	86.4	
Strongly agree	3	13.6	13.6	100.0	
Total	22	100.0	100.0		
Proper budget estimation has been made	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	3	13.6	13.6	13.6	
Neutral	3	13.6	13.6	27.3	
Agree	14	63.6	63.6	90.9	**3.68**
Strongly agree	2	9.1	9.1	100.0	
Total	22	100.0	100.0		
The required budget is determined	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly Disagree	-	-	-	-	
Disagree	3	13.6	13.6	13.6	
Neutral	1	4.5	4.5	18.2	**3.82**
Agree	15	68.2	68.2	86.4	
Strongly agree	3	13.6	13.6	100.0	
Total	22	100.0	100.0		
A change to the project budget is controlled	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	3	13.6	13.6	13.6	
Neutral	6	27.3	27.3	40.9	**3.55**
Agree	11	50.0	50.0	90.9	
Strongly agree	2	9.1	9.1	100.0	
Total	22	100.0	100.0		
Clear project cost management policies, procedures, and documentation are applied"	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly agree	-	-	-	-	
Disagree	2	9.1	9.1	9.1	
Neutral	7	31.8	31.8	40.9	**3.50**
Agree	13	59.1	59.1	100.0	
Total	22	100.0	100.0		

Source: own survey (2023)

As the results of Table 4.8 show, on the question that asks if the budget plan is well defined, 3 (13.6%) respondents strongly agreed,1 respondent was neutral, 15 (68.2%) agreed, 2(9.1%)

respondents disagreed and 1(4.5%) strongly disagreed that the budget plan is defined with a mean value 3.77 which implies budget plan is well defined in SFP.

Likewise, respondents that strongly agreed proper that budget estimation has been made are 2 respondents (9.1%), 3(13.6%) respondents were uncertain, 14(63.6%) agreed and the rest 3(13.6%) respondents disagreed with a mean value 3.82 . This result shows proper budget estimation has been made in SFP. Again the respondents were asked if the required budget is determined, 3(13.6%) respondents strongly agreed, 1 (4.5%) stayed neutral,3(13.6%) respondents disagreed and the majority of the respondents 68.2% (15) agreed with a mean 3.82 which implies the required budget was determined at a satisfying level so far.

The respondents' feedback on if a change to the project budget is controlled 2 respondents (9.1%) strongly agreed, 6 respondents were neutral and 11(50%) respondents agreed and 3 (13.6%) respondents disagreed. The mean is 3.55 which indicates changes to the budget is controlled.

As a last question of this section, the respondents were asked if cost management policies and procedures are applied in SFP out of 22 respondents 13 (59.1%) respondents have agreed, 7(31.8%) were neutral and 2 (9.1%) respondents disagreed with a mean value result of 3.5 which implies cost management policies were applied at adequate level in SFP. The overall mean result of the practice of cost management in SFP is 3.66 and SD 0.76, which can be interpreted as cost management practice in SFP has been practiced at a satisfying level with average agreement between respondents about the answers. This result is supported by the interview that was held with the finance manager that each department takes the responsibility of estimating their own budget based on previous similar transactions and the current market then the estimated budget gets discussed with the project management team and the department heads before being determined with 10% markup. This system decreases the probability of improper budget estimation and determination as well. But still, significant variances might occur because of the country's economic inflation especially on the costs of house rentals and unexpected health concerned budgets. When such problems occur, budget amendment is done accordingly. Regarding cost management policies, SFP follows all government policies and procedures on its financial system and reports annually. The project is using the Generally Accepted Accounting

Principles (GAAP) system for financial accounting in the meantime but since it is imposed by the Bureau of Finance (BOF) the financial department is being prepared to change the system to International Public Sector Accounting Standards (IPSAS) that are designed for public sector entities whose main objectives are to provide goods and services that benefit the society.

Table 4.9; Project cost cumulative mean

Descriptive Statistics

	N	Mean	Std. Deviation
Project cost	22	3.6636	.76441
Valid N (listwise)	22		

Source: own survey (2023)

4.3.5 Project quality management

According to (PM4ngo, 2020) Quality management is the process to ensure that the project satisfies the needs of beneficiaries. Quality is defined as a commitment to deliver the project outputs and meet the expectations of the beneficiaries, which means that quality is ultimately defined by the beneficiary (PMbok,2013). The study sought to establish the practice of quality management in SFP The respondents were asked the basic quality management processes and the survey results are provided below

Table 4.10 Quality management processes

Quality standards of the project is set	Frequency	Percent	Valid Percent	Cumulative Percent	mean
Strongly agree	1	4.5	4.5	4.5	
Agree	-	-	-	-	
Neutral	5	22.7	22.7	27.3	
Disagree	1	4.5	4.5	31.8	**3.73**
Agree	15	68.2	68.2	100.0	
Total	22	100.0	100.0		
There are mechanisms of quality assurance	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly agree	1	4.5	4.5	4.5	
Agree	13	59.1	59.1	100.0	
Neutral	7	31.8	31.8	36.4	

Disagree	1	4.5	4.5	40.9	**3.64**
Strongly disagree	-	-	-	-	
Total	22	100.0	100.0		
Project performance are evaluated	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	3	13.6	13.6	13.6	
Neutral	6	27.3	27.3	40.9	
Agree	12	54.5	54.5	95.5	**3.50**
Strongly agree	1	4.5	4.5	100.0	
Total	22	100.0	100.0		
Results of the project are monitored	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly agree	1	4.5	4.5	4.5	
Agree	12	54.5	54.5	100.0	
Neutral	8	36.4	36.4	40.9	
Disagree	1	4.5	4.5	45.5	**3.59**
Strongly disagree	-	-	-	-	
Total	22	100.0	100.0		

Source: own survey (2023)

As results in Table 4.10 show, the respondents were asked if quality standards were set. Out of 22 respondents, 68.2% (15) of them agreed, 5 were not certain and 1(4.5%) respondent disagreed and another 1(4.5%) respondent strongly agreed with a mean value of 3.73 which indicates quality standards have been set. On similar terms,59.1% (13) of respondents agreed that there are mechanisms of quality assurance and 1(4.5%) respondent strongly agreed and 7 (31.8%) remain undecided and another 1 respondent disagreed with a mean value 3.64 which implies quality assurance at a good level of practice.

