ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Department of Project Management

THE PRACTICE AND CHALLENGES OF DEVELOPMENT COOPERATION PROJECT MANAGEMNET: THE CASE OF MESERET HUMANITERIAN ORGANIZATION (MHO)

BY

SAMRAWIT BOGALE DEMEME

ADVISOR: MULUADAM A. (PhD)

May, 2022

ADDIS ABABA, ETHIOPIA

THE PRACTICE AND CHALLENGE OF DEVELOPMENT COOPERATION PROJECT MANAGEMENT: THE CASE OF MESERET HUMANITERIAN ORGANIZATION

BY:

SAMRAWIT BOGALE

ADVISOR:

MULUADAM A. (PhD)

A THESIS SUBMITED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ART (MA) IN PROJECT MANAGEMET

May, 2022

ADDISABABA, ETHIOPIA

ST MARY UNIVERSITY, SCHOOL OF GRADUATE STUDIES, FACULITY OF BUSINESS

THE PRACTICE AND CHALLENGE OF DEVELOPMENT COOPERATION PROJECT MANAGEMENT: THE CASE OF MESERET HUMANITERIAN ORGANIZATION

BY:

SAMRAWIT BOGALE

APPROVED BY BOARD OF EXAMINERS

_____   _____

DEAN, GRADUATE STUDIES   **SIGNITURE**

_____   _____

ADVISOR   **SIGNITURE**

_____   _____

EXTERNAL EXAMIER   **SIGNITURE**

_____   _____

INTERNAL EXAMINER   **SIGNITURE**

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of **MULUADAM A. (PhD).** All sources of materials 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. It is offered for the partial fulfillment of the degree of MA in Project Management (MA).

Samrawit Bogale   _____

Name   **Signature**

St Mary's University, Addis Ababa   **May, 2022**

ENDORSEMENT

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   May, 2022

Table of Contents

List of Figures

List of Tables

Acknowledgement

List of abbreviation

APM	Association for project management
ISO	International organization for standardization
IPMA	International project management association
MHO	Meseret humanitarian organization
NGO	Non-governmental organization
PM	Project management
PMKAs	Project management knowledge areas
PMBOK	Project management book of knowledge
PMI	Project management institute
QAC	Quality assurance checklist
SA	Social accountability
WBS	Work break down structure

Abstract

This study deals with the practice and challenge of development cooperation project management in the case of Meseret Humanitarian Organization (MHO). Project management body of knowledge developed by project management institute (PMI) considered knowledge areas to check the effectiveness of the project. In fact, among the nine knowledge areas, this study considered only the four core knowledge areas; these are cost management, scope management, quality management and schedule management since they are the four basic constraints which are base for the other knowledge areas. The aim of this study is to assess the effectiveness of the existing project management practices in development cooperation particularly the case of MHO.

The research used both primary and secondary data sources. The primary data was collected using in-depth interview among 41 individuals from about 25 employees; who are fully engaged in the project. Reports and related articles act as secondary data sources. The questionnaires were distributed to 28 employees but only 25 of them (1 executive director,2 program coordinators, 2 project finance officers, 6 social workers, 3 psychologists, 2 nurses, 3 project officers, 2 project coordinator, 4 SA(social accountability) experts) properly filled the information. Purposive sampling was adopted as the sample would be taken according to the objective of the study. The research considered descriptive research and only qualitative research design. According to the collected data, 22 of the respondents were women; most of them were young enough range between the age of 19-40; and more than half of them were above 4 years of experience. The researcher concluded as: the scope, schedule and quality management were done well but not the cost management; the challenges faced by the organization were both internal and external. Internal challenges faced by the organization were Shortage of staff and implementing capacity, security problem at project implementation areas, lack of adequate project budget and delay in releasing project budget by some of donor organization. And the external challenge, which is beyond the capacity of the organization and the project team member were brought from the current political instability of our country and foreign countries.

KEY WORDS: Project management, Project management practice, schedule management, cost management, quality management, scope management

x

CHAPTER ONE

1. INTRODUCTION

The first chapter contains the most important introductions about the study; these are :-the background of the study, statement of the problem, research question, objective of the study, significance of the study, scope of the study, limitation of the study and organization of the study.

1.1. Background of the study

According to Turner and Hulme (1997), NGOs are registered organizations, community groups, professional associations, trade unions, cooperate charity organizations whose aim is to improve the wellbeing of their members and of those areas in which they exists. In most cases, NGOs focus on most vulnerable societies that have problems even to meet their basic needs. Among the various NGOs, this study considered Meseret Humanitarian Organization (MHO) found in Addis Ababa, Ethiopia.

Meseret humanitarian organization (MHO) is an initiative to reduce vulnerability among children and women in Ethiopia founded by concerned, interested and responsible individuals. MHO is established as a humanitarian organization in July 2011 G.C and serving the Ethiopian people in particular the most destitute children and women for more than decades. Currently, MHO is one of leading local NGOs engaged in various exemplary and impactful development initiatives with an ultimate objective of citizens' empowerment and changing the human and livelihood conditions of the poor citizens both in the urban and rural areas of the country. It's more than 10 years of development interventions in a wide-ranging sectors including, women economic empowerment, Child and girl education ,Environmental protection WAHS, sustainable development, community economic empowerment through self-help groups, agriculture, community spearheaded and owned disaster risk reduction and climate change adaptation, improvement of primary school education provision and advancing the wellbeing of children through different interventions.. In this connection, one of its development interventions in the area of destitute children through the project entitled MHO one pack for one child project that benefited thousands of vulnerable children has received the CCRDA's national CSO best-practice award presided by the President of the Federal Democratic Republic of Ethiopia (FDRE). This project is among few project mentioned at national level in transforming child education and benefited thousands of vulnerable

children in Konso, SNNPR, Ambalage, Tigray Region, Woldya, AmbaselWadla and Delanta in Amhara Region and Yabelo, AlemGena and Sebeta in Oromia Region through school materials support. The other development interventions of MHO is in the area of destitute women and children through a project entitled women economic empowerment and educational support for highly vulnerable child are also the pertinent achievements of MHO). The project has improved the livelihood of destitute women and highly vulnerable children. Further to this, the project entitled dry waste management and water, sanitation and hygiene project in Gulele sub city to address the high demand for access to water and to reduce the workload and vulnerability of women to rape and other forms of violence as well as to save time spent to fetch water from mount "Entoto" forest area which is far away from their residence also another notable and example projects in Ethiopia implemented by MHO.

As an enhancement of its capacity in carrying out various important tasks, the ability of every functional area to improve organizational performance should be under inspection. Implementation of projects in the organization are under taken through different project management practices handled by project managers.

Project management practices are tried and tested processes collected from experiences and lessons learned and have been repeated and improved to produce consistent outcomes and they are documented as examples, baselines and measures (Karim, 2012).organizations need to follow effective project management practice to ensure that the projects can be delivered in alignment with its goals by considering the progress and risk. The successful execution of the project drives the realization of the intended target and the achievement of organizational goal. Proper application of best project management practices allow improvement in efficiency and productivity (Kerzner, Harold, 2004).

Project management knowledge areas become important to check the project management practice as projects fall under budget, schedule and other related factors. The sixth edition of the PMBOK® Guide identifies 10 Knowledge Areas: Project Integration Management, Project Scope Management, Project Schedule Management, Project Cost Management, Project Quality Management, Project Resource Management, Project Communications Management, Project Risk Management, Project Procurement Management, and Project Stakeholder Management.

MHO adopted project management practices in execution of its project. However, this study assessed the practice and the challenge faced by considering only the four knowledge areas; cost, schedule, scope and quality management. According to Marchewka (2015), those considered most important knowledge areas are the scope, schedule, cost, and quality management areas, which correspond to the main objectives of project management. Time, cost, schedule and quality objectives are basic and common to almost all projects and are discussed in the success subject matter of most projects (Belassi and Tukel, 1996; Walker, 1995).

