



# **ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT ON THE PROJECT MANAGEMENT PRACTICES OF SELECTED  
BUSINESS MEMBERSHIP ORGANIZATIONS (BMOS) IN ADDIS ABABA**

**BY**

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**MARCH 2023**

**ADDIS ABABA, ETHIOPIA**

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**THESIS TITLE**

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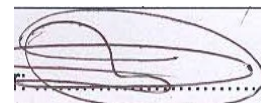
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## DECLARATION

I, the undersigned, declare that this thesis entitled “assessment on the project management practices of selected business membership organizations (BMOs) in Addis Ababa” is my original work, prepared under the guidance of the research advisor. 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.

ABENEZER TADESSE

Name



Signature

**St. Mary's University  
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**MARCH 2023**

## **ENDORSEMENT**

This is to certify that this project work, “**assessment on the project management practices of selected business membership organizations (BMOs) in Addis Ababa**” undertaken by Abenezer Tadesse for the partial fulfillment of master’s degree in project management at St. Mary University, is an original work and not submitted earlier for any degree either at this University or any other University.

### **Research Advisor**

A handwritten signature in blue ink, appearing to read 'Muluadam Alemu', is written over a grid of horizontal and vertical lines.

**Muluadam Alemu (PhD)**

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**01/03/2023**

**Date**

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*Abenezer Tadesse*

## Acronym/Abbreviations

Abbreviation	Definition
AACCSA,	Addis Ababa Chamber of Commerce and Sectoral Association
BMO	Business Membership Organization
CIPE	Center for Private Enterprise
EABA	Ethiopian Agri Business Association
ECCSA	Ethiopian Chamber of Commerce and Sectoral Association
EHPEA	Ethiopian Horticulture Producer and Exporters Association
EMEA	Empowering Marginal Economic Actors
EPRDF	Ethiopian People Republic Democratic Front
GIZ,	Deutsche Gesellschaft für Internationale Zusammenarbeit
IA,	Initiative Africa
IGF	Innovative Grant Fund
KII	Key Informant Interview
MTR	Mid Term Review
NGO	Non-Governmental Organization
PCM	Project Cost Management
PM	Project Management
PMBOK,	Project Management Body of Knowledge
PMI,	Project Management Institute
PSD	Private Sector Development
SIDA,	Sweden International Development Agency
SPSS	Statistical Package for the Social Sciences
WBS	Work Breakdown Structure

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## **Abstract**

*This study aims to assess the project management practices of Business Membership Organizations (BMOs) in Addis Ababa. The study used a descriptive research method with both quantitative and qualitative approaches to provide a comprehensive analysis of project management practices within the BMOs. Primary data were gathered from employees involved in project work and internal documents, while secondary data were used from related journals, articles, books, and project publications. The study included the entire population of 40 BMOs in Addis Ababa, of which 25 met the study requirements. The study targeted 25 respondents, and 22 completed and returned the questionnaires, resulting in an overall success rate of 88%. The study found that many BMOs lacked a separate project management department and had limited access to PM training. The main challenges faced by the BMOs were lack of sufficient resources and external factors. In terms of project management knowledge areas, the study found that the BMOs had a lower mean score in project quality management plan, project schedule management, project risk management, and other knowledge areas. The study also found that some of the knowledge areas were not well managed, and there were problems with defining activities, documenting policies and procedures, and resource utilization. Overall, the study suggests that BMOs in Addis Ababa need to focus more on project management best practices, especially in areas where they are lacking. The study recommends that BMOs should invest in project management training, establish a separate project management department, and use appropriate procedures and tools to manage different projects effectively.*

**Keywords:** *Project management, Business membership organization, Project management practices, Project management knowledge areas*

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1. Background of the Study

The first chamber, the Addis Chamber of Commerce of Addis Ababa, was founded in 1947 (General Notice, 90-1947). Later, branch offices were opened in different urban areas and, while they were representing the business community in the capital, the Addis chamber additionally functioned as an apex organization, coordinating the work of other city chambers. Cooperation with the private sector was encouraged during Emperor Haile Selassie's reign, and the growing industry class was closely linked to imperial groups (Taffara, 2006: 242). Despite being useful to the emperor, chambers represented the interests of businesses and lobbied for improvements to the investment climate, for example (Ethiopian Trade Journal, 1970: 7).

In Ethiopia, business associations are frequently depicted as co-opted and unable to represent the concerns of their members (Vaughan & Gebremichael, 2011: 23). However, little is understood about the process of establishing and maintaining state control, the EPRDF's reasoning behind this move, and the capability and willingness of business membership organizations to represent the private sector's interests.