Then the respondents were asked if there is an evaluation of the performance of the project. 27.3% (6) respondents were uncertain, 13.6% (3) respondents disagreed and the remaining 12 (54.5 %) agreed with a mean value 3.50 which shows performance evaluation is well defined in SFP. Similarly, 1(4.5%) respondent strongly agreed,8(36.4%) respondents were uncertain and 1(4.5%) person disagreed and 12(54.5) respondents agreed that results of the project are monitored based on the standards identified with a mean result 3.59 which implies quality control is well defined in SFP. The cumulative mean value result is 3.61 and SD 0.53 which implies project quality management is defined at full scale in SFP and the respondents has a high agreement each other in the answers.

On the qualitative result, it was implied that education, health/wellness, and psychosocial support are the three competence areas of SFP that cannot be compromised. So the psychosocial, health, and education team makes sure that these services are delivered upon quality standards. The psychosocial department works hard towards the caregivers to deliver quality food and hygiene on daily bases and empowers them psychosocially by designing different whole and one-to-one training that focuses on raising a vulnerable child and sets up brainstorming sessions to discuss the problems they faced.

On the other hand, the education and health department follows up the children's educational, health status and issues on daily bases. Every social worker has a duty of following up the psychosocial status of the child technically and writing reports. Furthermore, the project has also assigned every staff member to spend the evening in the children's homes to observe and follow up their quality of life and any special issues beyond creating good relationships with the children. Every staff member is expected to write a report of what they observe after every spent evening. This is all taken as good mechanisms of quality assurance and control.

Table 4.11 project quality cumulative mean result

Descriptive Statistics

	N	Mean	Std. Deviation
project quality	22	3.6136	0.533
Valid N (listwise)	22		

Source: own survey (2023)

4.1.6 Project procurement management

Project procurement management includes all the processes required to acquire goods and services needed by the project from third parties. The role of the project is to supply, as detailed as possible, all the procurement requirements including all the technical specifications, quantity on the required date (Devon, 2022). Based on the above explanation the project sought to assess the practices of procurement management in SFP. The survey result is shown below.

Table 4.12. Project procurement management processes

Resources needed for the project are determined	Frequency	Percent	Valid Percent	Cumulative Percent	mean
Strongly disagree	-	-	-	-	
Disagree	1	4.5	4.5	4.5	
Neutral	2	9.1	9.1	13.6	**3.86**
Agree	18	81.8	81.8	95.5	
Strongly agree	1	4.5	4.5	100.0	
Total	22	100.0	100.0		
Requirements of the project materials are documented	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	-	-	-	-	
Neutral	4	18.2	18.2	18.2	
Agree	17	77.3	77.3	95.5	**3.86**
Strongly agree	1	4.5	4.5	100.0	
Total	22	100.0	100.0		
Potential sources are identified	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	1	4.5	4.5	4.5	
Disagree	7	31.8	31.8	36.4	
Neutral	11	50.0	50.0	86.4	**2.73**
Agree	3	13.6	13.6	100.0	
Strongly agree	-	-	-	-	
Total	22	100.0	100.0		
Contracts are completed and settled properly	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	1	4.5	4.5	4.5	
Disagree	6	27.3	27.3	31.8	
Neutral	12	54.5	54.5	86.4	**2.77**
Agree	3	13.6	13.6	100.0	
Strongly Agree	-	-	-	-	
Total	22	100.0	100.0		

Source: own survey (2023)

Based on the table displayed above from the total 22 respondents, 18 (81.8%) of them agreed, 2 (9.1%) were neutral, 1 respondent strongly agreed and another 1(4.5%) respondent disagreed that resources needed for the project are determined with a mean result 3.86 which means project resources were determined in good level.

For the question that evaluates if project materials are documented 17 (77.3%) of respondents agreed, 4(18.2%) were uncertain and 1(4.5%) person strongly agreed with a mean result of **3.86** which implies project material documentation is applied in good level in SFP. On the other hand, the respondents were asked if potential sources are identified. From the total of 22

respondents, 1(4.5%) strongly agreed, 3(13.6%) agreed, 11(50%) were neutral and 7 (31.8%) disagreed about the identification of potential sources with a mean result of **2.73** which implies the identification of potential resources were applied at a moderate level that most of the respondents were not sure if it were practical or not. Similarly,1(4.5%) strongly agreed 3 (13.6%) respondents strongly agreed, another 6(27.3%) respondents disagreed and the rest 12(54.5%) respondents were uncertain if contracts were completed and settled properly. The mean value resulted in **2.77** which implies contract settlements were applied at a moderate level. The cumulative mean and SD result of this section is 3.30 and 0.29 respectively which implies procurement management is practiced in SFP on an average level and the low SD result shows there is a lot agreement between respondents about their answers.

In the interview conducted with the project purchaser, it's explained that daily living materials including groceries are purchased by each home caregiver like every family. But when there is a need of furnishing a new or existing orphan home, stationary materials for the students and the staff, or similar situations, there is a purchasing committee that has 3 members. The committee has a mandate of deciding and documenting the quality and specification of the materials needed. So whenever the purchasing cost exceeds 10,000 birr the purchaser collects a "proforma invoice" so that the committee can compare and contrast the price and quality before purchase. But if the total price is more than 100,000 the committee goes for a BID. As the purchaser confirms there is no known potential source or permanent contracts so far, the materials are collected from any source if it fulfills the formality with a better price. According to watts (2018), despite its importance, procurement in humanitarian operations remains underestimated. A procurement plan is an important tool for efficient procurements throughout the project. It should be developed based on the project's WBS and schedule to include all procurements and to be timely integrated into the project. Keith (2018) highlighted the drawbacks of traditional methods of procuring goods in projects in particular procuring goods of lower price and the fallacy of awarding contracts solely on the basis of the lowest price bid and incomplete settlement of BID. Despite its importance, procurement in humanitarian operations remains underestimated.