1.2. Statement of the problem

A number of studies have been undertaken to assess the project management practice. Among these studies included Smith (2002) who conducted research in Kenya, found out that it is vital to consider project management practice against generally accepted practices and he identified areas that need more improvement to increase the effectiveness of the project management. And also he explained planning is needed for the success of the project. While Menon (2015) in Malaysia, well and constructive project management practices are vital for the success of projects. Turner and Muller (2015) examined that those that are involved in the project handling, fail to take a proactive approach to overcome the uncertainties. As a result of it, the project shall fall under cost overrun and schedule delay. Not only that but it will also result in termination of the project before the accomplishment of its target. Nearly all NGO projects were not achieved in the estimated timeline, quality and budget Rotich (2014). And also according to Roba (2016) conducted a study in Nigeria, effective project management practices can improve strategic plan performance, the product feature and productivity by bringing together and optimizing the resources of cooperative effort of human talent, existing facility, information system and money and other opportunity necessary for the industry.

The above mentioned articles show that the effective project management practice is very critical in organization. Although such studies have contributed substantially to the literature on project management practice, their findings may not be applicable to other countries like Ethiopia, due to differences in cultural, economic and legal environment.

To the best of the researcher's knowledge, there exists no previous research work in Ethiopia specially at local NGOs concerning on project management practice and identification of challenge

faced. Therefore this study is particularly intended to assess the practice and challenge of Meseret humanitarian organization. Such study is hopefully expected to fill the gap in literature by scrutinizing the practice and challenge faced by the organization.

1.3. Research question

The research question addressed:

A. How well is the project management knowledge areas being practiced?

B. What are the challenges of project management practice at MHO?

1.4. Objective of the study

1.4.1. General objective

The general objective of this study is to assess the effectiveness of the existing project management practices in development cooperation particularly the case of MHO.

1.4.2. Specific objective

The specific objectives of the study are:

A, to see how well the organization has practiced the four core knowledge areas

B, to detect the challenges of project management practices faced at MHO

1.5. Significance of the study

The advantage of the study is to indicate the contribution of understanding the effectiveness of project management practices in NGOs to improve the success of projects in achieving its goals as well as the organization's within the planned time, budget and quality effectively. The study also demonstrated the challenges faced through the way of achieving its goal that become important to overcome it wisely. Through this assessment, result and recommendation of the existing practice of project management of the NGO, other organization might learn and assess their own trends on project management practices for their projects to achieve their objectives effectively. This study is also useful input for further research on the area of effective project management practices in NGOs as well as in extending knowledge.

1.6. Scope and Limitation of the study

The study assessed project management practice and the challenges faced in Meseret Humanitarian Organization (MHO) found in Addis Ababa, Ethiopia. It only included the four project management knowledge areas; quality management, cost management, scope management and schedule management, and how they are implemented in the organization. But the study will not cover the practices such as project maturity level, project management process and also the monitoring and evaluation related issues.

As with any other study, there are potential limitation or weakness to be addressed. The first limitations of this study was, in order to assess the project management practice, the researcher only considered core knowledge areas among the nine knowledge areas but in fact, it was needed to be considered beyond the knowledge areas. The second limitation was that, the study was conducted on only Meseret humanitarian organization (MHO) and did not considered multiple local NGO organizations with higher sample size. This does not fit with the researcher's long lasting aim as the researcher believed that this research contributed on reflecting the current status practice and challenge of local NGOs found in Ethiopia. The other limitation that the researcher found out is that the study would be better if both qualitative and quantitative data were considered and the last limitation was, although the sample size considered was for about 28 people, only 25 people answered the questionnaire which did not meet the expectation of the researcher.

1.7. Definition of terms

Project: is a temporary endeavor undertaken to create a unique product or service" (PMI 2008).

Project Management: Project management is the application of knowledge, skills, tools, and techniques to project tasks to meet all projects (Brandon, 2006).

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

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

Project scope management: refers to a set of processes that must be completed in order to deliver a "project" which could be service or result with specific feature or function.

Project schedule management: is timeline that project managers used to keep track of tasks and deadlines.

Project cost management: is the activities used to estimate, allocate, and control costs of a project

Project quality management: includes all of the processes and activities needed to determine and achieve project quality.

NGOs: is a legally constituted organization created by natural or legal persons that operates independently from any government.

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

Work Breakdown Structure /WBS/: a decomposition of all the work necessary to complete a project.

1.8. Organization of the study

The research have five chapters as expressed below:

1. Chapter one: Introduction: - this chapter shows background of the study, organization profile, statement of the problem, research questions, Objective of the research, significance, scope, limitation and organization of the study.

2. Chapter two: Literature Review: - it has got both theoretical and empirical review that are contains important concepts for the reason of conducting the research.

3. Chapter three: Research design and methodology: - this chapter shows the methodology used in this research in order to achieve the required objectives and to answer the research questions.

4. Chapter four: Result and discussions: - this chapter shows result, description and discussion of research results.

5. Chapter five: - Summery, Conclusions and recommendations: which shows generalization about from the analysis and findings then followed by the recommendation

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Introduction

This chapter deals with literature of various scholars reviewed in the area of project management. The review contained both theoretical and empirical findings of different previous research ideas related with Concepts on project and project management, characteristics of project, project management body of knowledge, project scope management, project schedule management, project quality management and project cost management gathered from different related articles, published books, and previous researches. The overall concept of the literature is about project management practices and as much as possible, the literatures are reviewed with recent literatures. The section is composed of two frameworks.

1, Theoretical literature review: this section provided theoretical ideas about project, project management and the four core knowledge areas (cost, schedule, scope and quality management) from different literatures in the development cooperation context.

2. Empirical literature review: - The empirical literature provided empirical evidences of project management practices in development cooperation projects. Additionally, at the end of this section the conceptual framework of this study is presented.

2.2. Theoretical literature review

According to GTZ (2002), in the Ethiopian context, an NGO is an organization that considers the following requirements: NGOs are voluntary in their genesis; engage in relief, service delivery, advocacy or development activities; are non-profit or self-serving organizations working to serve the disadvantaged or vulnerable groups of the society; are non-political; have no permanent program interest or geographical context; refers to both indigenous and international non-governmental organizations (GTZ, 2002:89).Even though NGOs are relatively well built part of civil society that have pivotal roles in the political and economic transformation in Ethiopia (World

Bank, 2000), there is scarcity of studies done on NGOs in Ethiopia and most of the existing studies focus on the activities of the organizations, especially in the areas of relief and rehabilitation and their unhappy relations with government not on management and other various important aspects (Zewdie and Pausewang, 2002). The NGO sector is extremely diverse, heterogeneous and populated with hugely varied size, scope, targets, structures, and motivations. Thus, Ethiopian civil society, especially the NGOs sector might fall under various external and internal problems. The challenges can be categorized into two broad parts as external and internal challenges. External Challenges are:

Government attitude: Strong, vibrant and independent institutions might be considered by the government as a threat and categorized as part of opposition and working to undermine its power bases (Desalegn, 2008)

Bureaucracy: extensive and bureaucratic requirements for registration, demanding reporting requirements and lack of transparency on the part of government executive bodies make worse the relationship among the government and NGO (GTZ, 2002).

Pro-government NGOs: The state promotes intentionally its own party controlled parallel civil society groups, such as local indigenous NGOs, women organizations, youth associations and trade unions. This highly strengthen the intuition that is held in the voluntary sector that the state does not have confidence in independent civil society groups and may be planning to substitute them at some time in the future (Zewdie and Pausewang, 2002).

Participation: without the involvement of civil society representatives, major decisions that concern the civil society themselves are passed at regional and federal levels (GTZ, 2002).

Rules and regulations: It is the state that sets the rules, regulations that govern civil society engagements and that the rules are vague, ambitious, and subject to arbitrary interpretation by the regulating organizations (Desalegn, 2008, Zewdie and Pausewang, 2002, CRDA, 1998). The deliberate provision of regulation contrary to provision of their parent law restricted freedom of association, violated essential provision of the constitutions and international human right agreements ratified by Ethiopia (CRDA, 2006: 13)

Internal challenges refer to restriction in the resource and managerial capacity within the NGOs themselves.

Capacity limitation: There is significant capacity limitation among indigenous NGOs. Limitation in human resource and budget constraints are the prominent features of local NGOs. GTZ (2002) stressed that, lack of access to funds, physical assets and competent human capital is the features of Ethiopian NGOs.

Weak private sector: In Ethiopia the private sector is so weak because of unfriendly policy environment and government control of major economic sectors and afraid to work with internal funding for NGO (Zewdie and Pausewang, 2002)

Personal interest: Most of the NGOs are influenced by the culture of outsourcers, they are different from many of the social and cultural aspects of the society, and many NGOs have tendencies to adopt institutional and personal interests rather than the wider beneficiary (Zewdie and Pausewang, 2002).