To understand the current circumstance of business associations, the chambers of commerce constitute an interesting case study. They were among the first modern civil society organizations that emerged in the 1940s and used to be the prime representatives of the Ethiopian private sector. Throughout the constitutive stage of the regime, the chambers were delineated as 'formidable members of the civil society and a powerful lobbying cluster for the sector' (Asrat, 2016), while later they have been portrayed as 'an instrument to disseminate government policies and mobilize support for them, rather than a politically neutral representation of business interests' (Altenburg, 2010: 8).

The main changes brought about by Proclamation 341/2003 were the incorporation of sector - based associations into the chamber system and its alignment with federal structures, the establishment of new chambers of commerce at the regional level, and sectoral associations down to the woreda level (Directive to Proclamation 341 2004: Art. 3). Existing municipal chambers were restructured to comply with the new law and were required to integrate sectoral associations, transforming them into chambers of commerce and sectoral associations. Sectoral associations were business associations that represented the industrial sector rather than the service and trading sectors, which had historically made up the majority of members of the country's chambers. The Ethiopian Horticulture Producers and Exporters Association, the Ethiopian Textile and Garment Manufacturers Association, and the Ethiopian Leather Industries Associations were examples of sectoral associations formed as a result of the 2003 proclamation (ECCSA, 2019a).

Furthermore, despite being tasked with representing the economic interests of an entire region or sector, several newly formed sectoral associations and regional chambers lacked the ability to recruit members and

acquire membership fees, were flawed, and had ill equipped offices (ECCSA, 2014: 42). There was a misalignment between their mandates and organizational capacities, which was due in part to their newness and in part to their incapability to recruit strong leaders. Small and micro-businesses dominated sectoral associations, which, despite their size, lacked technical and financial capacity (Bewket, 2013).

The characteristics of a project necessitate a specific type of management. The application of knowledge skills, tools, and techniques to project activities is known as project management. The project management processes of initiating, planning, executing, monitoring and controlling, and closing are applied and integrated (PMI, 2013). Project management is widely acknowledged as a critical enabler of business transformation and a significant contributor to future business success (Whitty & Maylor, 2009).

Project management has evolved over time to a cultured and multifaceted course, changing into the principal means of coping with modification in trendy organizations. As programs developed and awareness was gained in this field, standards have occurred. Organizations and project management associations all over the world started to develop and follow these standards to optimize the project management activity.

One of the primary purposes of project management is to identify potential risks as much as possible and to plan, organize and control activities so that projects are completed successfully despite all the risks. This method ought to begin well before any resource is committed and should continue till all work is finalized. The primary aim of the project manager is to satisfy the project sponsor or purchaser and all other principal stakeholders, within the promised timescale and without using more money and different resources than those which were originally set aside or budgeted.

Project management should not be an alien subject but rather part of the design process, one that simply meets another dimension of the design. If one believes that design is problem- solving, then project management is merely resolving an additional component and should be approached with the same enthusiasm as the design process itself. Traditionally, project management is a very linear process, and as such, the enjoyment for both clients and staff responsible for management is diminished. Instead of being perceived as a continuing hassle, project management could be re-created as an experience so pleasurable to all stakeholders — clients, consultants, and staff — that they wouldn't consider working with anyone else. Based on the preceding background the purpose of this study is to understand the existing project management practice undergoing in business associations in Addis Ababa.

## 1.2. Background of the Study Setting

Business Membership Organizations (BMOs) are non-profit organizations formed to embody and serve the business community. They are typically made up of businesses and individuals involved in trade, industry, and commerce whose members share a common interest. Following medieval Europe merchant guilds administered by merchants seeking to protect/regulate their trades, modern forms of business associations and chambers of commerce began in France in the early 1800s. The guilds' activities included supervising weights and measures, running arbitration boards for disputes, administering ports and markets, gathering, aggregating, and presenting business views to the community, organizing commodity exchanges, and collecting and providing information on commerce and trade, much like modern business associations (Davis, 1999).

Business associations are extremely crucial in representing the interests of the business community at both the global and national levels. In developed economies, there are two types of business advocacy organizations: chambers of commerce and trade/sector/business associations. These organizations not only advocate for their members, but they are also progressively providing them with a variety of services such as publicity, relevant data, certification, training, and technical support.

Ethiopia has taken a similar path. Under Proclamation No. I48/I978, the Ethiopian Chamber of Commerce was established in 1978, bringing together twelve city chambers (Addis Abeba, Assela, Hawassa, Bahir Dar, Dessie, Dire Dawa, Gondar, Jimma, Mekelle, Adama, Nekemte, and Shashemene) representing several thousand members, the majority of whom were in the trade and service sectors. The Ethiopian Chamber of Commerce and Sectoral Associations, the successor peak association, was recently reconstituted under Proclamation No. 34/2003, effective April 24, 2007. The national body, which has 306 members, is composed of regional chambers of commerce and sectoral associations.