Table 4.13project procurement cumulative mean and SD

Descriptive Statistics

	N	Mean	Std. Deviation
project procurement	22	3.3068	.29813
Valid N (listwise)	22		

Source: own survey (2023)

4.3.7 Project communication management

Includes all the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information (PM4ngo, 2020). Respondents were asked questions that assess if communication management is practiced in SFP.

Table 4.15 Project communication management

The information and communication needed for the project are determined	Frequency	Percent	Valid Percent	Cumulative Percent	mean
Strongly disagree	-	-	-	-	
Disagree	-	-	-	-	
Neutral	4	18.2	18.2	18.2	
Agree	17	77.3	77.3	95.5	**3.86**
Strongly agree	1	4.5	4.5	100.0	
Total	22	100.0	100.0		
Information is made available to project stakeholders	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	-	-	-	-	
Neutral	4	18.2	18.2	18.2	**4.00**
Agree	14	63.6	63.6	81.8	
Strongly agree	4	18.2	18.2	100.0	
Total	22	100.0	100.0		
Communication is monitored	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	1	4.5	4.5	4.5	
Neutral	14	63.6	63.6	68.2	
Agree	5	22.7	22.7	90.9	**3.36**
Strongly agree	2	9.1	9.1	100.0	
Total	22	100.0	100.0		

Source: own survey (2023)

According to the results shown in the Table 4.14, 17 (77.3%) of the respondents agreed, 4(18.2%) were neutral and 1 (4.5%) respondent strongly agreed that the information and communication needed for the project are determined with a mean of 3.86 which indicates the information and communication needed for the project determination is practiced in SFP.

Similarly, the same table shows 14(63.6%) of respondents have agreed that Information is made available to project stakeholders,4 (18.2%) of respondents were uncertain and 4 (18.2%) respondents strongly agreed with a mean result of 4.00 . On the other hand, out of 22 respondents, 14(63.6%)of respondents is not certain that information is made available to project stakeholders while 5(22.7%) respondents agreed and 2(9.1%) respondents disagreed with a mean and SD value of 3.36 respectively which indicates communication monitoring is practiced in SFP on average level. The overall mean result of project communication management in SFP is 3.74 and SD 0.48 which implies the practice of communication management in SFP is at a satisfying level and a lot of agreement between respondents about their answers.

On the qualitative assessment, it is indicated that communication between SFP and its potential donors and foreign staff members is efficient because of the cloud-based module of the sales force software platform that necessary information is made available onboard. Furthermore, consistent communication is done through email and zoom conferences. Other stakeholders like beneficiaries and partner organizations are contacted formally through the service-giving department and the management staff when there is needed information. Furthermore, informal gatherings like lunchtime gatherings and invitations in the children's homes are common ways of exchanging information between the staff themselves and between the staff and the children. But as mentioned by the country director, though the project management team is empowered to make decisions by themselves there is a lack of mutual information transfer that some of us heard the information and others don’t. Or delayed information transfer like the higher management might not be informed until problems happened already. Sharing short memos or writing an email about the progress of situations is the solution planned so far.

Regarding communication with government entities, delayed response and inconsistent working and information systems are common challenges faced. Communication is one of the core processes in project management, which strongly influences the final outcome and when

inefficient, can lead to a project failure (Devi et al., 2018, Senyange, 2017). As it has been seen in the survey result and the interview monitoring or control of communication is practiced on an average level. Although the project manager cannot control all of the information, he or she needs to control the flow of communication and the result of information shared in the communication. About 85-90% of the project manager's time is spent in communicating meetings. Regular meetings of the management and team assures mutual reaching of project information which results in common understanding (Besteiro, 2015).

Descriptive Statistics

Table 4.15. Project communication cumulative mean and SD

	N	Mean	Std. Deviation
Project communication	22	3.7424	.48175
Valid N	22		

Source: own survey (2023)

4.3.8 Project human resource management

Human resource management includes all the processes required to make the most effective use of the people involved in the project (PM4ngo, 2020). The study sought to assess human resource management practice of SFP and raised questions concerning the processes of human resource management.

Table 4.16. Project human resource management processes

Project roles responsibilities and required skills are identified	Frequency	Percent	Valid Percent	Cumulative Percent	mean
Strongly Disagree	-	-	-	-	
Disagree	-	-	--	-	
Neutral	4	18.2	18.2	18.2	
Agree	17	77.3	77.3	95.5	**3.86**
Strongly agree	1	4.5	4.5	100.0	
Total	22	100.0	100.0		
Organizational chart is controlled	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	-	-	-	-	
Neutral	10	45.5	45.5	45.5	
Agree	11	50.0	50.0	95.5	**3.59**
Strongly agree	1	4.5	4.5	100.0	
Total	22	100.0	100.0		
position description is controlled	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	2	9.1	9.1	9.1	
Neutral	7	31.8	31.8	40.9	
Agree	11	50.0	50.0	90.9	**3.59**
Strongly agree	2	9.1	9.1	100.0	
Total	22	100.0	100.0		
Proper human resources are assigned and available	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	1	4.5	4.5	4.5	
Disagree	1	4.5	4.5	9.1	
Neutral	3	13.6	13.6	22.7	**3.77**
Agree	14	63.6	63.6	86.4	
Strongly agree	3	13.6	13.6	100.0	
Total	22	100.0	100.0		
Project team is developed	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	3	13.6	13.6	13.6	
Neutral	5	22.7	22.7	36.4	**3.59**
Agree	12	54.5	54.5	90.9	
Strongly agree	2	9.1	9.1	100.0	
Total	22	100.0	100.0		
Project team is managed and controlled	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	3	13.6	13.6	13.6	
Neutral	5	22.7	22.7	36.4	
Agree	13	59.1	59.1	95.5	**3.55**
Strongly agree	1	4.5	4.5	100.0	
Total	22	100.0	100.0		

Source: own survey (2023)