Democratic culture and values: Many of the NGOs, especially the domestic ones have not internalized democratic cultures. They lack the culture of tolerance and constructive debate and have no media to tell the public about their activities (Gebre-egzibiaher and Sisay, 2002).

According to PMI (2008) project is a 'temporary endeavor undertaken to create a unique product or service'. Temporary does not mean short duration task. Rather, it refers to that there is definite beginning and end period. The project is ended when the objectives have been achieved or the project will be terminated while the objectives can no longer met due to various reasons. Project is come in to under consideration to achieve a specific target. Thus, it is specified with cost, schedule and other basic different requirements.

According to the worldwide federation of national standards bodies, International Organization for Standardization (ISO) a project has a unique set of processes containing coordinated and controlled activities with start and end time frame (temporary activity), carried out to achieve project objectives**.** Uniqueness implies does something different that is not done previously. Project is the process of working to achieve a goal in which during the process, projects pass through several distinct phases called the project life cycle. These different phases with resources change approach to goals. Project is coordination task that the implementation of the project involves a co-ordination of works/supervisions by project team/manager.

A project comprises a set of defined deliverables and the scope to fulfill the project's objectives (IPMA, 2006) and is constrained by time, cost, and predetermined performance specifications (Turner 2014).Every project need to manage four basic constraints: scope, schedule, budget and quality. The destination, success or terminate, of a project depends on the skills and knowledge of the project manager to take into consideration all these constraints and build the plans and processes to keep them in balance.

A project manager is expected to have the right skills, manner, personal attributes and most importantly the skill to be an effective leader to perform the role (Antvik & Sjöholm, 2007). Portny et al. (2008:25) summarized the responsibilities of a project manager as; a person who describes objectives, schedule and resource budgets that the objectives of the project need to be precise; the schedule of a project shows the timeline of each tasks from beginning up to the final delivery of all the project objectives; Resources refer to human capital, money or something tangible or intangible; Creating and sustaining a focused and committed team. As the project team carries out various activities within a project, the project manager facilitates the performance of the team by ensuring its focus and commitment through the selection and development of the correct team members and managing issues such as conflict within the team (Jackson & Klobas 2008:332). Besides, the cooperation and the commitment of the project team is also crucial to facilitate the practical work to achieve the project as per the plan.

Project management is the application of knowledge, skills, tools, and techniques to project tasks to meet all projects (Brandon, 2006). The management needs monitoring in every phase of the tasks as it doesn't include the critical human relations and project evaluation performed after project completion.so, project management is realized during the project from the beginning up to the end of the project and also outputs should be realized after the completion of the project. Project brings about change and the management of change in an efficient way is recognized as project management (APM, 2006:2). Almost all of the non-governmental organizations all over the world carry out their activities by means of a project. So, project management in each phase have a vital role in order to deliver the project to the project owners and stakeholders in a cost and time effective manner.

The project phases form a project life cycle and the phases are put under the category in a way that best fit with the project requirements. According to the PMBOK, the components of a project life cycle need to consider:

- What work should be achieved?
- What are the deliverables?
- Who will be a member of the project team?
- How to monitor each phase?

These elements are helpful for the project manager as guidance what should be completed in a particular phase before moving to the next phase of a project. The categories of the project into phases is an excellent way to manage your team's focus, allocate resources, and align the entire life cycle with clients and stakeholders

According to PMI (2017), process of directing and controlling a project from start to finish may be further divided into 5 basic phases:

1. Initiation
2. Planning and Design
3. Execution
4. Monitoring and Controlling
5. Closure

1. Project Initiation Phase: This is the phase where the project begins. The main aim of this phase is to define about the project to make sure that the project meets business needs and that stakeholders and member of the project teams are aligned on the project success criteria throughout the life cycle as the capacity of a team can result in the authorization, delay, or discontinuation of a new project. Thus, it is a good decision to make internal and external stakeholders directly participate on the project to accomplish the alignment and even increase the likelihood of all your deliverables in the future. Project Charter and a **Stakeholder Register** are submitted during this phase of the project life cycle. Thus, project manager begins with a kick-off meeting with a client(s) to know about the goals, objectives of the project and about their expectations from it the project. It

is good trend for the project manager to collect crucial information to have better understanding of the project.

In the initiation phase, the clients answer the following questions:

- Why this project?
- Is the project feasible?
- Who are going to be potential partners in the project?
- What are the boundaries of the project?
- How does the end-result look like?

2. Project Execution Phase: Once all the objectives are under consideration, a roadmap for everyone to follow will be developed in this phase. The Project Execution phase is where your team flow through according to the plans. It involves setting goals and addresing job-responsibilities to the project members. This is the stage where coordinating with people, ensuring the existence of quality work, keeping track of resources, and updating stakeholders need to be done. Quality Assurance documentation, meeting minutes, and Work Orders are some of the documents that needs during the Execution phase of the project management life cycle. Most of the project managers set S.M.A.R.T (**Specific, Measurable, Attainable, Realistic** and **Time-bound**) goals to make the process achievable in which it is the most popular goal-setting process that assists to set goals.

3. Project Monitoring & Control Phase: progress and improvement is ensured by tracking and reviewing project performance. As you execute a project, keep track of your change management documents, spending records, QA checklists, and team time tracking. Through This mechanism, measurement is possible where efforts and resources go throughout the project life cycle, and crosscheck your planning. Commitment in recording and measuring project progress puts in a strategic position. It will be possible to identify bottlenecks and initiate essential discussions or project management process improvements. If additional planning, time, or resources are required, communication with relevant project stakeholders will be needed before it's too late. There should also have the data and results to back up the requests, so possible to have better chance of justifying the requests and maintaining trust despite circumstances.

4. Project Closure Phase**:** It is the last project management phase. All the activities related to its completion are concluded and also called post-mortem or follow-up phase. The phase considers the submission of a final deliverable, fulfilling contractual obligations, terminating relevant agreements and releasing project resources. The reason behind the project closure can be completion, cancellation, termination, transfer to new organization, and others. The various situation matters for the documentation required to complete Project Closure. Regardless of the outcome of the project life cycle, however, it would be important to conduct a project retrospective as possible to process new learnings and ensure improvement for the next project management scenario. Project managers usually neglect this phase, considering it unnecessary. However, if we take out some time to analyze the strengths and weaknesses, it will be helpful to approach the future projects with more dedication. While closing, team meeting and project performance evaluation is basic. Project management practices express to an optimal way currently recognized by project management industry to accomplish a stated goal or objective; is an idea that asserts that there is a technique, method or process - through research and application - that is more effective at delivering a particular result than any other technique, method or process when executing a project (PMI, 2004).

Table 1: **Over view of PMBOK knowledge areas and processes**

	Process groups				
PMK areas	**Initiating**	**Planning**	**Executing**	**Controlling**	**Closing**
Scope		• Scope planning • Scope definition		• Scope verification • Scope change control	

Time		• Activity definition • Activity sequencing • Activity duration estimating • Schedule development		• Schedule control	
Cost		• Resource planning • Cost estimating • Cost budgeting		• Cost control	
Quality		• Quality planning	• Quality assurance	• Quality control	

Source: PMBOK, 2008

Since project management is a results-oriented management style that plays a pivotal role on forming collaborative relationships among employees of different division that in turn gives organizations with a powerful set of tools that changes their capacity to plan, implement, and manage activities to accomplish specific project objectives. Project Management practice is a strictly defined combination of logically related practices, methods and processes that determine how best to plan, develop, control and deliver a project throughout the continuous implementation process until successful completion and termination. It is a scientifically-proven, systematic and disciplined approach to project design, execution and completion (McConnell, 2010).

The most widely and commonly available Project Management methodologies are the Project Management Body of Knowledge (PMBOK), IPMA Competence Baseline (ICB), ISO 9000 and PRINCE2. Furthermore, due to the specific needs of NGOs, there were Logical Framework (Log FRAME), PMDPro (developed by PM4NGO) and PM4DEV guidelines created. In 2003, the LOGICAL Frame Work, a requirement from many international fund agencies was one of the most

used one in NGO sector. Later on, in 2007, the initiative of PM4NGOs was born. PM4NGOs is an organization devoted

There are many benefits of application of project management practices. It ensures that available resources are used in the most efficient and effective manner. However, as Golini et al. (2014) state, despite the universalistic nature of project management practices, different industries show different approaches to project management and one of the most neglected sectors is the non-profit organization one as there is a little evidence that NGOs adopt any of project management standards. Therefore, it is basic to analyze, whether the NGOs practice project management well in terms of the known project management knowledge areas.