In the Ethiopian context, Business Membership Organizations (BMOs), such as Chambers of Commerce and Sectoral Associations, represent the primary conduit between the public and private sector. They facilitate collaboration, cooperation and mutual understanding as well as act as a platform through which the efforts of the private sector to contribute to the growth of the economy can be supported and coordinated.

In Ethiopia, currently, there are 506 legally registered BMOs all over the country. Of this number only 300 of them are actively operational (ECCSA, 2020). In Addis Ababa, around 40 BMOs are legally registered and operational according to recent figure. The study has focused on these BMOs.

### 1.3.Statement of the Problem

Organizations are established for specific purpose with specified Vision and mission. The visions translated into existence through different strategies. The strategy made alive through inception and implementation of different projects. Business associations perform a segment of their activities in project environments. As the researcher also indicated early on, Development/donor organizations such as the World Bank, UN Agencies, SIDA, GIZ, IPD, DI, CIPE and others have been working for more than decades with BMOs and chambers all over the country in a various intervention area. [AACCSA, 2016]

However, most of the BMOs are not prepared enough to handle their Project management processes professionally. This might be attributed to the shortage of awareness for PM ideas. Another reason could be inadequate training of employees in project management field. [IA, EMEA, 2020]

There is much research carried out on project management in general much of which focused on the causes of project delays and cost overruns. The lack of flexibility from the funding agency side is one of the reasons why project fails. Moreover Blen (2019) stated that donor agencies, giving too much emphasis on the rule and regulations. They give less attention to the result of the project, lack of PM capacity and neglecting the project area cultural regardless of the size of the project.

According to Payne & Turner (1999), project management practices vary significantly from one type of product to another. In fact, different tools, techniques and approaches are applied to different types of projects even within the organization, in order to adapt the project management methods to the specific needs of each project.

And Salva (2008), also explain that large business initiatives need effective program management practices for enhancing the predictability of outcomes. Program management helps in keeping the focus towards the objective and can be managed by various processes.

Additionally, according to Roba (2016), 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.

Without effective and efficient project implementation and success story the acceptance and good reputation is impossible. This then demands successful project management in addition to other process that will be achieved through proper Project management.

Several studies are carried out in project management in general much of which focused on the causes of project cost management issues. The lack of flexibility from the funding agency side is one of the reasons why project fails. Moreover Blen (2019) citing Lavagnon A. Ika, 2012 stated that donor agencies, giving too much emphasis on the rule and regulations. They give less attention to the result of the project, lack of



PM capacity and neglecting the project area cultural regardless of the size of the project.

The researcher had a past working experience with BMOs & Chambers in different regions of the country including Addis Ababa. The program, Empowering Marginal Economic Actors (EMEA), which was financed by SIDA under the consortium of 3 implementing partner organizations. One of the pillars of this program was the Innovative Grant Fund (IGF), which was the continuation of the private sector development hub (PSD Hub) project. This project starting from PSD HUB I – III have been tried with both Ethiopian Chamber of Commerce and Sectoral Association (ECCSA) and Addis Ababa Chamber of Commerce and Sectoral Association (AACCSA) as an implementing partner. Both times it couldn't pass further mid-term evaluation due to findings that indicated major gaps in one or more of project management areas.

“Many of the project’s activities have been delayed, which has resulted in the project implementing less than originally anticipated by this point. The main factors underpinning this underperformance include capacity constraints within the implementing agent, underutilization of the project’s quality assurance mechanisms, and the fact that the intended autonomy of the Steering Board has not been realized in project implementation. Each of these has resulted in delays in decision making processes and project implementation.” (Genesis, 2019)

In addition, “Despite these delays, the project has delivered a few activities. However, these activities are not tied to specific outputs and outcomes. As such, while there has been success in terms of implementing an extensive number of activities, the outcomes of these activities have not been measured through the course of the project, and the results from the MTR suggest that, given the challenges to the project these are unlikely to lead to longer-term sustainable results.”

#### **1.4. Research Questions**

To come up with possible solution to the problems stated above under the problem statement part, and ultimately meet the research objectives, in this study different research questions are formulated, and specific answers are expected from the study. Listed below are the research specific questions that will be addressed in this study.

1. What is the overall status of PM practice in selected business associations?
2. What are the project management processes and methodologies used by the selected BMOs in Addis Ababa?
3. To what extent do the selected BMOs adhere to project management best practices under each knowledge area?

## **1.5.Objective**

### **1.5.1. General Objective**

The general objective and central theme of this research is to assess the project management practices of selected Business Membership Organizations (BMOs) in Addis Ababa.