The first question was if roles and responsibilities and required skills are identified 17 or (77.3%) respondents agreed,4 or (18.2%) were uncertain and 1(4.5%) respondent strongly agreed with a mean result of 3.86 which implies project roles and responsibilities and required skills are identified in a satisfying level. Secondly, the respondents were asked if the organizational chart is controlled,50% (11) has agreed,45.5 % (10) were not sure and(4.5%) 1 person strongly agreed that the organizational chart is controlled with a mean result of 3.59 . Thirdly, the respondents were asked if position description is controlled 11(50%) agreed, 7(31.8%) were neutral and 2(9.1%) respondents strongly agreed and 2 (9.1%) respondents disagreed with a mean value 3.59 which implies the position description is controlled. Similarly, the respondents were asked if a proper human resources are assigned 1 (4.5) strongly disagreed, another 1 respondent (4.5%) disagreed,3 respondents were neutral,14 (63.6%) agreed, and the rest 3 respondents strongly agreed with a mean result 3.77 which implies proper human resource is assigned and available. The respondents were asked if an appropriate project team is developed 2(9.1%) strongly agreed, 5 (22.7%) were neutral and 12(54.5%) respondents agreed and 3(13.6%) respondents disagreed that the project team is properly managed and controlled with a mean result 3.59 which implies proper team development is practiced in a good level as a final process for this section the respondents were asked if the developed project team is managed and controlled 5 (22.7%) were uncertain, 1(4.5%) respondents strongly agreed,13(59.1) agreed and 3 (13.6%) disagreed. The mean and SD value resulted in 3.55 which implies team management and control is practiced at a satisfying level. The cumulative mean result of the practice of human resource management of SFP which is 3.65 implies that the majority of the respondents agreed that the processes of human resource management were practiced adequately in SFP the relatively low SD result which is 0.605 indicates respondents have a lot of agreements about their responses.

During the interview with the human resource manager, the researcher noted though the majority of Human resource management processes are applied currently, some visible gaps came following the previous system which lack proper documentation like employee contracts, work permits, and similar records that even made the company to pass through serious legal issues. Taking lessons from the past, the current HR system starts using software called sales force that is used to record any employee-related procedures in its program management module like recruitment contracts, permits, and the like. In addition, the NGO hired a lawyer to better

understand employee declarations and settle related issues as there are still some gaps seen like being influenced by the friendly relationship showing negligence to obey the HR policies and being overtaken by recording on the Sales force software lack of hard copy records when needed by government officials or partner organizations.

Table 4.17 Human resource cumulative mean and SD

Descriptive Statistics

	N	Mean	Std. Deviation
Project human resource	22	3.6591	.60526
Valid N (listwise)	22		

Source: own survey (2023)

4.3.9 Project risk management

Risk Management includes all the processes concerned with identifying, analyzing, and responding to project risk. The purpose of a risk analysis is to gain control of the uncertainties in the project. When risks are identified, it is important that a strategy is developed in order to respond to the risk (PM4ngo, 2020). While assessing the practice of risk management in SFP, respondents were asked questions regarding the processes of project risk management which the results are shown on the table below.

Table 4.18. Project risk management processes

Risk management plan is developed	Frequency	Percent	Valid Percent	Cumulative Percent	Mean
Strongly disagree	-	-	-	-	
Disagree	12	54.5	54.5	54.5	
Neutral	9	40.9	40.9	95.5	2.55
agree	-	-	-	-	
Strongly agree	1	4.5	4.5	100.0	
Total	22	100.0	100.0		
Risks are identified and registered	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	1	4.5	4.5	4.5	
Disagree	11	50.0	50.0	54.5	2.41
Neutral	10	45.5	45.5	100.0	
Agree	-	-	-	-	
Strongly agree	-	-	-	-	
Total	22	100.0	100.0		
Risks are prioritized	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	1	4.5	4.5	4.5	
Disagree	10	45.5	45.5	50.0	2.45
Neutral	11	50.0	50.0	100.0	
Agree	-	-	-	-	
Strongly agree	-	-	-	-	
Total	22	100.0	100.0		
Implications of risks on the project are estimated	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	1	4.5	4.5	4.5	
Disagree	12	54.5	54.5	59.1	
Neutral	8	36.4	36.4	95.5	2.41
Agree	1	4.5	4.5	100.0	
Strongly agree	-	-	-	-	
Total	22	100.0	100.0		
The identified risks were monitored and controlled	Frequency	Percent	Valid Percent	Cumulative Percent	
strongly disagree	1	4.5	4.5	4.5	
disagree	11	50.0	50.0	54.5	
Neutral	9	40.9	40.9	95.5	2.45
Agree	1	4.5	4.5	100.0	
Strongly agree	-	-	-	-	
Total	22	100.0	100.0		
Risk response plan is developed	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	1	4.5	4.5	4.5	
Disagree	11	50.0	50.0	54.5	2.41
Neutral	10	45.5	45.5	100.0	
Agree	-	-	-	-	
Strongly agree	-	-	-	-	
Total	22	100.0	100.0		

Source: own survey (2023)

The respondents were asked if the risk management plan is developed and from a total of 22 respondents 12(54.5%) respondents disagreed, 9 were uncertain and 1(4.5%)of respondents strongly agreed with a mean of 2.55 which shows a low level of risk management planning in SFP. For the question that assesses if risks were identified 50 % (11) of the respondents disagreed 10(45.5%) were uncertain and the rest 1 (4.5%0 respondent strongly disagreed. The mean result of this specific question is 2.41 which indicates a low level of practice. The respondents were asked if the risks are prioritized.10 (45.5 %) of respondents disagreed, 11 (50%) were neutral and 1 (4.5%) person strongly disagreed with mean and results 2.45 respectively which similarly indicates low level of practice.

In the same manner, from the total of 22 respondents 12(54.5%) disagreed that risk implications on a project is estimated, 8(36.4%) were uncertain and 1(4.5%) respondent strongly agreed and another 1(4.5%) respondent disagreed with a mean result of 2.41 which implies a low level of practice. Similarly,50% (11) respondents disagreed that the identified risks were monitored and controlled, 9(40.9) were unsure and 1(4.5%)respondent strongly agreed and another 1(4.5%) respondent disagreed with a mean result of 2.45 which implies a low level of practice.