Project management is the totality of managerial functions, organization, skill, knowledge, techniques, experience and instruments to initiate, define, plan, control, and close projects. Project management covers the coordination of people and the optimal resource management to achieve project objectives (Alam &GRuhl, 2016). Kerzner (1994) states that project management improved efficiency and enhanced profitability through better utilization of limited amount of resources; and also proper planning, estimating and cost control results in more consistent achievement of milestones and project objectives.

In order to work on the standardization and implementation of practices, different tools have been made by associations such as the Association for Project Management (APM),   the Project Management Institute (PMI) and the International Project Management Association (IPMA), among others. According to Morris, et al. (2006), bodies of knowledge contains guidelines that help in improving skills, training and effective management of projects which acts as emerging frameworks and standards. The background of practices of project management is principally derived and gained from the Project Management Body of Knowledge (PMBOK), which is published by PMI (2004, 2008). The Project Management body of knowledge is a standard for managing most projects. It is an all-inclusive which describes the overall knowledge with in the profession of project management. It comprises proven tools and techniques used to manage project management processes towards successful project outcome (PMI 2008:13). The Body of knowledge is evolving from the PMI's PMBOK guide which identifies and recognizes good practices. The body of knowledge identifies key knowledge areas of project management skills and activities that every practitioners need to know and master in order to become fully trained in

their profession. This knowledge area considers a broader overview of the project management processes.

The Guide to the PMBOK (2004) classifies the processes that make up each project management process group into nine Project Management Knowledge Areas as: cost management, schedule management, integration management, quality management, scope management, resource management, communication management, risk management, procurement management and stakeholder management. These groupings, or knowledge areas, bring together processes that have things in common and the nine knowledge areas are categorized as core, facilitating and integration. Scope, time, cost and quality management are considered as the four core knowledge areas of the project. These are the core knowledge areas because they lead to specific project objectives. The four facilitating knowledge areas of project management are the human resource, communications, risk and procurement management. These are facilitating areas because they are the processes through which the project objectives are achieved. The last knowledge area is the project integration management and it is an overarching function that affects and is affected by all the other knowledge areas. Only the 4 core knowledge areas will be reviewed as the study considers only them as the primary attempt of project management is to obtain formulated project goals within a specific timeframe, budget, quality and scope.

Project costs are the funds necessary for the realization of the project and they are some of the basic factors of management (Jovanovic, 2003). In considering the success of the project, the management of budget is the most crucial as different project aspects affect it. When cost management is integrated with schedule, quality and scope management, these four functions give us core of project management. Langfield-Smith et al (2006) express project cost management as the development of an organization's cost effectiveness by recognizing and managing the real causes of cost during a project's life cycle. PMI (2004) refers to cost project management as the processes needed to ensure that the project is accomplished within an approved budget including resource planning, cost estimation, cost budgeting and cost allocating and controlling within the project life time. Project cost management is process that one plans and manages the budget of the project which is one of primary function of project manager. Project managers make several types of cost estimate, and three basic estimate types are: rough estimate, budget estimate and final

estimate (Schwabe, 2015).The project manager should be skillful with planning and estimating the project budget.

Project Schedule is a technique that provides what work need to be performed, which resource of the organization shall do the work and the time spans in which that work should be performed.it is defining a project in detail and a plan for when and how the project tasks shall be completed. No matter what the size or how broad scope of your project is, the project schedule articulates what is already done, when each activities should be done and the sequence in which things would be finished. The schedule management is one of the most crucial plans in a project. The development of schedules need to be based on the previously developed work breakdown structure (WBS). The level of work in planning, monitoring and controlling schedules in a project is often directly reflected in the execution and outcome of the project (Antvik & Sjöholm, 2007). An important consideration is to ensure that the work to be done is expressed accurately and understood by those who must do the work. As PMI (2013), project time management includes the processes required to manage the timely completion of the project such as the following

 1. Plan Schedule Management: it's establishing the policies, procedures, and documentation for the project to go accordingly.

2. Define Activities: is to identify and document the specific actions to be performed to produce the project deliverables.

3. Sequence Activities: it is documenting and identifying relationships among the project activities.

4. Estimate Activity Durations: it is an estimation of the work period to be completed in estimated resources.

5. Developing Schedule: is the process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create a project schedule model.

6. Control Schedule: it is monitoring the status of the project update and manages changes.

Project quality: Quality can be defined as the totality of features and characteristics of an entity that bear on its ability to satisfy stated or implied needs (ISO 9000:2000), where an entity can be a product, a component, a service or a process. Quality is the degree to which inherent

or assigned characteristics of project management and its product(s) fulfill stakeholders' requirements, needs and specifications. Quality management is defined as the activities in order to direct and manage a project with regard to quality. Project Quality Management assures the management of the project and the deliverables of the project according to the prepared standard. It applies to all projects, regardless of the nature of their deliverables. Quality measures and techniques vary according to the type of deliverables being provided by the project. Project quality management comprises the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertake (PMI, 2017). The elements of quality management include quality planning, quality assurance and quality control, (Zafarani, 2011). The project manager is accountable for developing a project implementation mechanism that results a clear understanding of the expected project outputs and the quality specifications. In order to do so, (PMI, 2013) listed the following three project quality management processes:

1, Plan quality management: The process of identifying quality requirements for the project and its deliverables, and documenting how the project shall demonstrate compliance with quality requirements and/ or standards.

2, Manage quality: The process of translating and converting the quality management plan into executable quality activities that incorporate the organization's quality policies into the project.

3, Control quality: The process of monitoring and recording the outcomes of executing the quality management activities to check the performance and ensure the project outputs are complete, correct, and meet customer expectations.

Kerzner (2009) put project scope as the result of identifying the needs why project has been established and prioritizing those needs; sum of needs for the project. Scope plays an important role in accomplishment of predetermined sets of works for the project success to fall under the schedule and planned budget. the project management institute (PMI) (2004) expresses scope management as the totality of processes required to ensure a project having all the work needed and only the work required to accomplish the project successfully and considers the following items as project scope building blocks as: service requirements and characteristics, project boundaries, project requirements and deliverables, project constraints, project assumptions, initial project organization, initial defined risks, schedule milestones, initial Work Breakdown Structure

(WBS), order of magnitude cost estimate, project configuration, management requirements and approval requirements. Scope management consists of a series of tasks and steps designed to help the project manager manage the project deliverables, the steps are:

- Defining the Scope
- Assigning Scope Work
- Verifying the Scope
- Adapting the Scope

An important function of scope management, by the PMI, is scope management processes responsibility to manage actual project changes, not related to organizational change management, and integrating the changes with other controlling processes. The PMI states that uncontrolled changes are often referred as "scope creep". Scope creep is the undesired by-product of a badly managed project scope, often leading to major difficulties in projects or being a reason for project failure resulting in lost customers and reduced profits (Dekkers & Forselius, 2007). Management of the scope helps to stay focused on the work included in the scope management plan and mindful of the fact that if unexpected changes happen, they will affect time, cost, quality, resources, and even customer satisfaction.

In project management, Professional capacity is attained by organizing knowledge acquired through education, skills developed through work experience, and tools and techniques learned through training (Edum-Fotwe & McCaffer 2000:13). In knowledge acquisition, there are two main kinds of knowledge, namely tacit and explicit knowledge. Tacit knowledge is acquired by internal individual processes, like experience, reflection and internalization or individual talents. Tacit knowledge is mostly stored in human beings (Haldin-Herrgard 2000:360). Explicit knowledge can be found in a mechanical or technological medium, such as handbooks or information systems (Mooradian 2005:109). while technical knowledge, leadership skills that reflected the project manager's behaviour to affect the project team positively for project development, managerial skills and administrative skills are considered as skill set of project manager (Kosaroglu & Hunt 2009:320). The third component in the definition of project management is tools and techniques. Tools refer to software programs used to automate some complex tasks. Techniques are mechanisms for solving certain problems in given environments.

Tools and techniques convert inputs into outputs. These tools and techniques are helpful for the project manager to be more productive with optimal utilization (Rigby 2001:6)

Project management is a combination of high numbers of project management specific knowledge areas. Also, the project manager in addition to the knowledge areas must have the right knowledge of management issues that can arise in a project (PMI, 2000). As a result of the theory and practice based nature of the project management discipline, it is not enough for the project manager to rely only on abstract knowledge of project management methodologies .rather, should also have the ability to put the acquired knowledge into use in complex environments which is improved by having appropriate training as considered by Sloman and Philpott (2006:242), training is learning activities that will result in acquisition of practical skill .El Sabaa (2001) noted that the human capabilities of project managers have the highest impact on practices of project management and technical abilities the least. A project manager is ultimately responsible for leading and managing the project, however, for a project to be successful, the project manager needs competent project team members. Hence the importance of project management training applies to all.

2.3. Empirical literature review

Millicent Ollows (2012) stated that it is important to link various project management practice to realize successful completion of the projects leading to better organizational performance and found out that project management practices have positive impact on organizational performance that project cost management followed by project scope management were most important to be considered. The key finding was that engaging in project management practices had a positive impact on organizational performance as benefits which improved organizational realization and recommended as Project cost management and project scope management practices should receive immediate priority for better achievement of the project even though the result showed that there is delay (problem on schedule management).

According to Menon (2015) for the best accomplishment of the project, effective project management practices are very vital. Best project management practices enhances project efficiency and serves better guide lines, methodology and processes that can be followed throughout the organization. Having effective project management practices can produce the

desired outcome which strategically support the organization to achieve its organizational goals and objectives. As a critical success factor, top management support is most crucial for the development of best practices. Among the various factors, lack of senior leadership support, ineffective project management department, people factor and lack of trainings are some of the challenges faced by the organizations to implement the project management practices.

Natnael (2019) considered the nine knowledge areas and showed that there is a problem on scope, schedule and risk management and he clearly stated that for the schedule, there is a problem in defining activities and documenting a clear policies and procedures although the organization has both internal and external challenges. Especially, the problem related with the government intervention become a great challenge followed by fund problems. Beyond that, even though past experience of the organization in managing the problem has been good, they don't have formal procedures and government policies on NGO.

Yemisirach (2018) founded that proper cost, time, scope and quality management are indicators of successful project. Although it is challenge in execution of the project with poor time and budget planning, frequent change of project scope, loose communication and integration and inadequate man power in the project team, the project has been managed through experience. But this has clearly showed the project has been managed traditionally without adequate knowledge. This would lead to ineffective management of the project which results in problem of project management practice.

The above reviewed literatures shows that the practical consideration of project management practices for checking effective project management and the challenges faced behind every problem. And it has found that most of NGOs found in Ethiopia has drawback on the effective project management and such kind of studies are really relevant in identifying the gap and recommending them according to the problem. Thus, this study worked on checking the effective application of the project management practices and identification of the challenges behind the problems in MHO and the researcher believes that this study have positive impact on improvement of effective project management practices and adds value towards local NGOs found in Ethiopia.

2.4. Conceptual framework

In this study, the conceptual frame work shows that assessing project management practice with the four core knowledge areas.
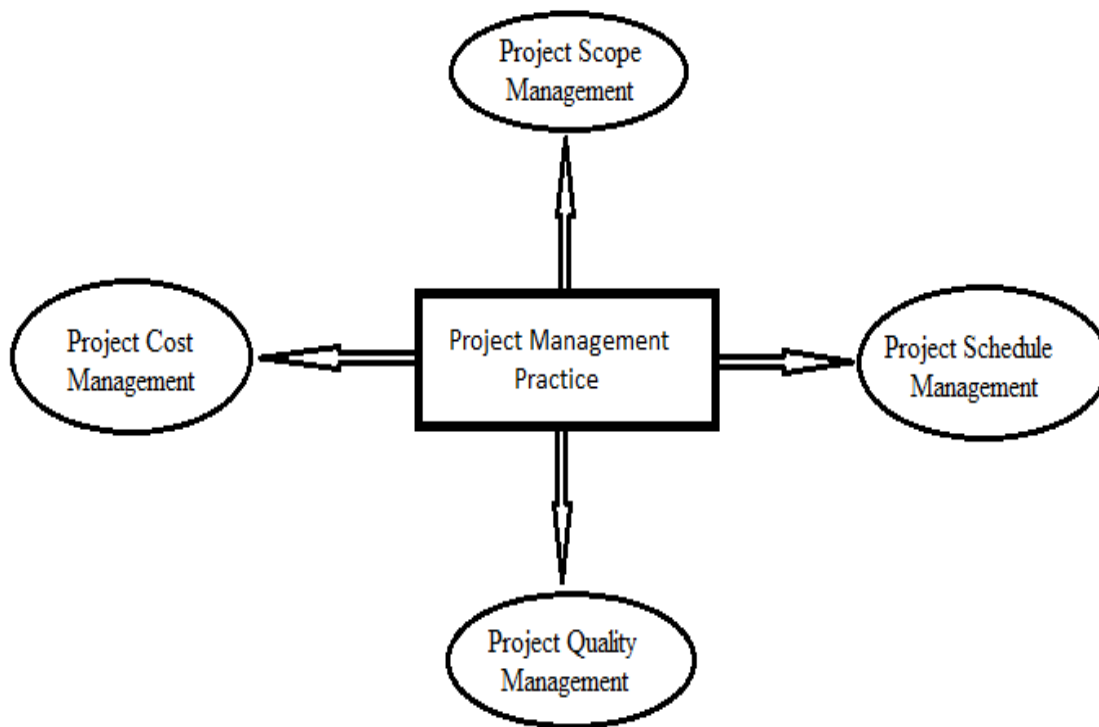

Figure 1: Conceptual frame work

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design

The study applied qualitative research design. Qualitative research is a kind of research that provides deeper in sight in to real world problems. According to (Moser 2017) qualitative research assists in understanding qualitative data instead of collecting numerical data .Qualitative research over sees perceptions, behavior and participants experiences. It deals with the "how" and "why" instead of "how many" or "how much". (Cleland JA 2017), one of the strength of qualitative research is its capacity to express processes and patterns of human behavior that can be hard to quantify. Phenomena such as experience, attitude and behaviors can be difficult to accurately acquire quantitatively whereas qualitative approach allows participants themselves to explain "how", "why" or "what" they were thinking, feeling and experiencing at certain time (Foley et al.2015). And descriptive research method was applied aimed to accurately and systematically express population, situation or phenomena.

Thus, the study had qualitative research approach and descriptive research design to assess the practice and challenge of project management in the organization to accomplish project success and only qualitative data are collected, analyzed, interpreted and presented. Because the research question cannot be expressed in numerical form (quantified) rather it would be explained and presented as the data collected from the employees' experience.

3.2. Target population and sampling technique

3.2.1. Target population

Target population is the specific, conceptually bounded group of potential of members to whom the researcher shall access that represents the nature of the population of interest. It is from the target population that the sampling frame is developed (Kalleberg et al., 1990). In MHO, the targeted population is 41 employees who are participated in the organization in different departments.

3.2.2. Sample size and sampling technique

The study adopted non probability sampling specifically purposive sampling. Because to conduct this study, even though there are different population participated in the organization, intentional selection of participants who are able to provide the required information should be selected. According to Crossman (2018) a purposive sample is a non-probability sample that is selected based on characteristics of a population and the objective of the study. Even though there were 41 population found in the organization, the researcher only considered employees who can give sufficient information for the provided Survey Questionnaires. Thus, the researcher only considered 28 employees that are fully engaged in the project and the remaining 13 employees were support groups like guards, cookers, messenger and cleaner who could not provide basic information for this study. But the researcher was only able to get complete respond from 25 employees.

3.3. Source of data

This study considered both primary and secondary data sources.

Primary data are gathered through in-depth interview for those considered individuals at different departments and Secondary data are acquired from the organization reports, documents and articles related with the research.