As a final assessment of this section out of 22 respondents, 50% (11)of respondents disagreed risk response plan is developed,45.5% (10) were uncertain and 1(4.5) strongly agreed with a mean result of 2.41 The cumulative mean result of this section is 2.44 which implies risk management in SFP has a low level practice and the low SD result which 0.48 shows there is a lot of agreement among respondents about the given answers. Upon the interview, the country director said “Though there were risks we anticipated informally from the country’s economic situation and the global issues, honestly speaking, we haven’t done anything formal like proper risk identification, prioritization, and mitigation plan so far. But nowadays because some of the risks we anticipated like house rental rise-ups and scarcity of foreign funds are showing up, we find it very useful to take our time and work on our risk management processes”.

According to PMI (2013), risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on the project’s objectives. Project risks usually refer to a project’s scope, budget, time, resources, technology, or any unpredicted situations that nobody’s insured against. What is also worth one's attention is that risk is associated with a certain degree of uncertainty,

but its outcomes can be predicted and taken into account in case this anticipated situation occurs. What cannot be avoided should be managed in order to reduce the negative impact of unfavorable events. If the project has a well-defined project management plan it is less likely to get out of control, It is easy to identify the project's strong and weak points as well as potential opportunities and threats above all knowing how to respond to possible risks reduces uncertainty and provides all the project participants with more confidence (peter,2023). But most project managers do not consider it as something important and worth time and effort. This is because either they are too optimistic about the process of project implementation or a matter of being negligent. But having a risk management plan in place allows one to be proactive and take steps to mitigate possible harms before they arise, instead of constantly fighting (Tara Duggan, 2019).

Table 4.19. Project risk cumulative mean and SD

	N	Mean	Std. Deviation
project risk	22	2.4470	.48628
Valid N (listwise)	22		

Source: own survey (2023)

4.3.10. Project stakeholder management

Failing to manage stakeholders can lead to difficult situations, especially when the project has to deal with a key stakeholder who has the power to disrupt the project. Insufficient involvement and infrequent communication with stakeholders is a leading cause of project failure in development projects (PM4ngo, 2020).The study sought to assess practice of stake holder management in SFP and respondents were requested to value their agreeableness on the processes of project stakeholder management .The results are shown on the tables below.

Table 4.20. Project stakeholder management processes

Project stakeholders are identified	Frequency	Percent	Valid Percent	Cumulative Percent	mean
Strongly disagree	-	-	-	-	
Disagree	-	-	-	-	
Neutral	4	18.2	18.2	18.2	
Agree	16	72.7	72.7	90.9	
Strongly agree	2	9.1	9.1	100.0	3.91
Total	22	100.0	100.0		
Stakeholder management plan is defined	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	2	9.1	9.1	9.1	
Neutral	8	36.4	36.4	45.5	3.45
Agree	12	54.5	54.5	100.0	
Strongly agree	-	-	-		
Total	22	100.0	100.0		
There is effective communication among project stakeholders	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly agree	1	4.5	4.5	4.5	
agree	-	-	-	-	
Neutral	6	27.3	27.3	31.8	
Disagree	1	4.5	4.5	36.4	3.68
Agree	14	63.6	63.6	100.0	
Total	22	100.0	100.0		
There is adequate involvement of stakeholders in project processes	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly agree	1	4.5	4.8	4.8	
Agree	-	-	-	-	
Neutral	4	18.2	19.0	23.8	
Disagree	2	9.1	9.5	33.3	
Agree	14	63.6	66.7	100.0	3.64
Total	21	95.5	100.0		
Missing	1	4.5			
Total	22	100.0			
Stakeholder's engagement is controlled	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	2	9.1	9.1	9.1	
Neutral	6	27.3	27.3	36.4	3.55
Agree	14	63.6	63.6	100.0	
Total	22	100.0	100.0		
Project progress is reviewed frequently	Frequency	Percent	Valid Percent	Cumulative Percent	
Strongly disagree	-	-	-	-	
Disagree	2	9.1	9.1	9.1	
Neutral	5	22.7	22.7	31.8	
Agree	13	59.1	59.1	90.9	3.68
Strongly agree	2	9.1	9.1	100.0	
Total	22	100.0	100.0		

Source: own survey (2023)

On the question that asked if project stakeholders were identified, 16 (72.7%) of the respondents agreed, 2(9.1%) respondents strongly agreed, 4(18.2%) respondents were neutral with a mean result of 3.91 and 0.526. The respondents were asked if the stakeholder management plan was defined 54.5% (12) agreed, 36.4% (8) were neutral, and 2(9.1%) respondents disagreed with a mean result of 3.45 respectively.

The respondents were asked if there is effective communication among project stakeholders. Out of 22 respondents 14(63.6%) respondents agreed,(27.3%) 6 were uncertain,1 (4.5%) respondent strongly agreed and 1 respondent disagreed. The mean value of this specific section is 3.68 which implies there is high level of effective communication between stakeholders. The respondents were asked if there is adequate involvement of stakeholders in the project process. With one response missing, out of 21 respondents 14(63.3%) agreed, 2(9.1%) respondents disagreed ,4(18.2%) were neutral and 1(4.5%)strongly agreed. The mean result of 3.64. Out of 22 respondents 14(63.6%) agreed, 2 (9.1%) disagreed and 6(27.3%) were not sure whether Stakeholder engagement is controlled or not, as a final assessment of this section the respondents were asked if project progress is reviewed frequently 2(9.1%) respondents disagreed and 5 were uncertain,13 (59.1%) agreed and (2) 9.1% respondents strongly agreed there is a frequent project progress review in SFP with a mean result 3.68. The overall mean value of this section is **3.65** and SD **0.49** which implies stakeholder management is practiced in SFP at full scale and the low SD result shows there is a lot of agreement among respondents about their answers.