3.4. Data collection and data collection instrument

The study gathered and analyzed qualitative data. In qualitative research, data may be gathered through observation, note taking, interviews, focus group (group interview) and documents (Babbie, Earl 2014). The data are collected from 25 employees who have got highly engagement with the project; these are: - managing director, program coordinator, project finance officer, social worker, psychologist, nurses, project officer and SA (social accountability) expert. The data collection instrument shall be an in-depth interview prepared by the researcher and also has taken from other previous researches. Reports and related articles also considered as supplementary data sources.

3.5. Validity

Creswell (2014: p.250) stated that qualitative research are procedures that qualitative researchers use to demonstrate the accuracy of their findings and convince readers of this accuracy. Guba (1991) stated that credibility, transferability, dependability and conformability are categories that are means to establish validity. But as the biggest portion of validity is related with credibility, the researcher considered on checking credibility of the research. (Terrell, 2016) stated that researchers developed credibility with at least the following 7 rationales that include: prolonged engagement, persistent observation, triangulation, peer- debriefers, negative case analysis, referential adequacy, member checking. Among them, the researcher considered triangulation, peer debriefing and referential adequacy. When making the triangulation, the researcher considered the primary data that were gathered from the respondents of professionals in the organization, ran its analysis and also at the same time considered some reports of the organization which act as secondary data source and the researcher found out that the primary and secondary data were supportive to each other. The second is peer debriefing that the researcher made colleagues look the data and verify the interpretation or offer other interpretations. The other way to check the validity was transferability which is same in meaning as generalizability that the sample taken in MHO is representative for the considered population as there is homogeneity among the members

3.6. Method of Data analysis

Data concerning with practice and challenge of development cooperation project management was collected from professionals working at Meseret Humanitarian Organization (MHO). This study was targeted to gather and analyze qualitative data extracted through transcription methods and mainly relies on meaning and words. This indicates to the process and procedures that are used to analyze the data and give some level of explaining, interpreting and translating the meaning and categorizing expressions into sub themes unified to the research objectives. Hence the research is qualitative research approach, the data analysis considered the respond from the collected from the questionnaire and described the phenomena in words.

3.7. Ethical Consideration

- While conducting the data collection, the researcher never asked the question for the respondents that were not willing to answer the questions provided by the researcher.
- The word of respondents were respected regardless of gender, race, language, background and living status.
- The purpose of the questionnaire was clear for the respondents.
- There were only appropriate questions prepared which were helpful for the research conducted.
- The questions considered were free from bias.

CHAPTER FOUR
4. RESULTS AND DISCUSSION

In this chapter the information collected from 25 member of the project team is analyzed and interpreted. The findings forwarded information according to the objective of the study gathered from the interview and Likert scale that included the demographic characteristics of respondents, application and contribution of core knowledge areas, information on core knowledge areas and contribution for project success /failure and challenges on adopting core knowledge areas. Narrative analysis is applied for the analysis and interpretation. Narrative analysis considers group of approach that depend on the written or spoken words or visual representation of an individual as it is a process of collecting and analyzing of the participants' experience either by word or by collaboration among the researcher and participants over time in their experience through social interaction (Clandinin & Connelly, 2000, p. 20). The findings from the Likert scale and interview are helpful for summery, conclusion and recommendation forwarded.

4.1. Demographic Characteristics of Respondents

It is the first section in the questionnaire which caught general personal information about the respondent that included gender, age, education level, job title, work experience and salary of the respondent.

Among the 25 respondents in the interview, 3 of the staffs were males and the remaining 22 were females. It showed that there were lot of women engaged with this project that men did. Most of them were women that it manifested there was imbalance number of gender existence

According to the response, 8 employees were categorized under the age range of "19-30"; 13 of the employees were between "31-40"; the remaining 4 were between "41-50" and no one is >= 51. This revealed that more than half were in the age range of "19-40" which means that most of the employees were super energetic that they can run the tasks more quickly.

When referring to the respondents' highest level of education, 5 of the employees hold master's degree; 19 of them with first degree and the remaining 1 have got diploma.

The total number of the respondents are 25 and among the respondents, 1 managing director, 2 program coordinator, 2 project finance officers, 6 social workers, 3 psychologists, 2 nurses, 3 project officers, 2 project coordinators, 4 SA (social accountability) experts.

Among the 25 employees, 8 of them have work experience of about "2-4" years; 12 of them with "4 1/12-6" years and 5 of them with more than 6 years. Most of the respondents had an experience more than 4 years which gave additional confidence on the validity of the result.

Among the 25 employees, 13 of the employees were paid >10,000; 10 of them were paid 5001-10,000 and 1 of them 3001-5000.in which according to the researcher's scale, more than half of them were paid well.

4.2 EMPLOYES' AWARNESS ON PMCKAs

The researcher found it crucial to review the employees' level of awareness about project management knowledge areas in general to assess the project management practice in the organization.

4.2.1 *Awareness*

The respondents have been asked that if they have got the awareness about the four core knowledge areas and among the 25 respondents, 6 of them stated that they had deep knowledge about it, about

13 of participants informed that they knew the four core knowledge areas partially and the remaining knew only two of the

4.2.2 *Related Training*

About the question asked as" what specific training have you had related with project management so far?" Around 10 respondents have informed that they have taken lot of trainings but the most related with knowledge areas are: project cycle management, result based monitoring and evaluation, financial management, project planning and monitoring and evaluation. The rest 15 employees have informed that they have never taken project management related trainings.

4.2.3 *Application of knowledge areas*

The respondents were asked as "to what extent do the project team apply each of these knowledge areas in your project?" and almost all of them stated that all core knowledge areas are applicable in all project/ program implementation processes of the organization.

4.3 Project management core knowledge areas and challenges faced
4.3.1   Project scope management

The respondents were asked to explain how to manage the project scope in the organization and also how frequently they faced scope creep and how did they solve it. As most of the respondents answered, there was rare scope creep faced by the organization as there is clear and unambiguous communication with donors and stake holders, scope management plan was developed and implemented properly to ensure clarity of understanding and ongoing management of the project scope, management of the impact of the scope change within the established time, cost and quality constraints to meet the objective, they considered the potential to mobilize financial, material and other necessary resources while the plan is developed. And also they manage the scope of the project through reviewing the progress according to the plan, regular follow up in each phase and clear communication with the project team and stakeholders.

4.3.2   Project schedule management

For the schedule management, the respondents were asked as "How do you ensure that your project is going according to the planned schedule? How frequently do you face schedule delay? How do you solve it?" most of them stated that that the project is going according to the planned schedule

as activities were sequenced properly, schedule management plan was developed, emergency schedule extensions were discussed and managed well, provision of clear policies, procedures and documentation in the company and Conducting monitoring, facilitating quarterly and bi-annual review meetings and consultative meeting with concerned stakeholders, conducting midterm and terminal evaluation. And they informed that they rarely faced schedule delay and solve such issues in consultation with donor organization through requesting no cost project extension that will facilitate approval of additional period to complete remaining project activities.

4.3.3   Project cost management

The respondents were asked how the organization ensure that the project is going according to the planed budget. Most of the respondents have informed that the organization had cost management problems as there is lack of adequate budget and delay of releasing project budget by some of the donor organization and most of them have informed that there is gap in cost estimation due to poor budget planning and inflation in the country. And the organization let finance personnel participate in project planning and management processes as of the earliest stage of project designing and implementation, enhance the capacity of finance staff through capacity building training and increase participation of finance staff in different experience sharing plat forms as problem solving mechanism related with cost management.

4.3.4   Project quality management

As the participants' response, to manage the project quality, organization had set quality standards, quality control according to the set standards were monitored and results were monitored to check if they comply with the quality standards. For the question "How do you ensure the achievement of the standard of quality of the project?" the respondents said; the achievement of the standard of quality of the project have been done by conducting monitoring and evaluation; ensure that the necessary deliverables are prepared well and submitted as per the standard and the schedule.

4.3.5 Challenges

As all of the respondents have informed, the organization faced both internal and external challenges.

Internal challenges faced by the organization were Shortage of staff and implementing capacity, security problem at project implementation areas, lack of adequate project budget and delay in releasing project budget by some of donor organization. And the external challenge, which is beyond the capacity of the organization and the project team member were brought from the current political instability of our country and foreign countries.

CHAPTER 5

5 SUMMERY, CONCLUSION AND RECOMMENDATION

5.1 Summary

In this chapter a summary of results of the study presented that was brought from the result observed in the 4th chapter.

- Majority of the respondents have answered that their organization and the team members give more emphasis for almost all core knowledge areas and it has contribution to meet the objective of the project. But the employees have got still inadequate information about the core knowledge areas and it is weird that some of them did not have related training yet.

- The project scope management practice is good as there is proper scope management development, the project progress and the result recorded are reviewed management of impact of scope change within the established time, cost and quality constraints to meet the objective and also there is clear communication between the team members and stakeholders and available resources are considered while scopes are needed to be changed which resulted the presence of rare scope creep. Therefore, is good scope management practice in MHO.

- The schedule management is good as activities are sequenced properly, schedule management plan is developed, effective communication while there is emergency schedule extension and presence of clear policies, procedures and documentation of the project schedule management. They ensure that the project is going according to the planned schedule by Conducting monitoring, facilitating quarterly and bi-annual review

meetings and consultative meeting with concerned stakeholders, conducting midterm and terminal evaluation. And they informed that they rarely faced schedule delay and solve such issues in consultation with donor organization through requesting no cost project extension that will facilitate approval of additional period to complete remaining project activities.

- The project management practice in MHO has problem related with cost management as there is improper cost management plan development, poor project cost estimation, absence of clear policies, procedures and documentation and lack of adequate budget. The problem with budget management affects the schedule that may result in project delay due to inadequate budget; limited scope since resources are scare due to insufficient budget and also may lead to poor quality below the standard to only accomplish the tasks. The organization has cost management problem.

- As project quality standards are set, quality control according to the standard set, results are monitored to check if they meet the quality standards and also the achievement of the standard of quality of the project have been done by conducting monitoring and evaluation, ensuring that the necessary deliverables are prepared well and submitted as per the standard and the schedule. Thus, the collected data revealed that project quality managements are held properly.

- Internal challenges faced by the organization were Shortage of staff and implementing capacity, security problem at project implementation areas, lack of adequate project budget and delay in releasing project budget by some of donor organization. And the external challenge, which is beyond the capacity of the organization and the project team member, brought from the current political instability of our country and foreign countries. However, the internal challenge especially inadequate project budget was dominant challenge mentioned by most of the respondents.

5.2 Conclusion

The main aim of the project is to assess the effectiveness of the existing project management practice in development cooperation organization.

- The organization had not project managers for effective accomplishment of the desired plan instead, program coordinators are the one responsible for handling such issues beyond their task.

- As employees are part of the project team who adopt the core knowledge areas, their awareness is not built up yet. Which could have negative impact on the application on the core knowledge areas.

- Regarding the four core project management knowledge areas, scope, quality and schedule of the project is managed properly. However, the cost management needs special attention to work on the adjustments which in fact will affect those other aspects of the project management practices.

- The internal and the external challenges faced by the organization were: shortage of staff and implementing capacity, lack of adequate budget, security problems at project implementation areas, delay in releasing project budget by some of donor organization and political instability. Here, the researcher realized that the internal challenges faced in Meseret Humanitarian Organization is related with scarcity of budget even not able to have sufficient amount of human resource and to perform tasks on time.

5.3 Recommendation

The objective of this section is to give recommendation

- It is recommended that project management practice should be applied systematically in each phase of the project from its management plan development up to reviewing project outcomes in order to keep consistent achievement in any aspect of the knowledge areas.

- As its impact and influence on the other project management practices is high, project cost management should be given a special attention and also as part of core knowledge area, the organization should take the issue seriously unless the remaining knowledge areas will be under question mark

- As most of the challenges of the project were related with budget constraint, the researcher recommended that the problem related with budget management should be given priority as urgent issue to be resolved. And also additional relevant projects should be considered to resolve budget constraints. Like, agricultural project, that will act as budget income instead of looking for external donors.

- As project team members are very crucial and important for the achievement of the project beside the project manager, the organization need to invest on their employees to help them acquire the required knowledge and skills by providing project management related trainings regularly and through experience sharing to capacitate them, managing the human resource efficiently and make the most effective use of the project team to execute projects, ensure timely and appropriate distribution of information.

REFERENCES

Antvik, S. & Sjöholm H. (2007)., "Project Management and Methods", Stockholm: Elanders Sverige AB.

Babbie, Earl (2014). The Basics of Social Research (6th ed.). Belmont, California: Wadsworth Cengage. pp. 303–04. ISBN 9781133594147. OCLC 824081715.

Bahru Z, Pausewang, S et al. (eds) (2002). Ethiopia: the challenge of democracy from below.Uppsala Addis Ababa, Nardiska Afrikainstitute, Forum for Social Studies

Belassi, W. and Tukel, O. (1996). A New Framework for Determining Critical Success/Failure Factors in Projects. *International Journal of Project Management,* 14 (3), 141-151.

Cooke-Davies, T. J. (2001). Towards improved project management practices: Uncovering the evidence for effective practices through empirical research. Leeds, UK: Leeds Metropolitan University.

Clandinin, D.J. and Connelly, F.M. (2000) Narrative Inquiry: Experience and Story in Qualitative Research. Jossey-Bass, San Francisco

Cleland JA, The qualitative orientation in medical education research. *Korean journal of medical education*. 2017 Jun {Pub Med PMAID: 28597869]

Creswell, J.W. (2014).Research design: *Qualitative, quantitative, and mixed methods approaches* (4th ed).los Angeles: sage.

CRDA (1998) 25 years of services to the people of Ethiopia. Silver Jubilee Anniversary Issues Addis Ababa, Ethiopia

CRDA (2006) Assessment of the operating Environment for Civil Society in Ethiopia, Addis Ababa, Ethiopia.

Dekkers, C & Forselius, P (2007). Increase ICT Project Success with Concrete Scope Management, PMI Global Congress, Hong Kong, China.

Dessalegn Rahmato (2008) the voluntary sector in Ethiopia: Challenges and Future Prospects, Addis Ababa Ethiopia, (Pending for publication cited with permission of the author)

Edum-Fotwe Ft & McCaffer R. 2000. Developing project management competency: perspectives from the construction industry. *International Journal of Project Management*, 18(2): 13.

El-Sabaa, S. (2001). The Skills and Career Path of an Effective Project Manager, International Journal of Project management, 19(1), 1-7.

Foley G, Timonen V, Using Grounded Theory method to Capture and Analyze Health Care experiences. Health services research.2015 Aug [PubMed PMID: 25523315]

Gebre Egziabher, S (2002) The role of civil society organization in democratization process in Ethiopia, *International society for the third research (ISTR),* University of Cape Town, Cape Town South Africa

Golini, R., Kalchschmidt, M. and Landoni, P. (2014), "Adoption of project management practices: the impact on international development projects of non-governmental organizations", International

GTZ (2002) Self-help Initiative in Ethiopia: Prospective and Challenges, Addis Ababa Ethiopia, GTZ Publication, Addis Ababa

Guba, E.G. (1991). Criteria for assessing the trustworthiness of naturalistic inquiries. *Educational communication and technology journal*, 29, 75-91.

Haldin-Herrgard T. 2000. Difficulties in diffusion of tacit knowledge in organizations. [General review]. *Journal of Intellectual Capital*, 1(4): 357-365.

ISO-21500, 2013

Jackson P & Klobas J. 2008. Building knowledge in projects: A practical application of social constructivism to information systems development. *International Journal of Project Management*, 26(4): 329-337

Jovanović, P., (2003) Leksikon menadžmenta, Fakultet organizacionih nauka, Beograd

Kalleberg, A. L., Marsden, P. V., Aldrich, H. E., & Cassell, J. W. (1990). Comparing organizational sampling frames. *Administrative Science Quarterly*, *35*(4), 658–688. https://doi.org/10.2307/2393513

Karim S. (2012). PMI Voices on Project Management Best Practices Improve Customer Experiences. Retrieved May 10, 2012 from http://www.Droiectarabgulf.com/2012/02/voices-customer-experiences.

Kerzner, Harold, The growth of modern project management, *Project Management Journal. 25* (2) p.6-8 (1994)

Kerzner, Harold. (2009). Project Management: A System Approach to Planning, Scheduling, and Controlling.10th ed. New Jersey: John Wiley & Sons, Inc

Kerzner, H. R. (2011). Using the project management maturity model: strategic planning for project management. New York: John Wiley & Sons.