In the interview conducted with the country director and the project manager, they mentioned 3 main stakeholders:- the primary ones are the donors and staff members found in the USA, the second ones are partner organizations that does similar work like SFP and governmental organizations like BOFED (Biro of finance and economic development), CSA (charity and civil society office) and women and children affairs at district and city level and the third ones are the beneficiaries found in the family homes or get supported on outreach program. Even the community at large can be considered as stakeholder because there are people from the community that directly and indirectly get services from SFP. Basically, there is a strong relationship with foreign potential donors. They participate in the planning processes by reviewing and commenting on the annual plan proposal made by the office and following up the day-to-day technical activities through the Salesforce database software which is a cloud-based

platform that allows shared view. There is also an internal information system called "Try Eye" that a selected person writes an email every Friday for any new social events and makes Zoom calls to introduce newly joined staff members or socialize with the family groups. Beyond that, they are appreciated to come and visit what is on the ground so they come and stay in the neighborhood for days, weeks, and even months. On the other hand, the BOFED, which is concerned about the financial transactions, monitors financial reports annually as women and children affairs and the CSA does the monitoring and control of their activity quarterly and annually. Annual activity and budget reports are reported to these partner organizations. On the other hand, SFP psychosocial department works hard through its social workers, the caregivers, and the general staff member to build up a family-like relationship with the beneficiaries in the family homes. So, tracking their daily activities, psychosocial status, and needs either formally or informally is not such a difficult task.

Table 4.21. Stakeholder management cumulative mean and SD

Descriptive Statistics	N	Mean	Std. Deviation
Project stakeholder	22	3.6515	.49843
Valid N (listwise)	22		

Source: own survey (2023)

4.4 General project management challenges faced in SFP

Another section of assessment for this study was to investigate common challenges regarding the management system .The table below shows the results of the data .

Table 4.22. General project management challenges

project management methodologies has been practiced enough in Selamta family project	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD
Strongly disagree	-	-	-	-		

Disagree	5	22.7	22.7	22.7		
Neutral	9	40.9	40.9	63.6		
Agree	7	31.8	31.8	95.5	**3.18**	**.853**
Strongly agree	1	4.5	4.5	100.0		
Total	22	100.0	100.0			
There is insufficient technical skill within the team	Frequency	Percent	Valid Percent	Cumulative Percent		
Strongly disagree	-	--	-	-		
Disagree	3	13.6	13.6	13.6		
Neutral	4	18.2	18.2	31.8		
Agree	14	63.6	63.6	95.5	**3.59**	**.796**
Strongly agree	1	4.5	4.5	100.0		
Total	22	100.0	100.0			
There is insufficient project management knowledge within the team	Frequency	Percent	Valid Percent	Cumulative Percent		
Strongly disagree	-	-	-	-		
Disagree	7	31.8	31.8	31.8		
Neutral	3	13.6	13.6	45.5	**3.23**	**.922**
Agree	12	54.5	54.5	100.0		
Strongly agree	-	-	-	-		
Total	22	100.0	100.0			
The management team give less attention to the practices of project management methodologies	Frequency	Percent	Valid Percent	Cumulative Percent		
Strongly disagree	1	4.5	4.5	4.5		
Disagree	3	13.6	13.6	18.2		
Neutral	6	27.3	27.3	45.5	**3.32**	**.894**
Agree	12	54.5	54.5	100.0		
Strongly agree	-	-	-	-		
Total	22	100.0	100.0			
Management personal interests affect the project management practice	Frequency	Percent	Valid Percent	Cumulative Percent		
Strongly disagree	-	-	-	-		
Disagree	11	50.0	50.0	50.0		
Neutral	5	22.7	22.7	72.7		
Agree	5	22.7	22.7	95.5	**2.82**	**.958**
Strongly agree	1	4.5	4.5	100.0		
Total	22	100.0	100.0			

Source: own survey (2023)

The first assessment question forwarded was if project management methodologies have been practiced enough in SFP. From the total of 22 respondents, 5 (22.7%) disagreed, 9 (40.9%) were neutral, 7 (31.8%) agreed and 1 respondent strongly agreed that project management methodologies have been practiced in SFP with a mean value of 3.18 and SD result 0.85 which

within indicates that project management methodologies have an average level of practice in SFP. The SD result shows there is an average level of agreement between respondents about the given repsonse.

The second question assessed the respondents' agreement if there is insufficient technical knowledge within the team 3(13.6%) disagreed,4(18.2%) were neutral,14 (63.6%) agreed and the rest 1 respondent strongly agreed there is insufficient knowledge within the team. The mean and SD result of this specific question is 3.59 which implies there is no enough technical knowledge about the project management practices and respondents have average level of agreement about the given response. This result can be related with lack of project management trainings and scarcity of project management background in the team which has been explained on the previous sections .

Similarly, the respondents were asked if there is insufficient skill in project management practice the team. Out of 22 respondents, 7(31.8%) of respondents disagreed,3(13.6%) were uncertain and 12(54.5%) agreed there in project management insufficient skill within the team with a mean and SD value of 3.23 and 0.922 which implies the team skill towards technical project management is at an average level. The respondents also have average level of agreement about the given response.

The 4th question forwarded was if the management team gives less attention to the practices of project management methodologies. 1(4.5%) respondent strongly agreed,3(13.6) disagreed and 27.3 (6) were neutral and 12(54.5%) agreed the management gives less attention to the project management methodologies with a mean result of 3.32 and .894 which implies the management gives an average level of attention to the project management methodologies and respondents have average level of agreement about the their answer.

The last assessment of this section was if management's personal interest affects the project management practice. Of the 22 respondents, half of them disagreed(11 counts, 50%),5 (22.7%) were neutral and another 5(22.7%) respondents agreed and the remaining 1(4.5%) respondent strongly agreed with a mean result of 2.82 and SD 0.95 which indicates management personal interest doesn't affect the project management practice. The SD result indicates the respondents average level of agreement about the given response.

4.5 General internal and external challenges

As a final assessment, the respondents were asked to choose the common internal and external challenges that mostly occur in SFP. The frequency table below shows the survey results.