Kosaroglu M & Hunt Ra. 2009. New product development and project manager skill sets in the telecommunications industry. International Journal of Managing Projects in Business, 2(2): 308-371.

Langfield Smith, K., Thorne, H. and Hilton, R. (2006), Management Accounting: An Australian Perspective, 4th edition. McGraw-Hill, Sydney.

Marchewka, J. T. (2015). Information technology project management. Hoboken, NJ: John Wiley & Sons

M. Daud Alam and Uwe F. GRuhl (2016): Project-Management in Practice A Guideline and Toolbox for Successful Projects. Springer-Verlag GmbH Germany 2016

Menon, Sreekumar A., (2015)., "Best Practices and Implementation Challenges in Effective Project Management

Millicent Ollows, 2012, Impact of project management practices on organizational performance of small and medium size enterprise: a case of litan limited, for the award of Master of Arts degree in project planning and management, Nairobi University, Nairobi Kenya.

Mooradian N. 2005. Tacit knowledge: philosophic roots and role in KM. [Conceptual paper]. Journal of Knowledge Management, 9(6): 104-113.

Morris, P.W.G. (2006). Research and the Future of Project Management. *International Journal of Managing Projects in Business, 3*(1), 139-146.

Moser A, Korstjens I, Series: Practical guidance to qualitative research. part1: Introduction. *The European journal of general practice*.2017dec [PubMed PMID: 29185831]

Natnael Hezkias, 2019, Assessing project management practices of NGO's AID/Development project: A case of Gudina Tumsa foundation July, for the award of master of arts degree in project management, Addis Ababa University, Addis Ababa Ethiopia.

Portny Se, Mantel Sj, Meredith Jr, Shafer Sm, Sutton Mm & Kramer Be. 2008. Wiley Pathways Project Management. 1st Edition. New Jersey: John Wiley & Sons, Inc.

Project Management Institute (2000). A guide to the Project Management Body of knowledge. Newton square. P.216.

Project Management Institute. (2004). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (3rd Edition). Newton Square, PA: Project Management Institute.

Project Management Institute. (2008). A Guide to project management body of knowledge-PMBOK Guide. 4th edition, Pennsylvania-project management institute Inc.

Project Management Institute (2008).A Guide to the Project Management Body of Knowledge, (6th edition), Newton Square, Pennsylvania

Project Management Institute. (2004). A Guide to the Project Management Body of Knowledge (PMBOK Guide) (3rd Edition). Newton Square, PA: Project Management Institute.

Project management institute (2013). A guide to the project management body of knowledge (5th edition), Network Square

PMI (2017). A guide to the Project Management Body of Knowledge, (6th edition), Newton Square, Pennsylvania

Rigby Dk. 2001. Putting tools to the test: senior executives rate 25 top management tools. [Research]. Strategy & Leadership, 29(3): 4-12.

Rotich, J. (2014). Projects' Critical Success Factors: Empirical Study of Nongovernmental Organizations in Nairobi County, Kenya. *International Journal of Innovative Research &Development. Vol 3*, (5) PP 288-299

Schwalbe, K., (2015) Information Technology Project Management, Cengage Learning

Sloman M & Philpott J. 2006. Training and learning in the knowledge and service economy. Journal of European Industrial Training, 30, (3): 240–250.

Smith, Michael,(2002)., "Assessing the Effectiveness of Project Management in South African Communication Industry

Terrell, S.R. (2016). *Writing a proposal for your dissertation: Guide lines and examples*. New York: The Guilford press.

Thomas, J., & Mullaly, M. (2008). Researching the value of project management. Newtown Square, PA: Project Management Institute

Turner, J. R., & Muller, R. (2015). The Project Manager's Leadership Style as a Success Factor on Projects: A Literature Review. *Project Management Journal, 36*(2), 49 - 61.

Turner, Mark and David Hulme (1997), "Governance, Administration Development: Making the State work", MacMillan

Wertz, Charmaz, McMullen. "Five Ways of Doing Qualitative Analysis: Phenomenological Psychology, Grounded Theory, Discourse Analysis, Narrative Research, and Intuitive Inquiry". 16-18. the Guilford Press: March 30, 2011. 1st ed. Print

World Bank, (2003b) Making Services Work for Poor People, World Development Report 2004. Washington, D.C.

Yemisirach Worku, 2018, Assessing the effectiveness of project management practice in NGO projects: The case of Ethiopia reads, for the award of Master of Arts degree in project management, St. Mary University, Addis Ababa Ethiopia

Zafarani, E. (2011).Project quality management approaches: A comparative evaluation of international standards. *2nd International Conference on Construction and Project Management 15*, 37-43.

APPENDIXES

St. Mary's University School of Graduate Studies
Department of project management program

APPENDICES

Appendix A: Permission Letter

Samrawit Bogale

Addis Ababa, Ethiopia

May 22, 2022

Dear respondents,

I am post graduate student pursuing master's degree in project management department at St. Mary's university who is conducting a research thesis on assessing practice and challenge of project management in Meseret Humanitarian Organization (MHO).this interview questions are therefore provided to gather related informations and I am requesting you kindly to give information as accurate as possible.

Your willing to answer the questions honestly has a great contribution for assessment of project management practice for NGO projects found in Ethiopia besides the greatest contribution to the organization. The gathered information will be treated with outmost integrity and will be used only for the purpose of this research study. Your identity remains anonymous as you are not going to be requested to indicate your name. Your cooperation will be highly appreciated.

<div align="right">Thank you!!!</div>

Best Regards,

Samrawit Bogale

St. Mary's University

Appendix B: Research Interview Guide for Project Team

This is a study required to assess the practice and challenge of project management in NGO project: in the case of Meseret Humanitarian Organization. Thank you for being willing for the interview. I would like to kindly ask you to answer the questions as accurately as possible. The information provided here will be confidential and used only for research purposes.

Note: Use √ for only **SECTION I** and **II**. **SECTION III** needs your further elaboration

SECTION I/ DEMOGRAHIC INFORMATION OF THE RESPONDENTS

1. Gender: 1. Male [   ]   2. Female   [   ]

2. Age (in years): 1. 19 – 30 [   ]   2. 31 – 40[   ]   3. 41 – 50 [3]   4. >= 51 [   ]

3. Highest level of education: 1. Master's Degree [   ] 2. First Degree [   ] 3. Diploma [   ] 4. Certificate [   ]

4. Job title: _____

5. Work Experience: 1. <2 years [   ]   2. 2-4 years [   ]   3. 4 1/12- 6years   [   ] 4. More than 6 years [   ]

6. Salary: 1. <1000ETB [   ], 2. 1000 – 2000 ETB [   ], 3. 2001 – 3000 ETB [   ], 4. 3001 -5000ETB [   ] 5. 5001-10,000ETB [   ]   , 6. >10,000ETB [   ]

SECTION II/ EMPLOYEES' AWARENESS ON THE FOUR CORE PROJECT MANAGEMENT KNOWLEDGE AREAS (COST MANAGEMNT, SCHEDULE MANAGEMENT, SCOPE MANAGEMENT AND QUALITY MANAGEMENT)

7. Among the four core project management knowledge areas, which one are you aware of?

_____

_____

_____

8. What do you think is the contribution of the knowledge areas for the success of project in your organization?

_____

_____

_____

9. For which knowledge areas does your organization and the project team give more emphasis and why? Multiple answers are possible.

_____

_____

_____

10. What specific training have you had related with project management so far?

_____

_____

_____

11. To what extent do the project team apply each of these knowledge areas in your projects?

_____

_____

_____

12. Explain when, how and why do you develop project charter for projects in the organization?

_____

_____

_____

13. Explain precondition to manage the project scope in your organization?

_____

_____

_____

14. How frequently do you face scope creep? How do you solve it?

_____

_____

_____

15. How do you ensure that your project is going according to the planned schedule?

_____

_____

_____

16, How frequently do you face schedule delay? How do you solve it?

_____

_____

17. How do you ensure your project is going according to the planned budget?

_____

_____

_____

18. How do you solve problems faced in the organization related with cost management?

_____

_____

_____

19, how do you manage the project quality in the organization?

_____

_____

_____

20. How do you ensure the achievement of the standard of quality of the project?

_____

_____

_____

21. What are the internal and external challenges that hinders the success of project in your organization? How do you manage it?

_____

_____

_____

Thank you again for taking the time to answer the questions!!!