Table 4.23 Internal challenges

Internal challenges		Frequency	Percent	Valid Percent	Cumulative Percent
	Poor goal and objective setting	1	4.5	4.5	4.5
	Poor stakeholder management	2	9.1	9.1	13.6
	Lack of clarity in the scope of the project	3	13.6	13.6	27.3
	Budget (resource) restrictions	10	45.5	45.5	72.7
	Poor time management	4	18.2	18.2	90.9
	Unclear policies and procedures	2	9.1	9.1	100.0
	other	0	0	0	
	Total	22	100.0	100.0	

Source: own survey (2023)

Table 4.2.4 External challenges

External challenges	Frequency	Percent	Valid Percent	Cumulative Percent
Government policy	5	22.7	22.7	22.7
Environment	3	13.6	13.6	36.4
Economic inflation	13	59.1	59.1	95.5
other	1	4.5	4.5	100.0
Total	22	100.0	100.0	

Source: own survey (2023)

As Table 4.24 shows 45.5 % of respondents choose budget or resource restriction as a top challenge that SFP is facing from internal challenges. Poor time management, lack of clarity on the scope, and unclear policies and procedures are other challenges that the project is facing in terms of internal challenges. This result might be related with the previous findings of the study such as poor scope management and poor risk management systems.

On the other hand, 13(59.1%) of respondents choose economic inflation as a top external challenge that the project is facing. Government policies and challenges from the environment are the next external challenges that the project is facing. One basic challenge that SFP is facing

now is a financial burden. This happened because most NGOs that give similar services to Selamta are sponsor based, which means one donor specifically helps a child or children or family so they can witness their physical, economic, and psychosocial changes. This system might make the donors more interested to fund but unsuitable for the operational system.

So SFP has changed the system to program support based that every donor donates to the program and the money enters into one box and is distributed equally as needed. This transition makes it difficult to find donors which resulted in financial scarcity. The management is studying ways of establishing profitable wings like lands and real states to be financially independent. Likewise, another challenge from government organizations is they think the annual expense and the number of children raised is not equivalent. It is because they don't consider the number and the quality of services we are giving to the children. The management always tries to explain that to the concerned officials.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter finalizes the study by providing the summary of key findings, conclusions and recommendations that can help to improve the practice of project management in SFP.

5.1. Summary of major findings

- Majority of the project management knowledge areas like project integration, time, cost, quality and stakeholder management areas are practiced at high level. With higher mean results of 3.61, 3.79, 3.66, 3.61, 3.65 respectively and impressive qualitative results.
- Specially improved practices of stakeholder handling, giving much attention to quality of services and using Sales Force software application which has a cloud based platform and program management module has simplified the documentation and the overall management practices.
- On the other hand, there is no separate project management department in SFP.
- Project management training was given only a few times for the management staff and focused on project success rather than the technical parts.
- Scope management practices like collecting requirements from stakeholders, developing scope management plan, controlling changes in scope where practiced at lower level with overall mean result 2.45 and supportive qualitative results.
- Procurement management practices were applied on average level. Especially identifying potential suppliers with a mean result 2.73 and settling contracts with a mean result 2.77 falls into average level of practice. The overall mean result is also 3.30 which falls also to the average level of practice.
- Though the cumulative mean result of communication management is 3.74, which implies it is practiced at good scale, lots of uncertainty or preferring to stay neutral while asked about the daily management practices and from the qualitative assessment it is noted that communication management is not practiced at satisfying scale.
- Though the quantitative results hit above average level with a mean result 3.65, failing to follow the human resource management procedures from recruitment to some HR processes were identified from the qualitative assessment.

- With a mean result 2.44 and supportive qualitative results risk management processes were not practiced beyond thoughts.
- Among the major challenges regarding PM practices, low project management technical knowledge with a mean result 3.23 and average skill on project management methodologies were seen with a mean result 3.59.
- The respondents also agreed that the management gave not much attention on the technical practices of PM knowledge areas with average mean result 3.32.
- 45.5 % of respondents agreed the main internal general challenge that the project is facing now is scarcity of budget as the project is on its transition from sponsorship based to program based ,which might also be a result of failing to make a risk management plan earlier and scope creep.

5.2 Conclusion

Here, it is possible to conclude that there is successful adoption of project management knowledge areas in Forever Family Projects. Specially those knowledge areas like project integration, time, cost ,quality, HR and stakeholder management areas are practiced at good scale. Though the quantitative result shows communication management is also practiced well s, the researcher took the subjective stand that there is a communication gap and lack of training from the qualitative assessment and uncertainty of most of the respondents while asking if a certain project management area of practice is implemented or not. Similarly, it is concluded from the qualitative result that the HR management practice is not performed at good level, even though the quantitative results show above average results. On the other hand, knowledge areas like scope management and risk management have low levels of practice. Whereas management areas like procurement management were not practiced at full scale which means some of the processes are practiced while the others are not. In general, the findings show that the project has practiced most of the knowledge areas properly and can be considered as a successful project in terms of adhering to the 10 knowledge areas.

Regarding challenges of project management practice insufficient knowledge and skill as well as not giving much attention to the project management techniques are noted.

Based on the results of five-point “Likert scale”, frequency of agreeableness and qualitative interview results Project management knowledge areas practices in this study achieved above average level.

5.3 Recommendation

Based on the results found from the quantitative and qualitative assessments the points outlined below are recommended.

- It’s recommended to keep up the good work on the practices that were considered successful.

- The project staff needs to get consecutive technical training to be on the same page with the management team.
- The management may increase the level of attention to the technical practices of project management.
- Processes of scope management practices like collecting requirements from stakeholders, developing scope management plan and controlling changes to the scope should be practiced so that the project would not be challenged by scope creep.
- Risk management processes like identifying and registering risks, prioritizing risks based on their estimated implications, monitoring the identified risks and developing a risk mitigation plan is expected from the project management team as soon as possible.
- Sharing the good management and other practices to other similar NGO’s is also recommended from the researcher.

5.4 Suggestion of further studies

The study considered only SFP, future researchers can consider carrying out a similar study in different sectors or may compare and contrast other similar sectors with SFP to assess level of practice and explore how the results obtained when the methods applied in this study are applied in other contexts. Studying the practice of project management in correlation with project success of the same NGO can also be another title of study. It might also be very interesting for social workers or psychology experts to study the psychosocial status of the orphans either in comparison with the delivered services and the set up or in contrast with other orphans raised in other setups.

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Appendices

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Interview Questions

Dear Respected project managers and team members:

This interview is conducted to collect data for a research on: Project Management Practices and challenges of project management practices: A case study on Selamta Family Program Forever Family Project. 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 confidentiality of your response is secured and used only for the purpose of this study.

If you need to know the final results of the study, you may contact me via

E- mail.yanuka.w@gmail.com

Thank you in advance for your voluntary participation.

Kind Regards,

Yanet Wondimu

1. How many times have you provided project management technical trainingwithin the past five years?
2. How do you see the Forever Family Project in terms of success?
3. Explain the overall planning & reporting procedures of Forever Family Project Forever Family Project?
4. How do you manage the scope of the Forever Family Project?
5. Is work break down structure applicable in the Forever Family Project?
6. Explain the monitoring and evaluation procedures of SFP?
7. How do you manage each department's budget estimation and use?
8. Have you ever faced cost over run?
9. Explain the overall quality assurance and monitoring of Forever Family Project?
10. Explain the overall procurement procedure of Forever Family Project?
11. How do you promote communication in the Forever Family Project?
12. Explain the overall human resource management procedures in Forever Family Project?
13. Explain risk management procedures in the Forever Family Project?
14. Explain the overall stakeholder management procedure in the Forever Family Project?
15. What are the basic challenges that the Forever Family Project is facing now ?why?

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QUESTIONNAIRE

Dear selected project managers and team members,

Thissurvey is intended to study the project management practice and challenges of Selamta Family Project Forever Family Program. The information you give will be used as a primary data for this research .Therefore, your response and participation in the questionnaire will be extremely valuable for the study. Your response is secured and used only for the purpose of this study.

If you need to know the final results of the study, you may contact me via

E-mail (yanuka.w@gmail.com)

Thank you in advance for your voluntary participation.

Kind Regards,

Yanet Wondimu

General Instruction

* No need of writing your name;
* Click on the circle of 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 a brief answer in the space provided.

Part I: Demographic characteristics of the respondents

1.Sex: Male ☐ female ☐

2 Age

Below 30 ☐ Between 31-40 ☐ Between 41-50 ☐ Above 5☐

3 Educational level

Diploma ☐ BA/ BSC ☐ MA/MSC ☐ PHD ☐

4 The field you have studied

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5 your position in the organization

Project Director ☐ Project Manager ☐ Project Member ☐ Support Stuff ☐

6 year of service in Selamta Family Project (in year)

Less than 5 years ☐ Between 5-10Be☐en 10-15 A☐e 15 ☐

Part II. General Issues

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

Yes ☐ No ☐

2 Is there project management training access in the organization?

Yes ☐ No ☐

4. If your answer for question number two is yes, how often?

Monthly ☐ Quarterly ☐ Semi-annually ☐ Yearly ☐ Once ☐

3 How many times have you taken training related to project management since you joined the Selamta Family Project?

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

Very Effective ☐ Effective ☐ Moderately Effective ☐ Not Effective ☐

Part III

Questions related to the ten Knowledge Areas of Project Management according to PMBOK Based on your experience in the Selamta Family Project Forever Family Program, please respond to what extent do you think the following factors listed under each project management knowledge areas are practiced.

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

I. Project Scope Management	**5**	**4**	**3**	**2**	**1**
scope management plan was defined (As a basis for future project decisions.)					
Requirements were clearly defined from the Beginning					
Changes to the project scope was controlled					
II Project Integration Management					
Project charter is developed					
Integrated project management plan has been developed					
There is an effective coordination between project departments					
The overall Project progress has been reviewed to meet the project management plan.					
The overall Project progress has been reported					
III Project Time Management					

Time/schedule management plan was developed					
Activities are defined					
Activities are sequenced					
Duration of activities are estimated					
Changes to the project schedule was controlled					
IV Project Cost Management					
Budget plan is well defined					
Proper budget estimation has been made					
Changes to the project budget was controlled					
Clear policies, procedures, and documentation in the company for project cost management.					
V. Project Quality Management					
Quality standards of the project were set					
There were mechanisms of quality assurance					
Project performance were evaluated on regular basis					
Results were monitored to check if they comply with the standards identified					
VI. Project Procurement Management					
Resources needed for the project are determined					
Requirements of the project materials was Documented					

Potential sources are identified					
Contracts are completed and settled properly					
VII. Project Communication Management					
The information and communication needed for the project were determined					
The needed information available to project stakeholders					
Communication has be monitored					
VIII Project Human Resource Management					
Project roles, responsibilities and required skill were identified					
Organizational chart and position descriptions were controlled					
proper human resources were assigned and available					
Project team were developed					
Project team were managed and controlled					
IX Project Risk Management					
Risk management plan was developed					
Risks are identified and registered					
Risks are prioritized and their implication on the project was estimated					
Risk response plan was developed					
The identified risks were monitored and controlled					
X Project Stakeholder Management					
Project stakeholders were identified					

Stakeholder management plan was defined					
There was effective communication between project stakeholders					
There is adequate involvement of stakeholders in project processes					
Stakeholders engagement is controlled					
Project progress is reviewed frequently					

If you have opinion for other factors, please describe:

□ _____

□ _____

□ _____

□ _____

□ _____

Part IV Questions related to challenges of project management practice.

Based on your experience in the Selamta Family Project please feedback to what extent do you agree with the following factors listed under challenges of project management practices.

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

1 project management methodologies are properly used in the Selamta family project.

Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐

2 Insufficient project management skill within the team

Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐

3 Insufficient technical knowledge within the team

Strongly Disagree ☐ Disagree ☐ Neutra ☐ Agree ☐ Strongly Agree ☐

4 Please choose Major Challenges of the Selamta family Project (These challenges can be internal or external).

Internal challenges

Poor goal and objective setting ☐

Poor communication b/n team ☐

Poor stakeholder management ☐

Lack of clarity in the scope of the project ☐

Scope creep (uncontrolled extension of the project beyond the planned scope) ☐

Budget(resource) restrictions ☐

Team conflict ☐

Poor time management ☐

Unclear Policies and procedures ☐

Please explain if other

2.2. External challenges

Government policies ☐

Environment ☐

economic inflation ☐

Please explain if other

Thanks For your time