### **1.5.2. Specific objectives**

The specific objectives of the study are:

1. To identify the project management processes and methodologies used by the selected BMOs in Addis Ababa.
2. To find out the level of PM practice under each project management knowledge area in various categories of selected business associations.
3. To evaluate the level of adherence to project management best practices by the selected BMOs in Addis Ababa.

## **1.6.Significance of the Study**

Effective project management be it development or private sector project is a key to the success and attainment of project goals. Managing the project constraints (cost, time, and Scope/quality) effectively and efficiently is the basic requirement to reach the project final milestone.

The finding of this study will be considered important in providing insight into the various project management knowledge areas needed and give feedback and help business associations to apply the recommendations.

The study can encourage a well-designed project management practice to achieve association's objective which in turn will benefit the members. It will be useful to principals and project management practitioners to design the project management knowledge areas at organizational level to maximize performance towards achieving business association objective.

This research paper can be useful for researchers who would like to know about project management knowledge areas and practices issues for future research. Besides, the study could serve as a reference to similar government and private firms who want to benefit from the study.

Projects are time-bound and include specific budgets to support the implementation of every activity. They are composed of a group of activities that aim to deal with a selected set of needs and deliver specific results. To do so, Project management or PCM are vital. The information obtained during the study would ultimately build on the existing body of knowledge to pave way for further research in the private sector development/BMOs in Project management and academia.

### **1.7.Scope of the Study**

The objective of this project work is to investigate the project management practices of selected business membership organizations (BMOs) in Addis Ababa. To do so, the study used survey questionnaire, interview and document review. The questionnaires were distributed to a sample of population of BMOs in Addis that have or currently undertaking a project.

The need for limiting the study within Addis Ababa arises mainly due to the huge number of BMOs operating all over the country. As resource would be one of the constraints and also security issues in some part of the country that is limiting the scope to focus only in Addis Ababa. As AACCSA alone represents a wide spectrum of businesses based in Addis Abeba which constitute more than 60% of all businesses operating in the country (AACCSA, Website), the sample BMOs in Addis Ababa would make it ideal to work on this study objective.

### **1.8.Limitation of the study**

Every research study no matter how well structured or constructed, has some limitations which may directly or indirectly affect the outcome of the study. The researcher has therefore noted the following as some of the limitations that hampered the outcome of this research study. This paper is only focusing on the BMOs in Addis due to time and budget constraints, other BMOs in the country couldn't be included. As most of the data has been collected from the project managers and directors of the associations, frequent traveling of some project members has been a challenge to the researcher. This created a delay in data collection and acquiring certain documents. In some of the associations, the personnel in charge were new and didn't have sufficient experience to provide the requested data. To overcome this, the researcher collaborated with senior staff members who have more experience and knowledge about the BMOs project and processes. This helped to supplement the data provided by inexperienced personnel and provide a more comprehensive view of the BMOs project management practices.

### **1.9.Organization of the paper**

This research paper is organized in to five chapters. The first chapter deals with the introduction part which encompasses the background of the study, the statement of the research problem, objectives of the study, significance of the study, scope of the study and limitations of the study. The second chapter deals with the review of related literature. Chapter three focused on the research methodology, data collection and procedures, sample and sampling techniques, whereas the fourth chapter presented the result analysis and discussion of the data. Finally, conclusions and recommendations were presented under fifth chapter.

# CHAPTER TWO

## 2. LITERATURE REVIEW

This chapter reviews the related literature to the study, guided by its objectives. To address the objective and answer the research question of this project work, the selected topic on project management and specifically on business membership organizations are reviewed theoretically. To assess the practice of project management of the BMOs, some office documents are also reviewed and presented imbedding under each knowledge area of project management.

### 2.1. Definition of Project

A project is a temporary undertaking aimed at creating a unique outcome, product, or service, according to the Project Management Institute (PMI). This means that projects have a definite beginning and end, although they may not necessarily be short-lived. Every project generates a unique deliverable, and throughout history, people have used projects to achieve significant contributions to society and culture, such as the Great Wall of China and the first steam engine. Projects are characterized by their transient nature, which sets them apart from ongoing or permanent operations.

According to Kerzner (2017), any series of activities and tasks can be considered a project if they meet certain criteria. These criteria include having a specific objective, defined start and end dates, funding limits (if applicable), consumption of human and non-human resources (such as money, people, and equipment), and being multifunctional (i.e., spanning several functional lines). All projects share the common trait of transforming ideas and activities into new endeavors.

### 2.2. The Genesis of The Chambers and Business Associations in Ethiopia

#### 2.2.1. Chambers

Information on Ethiopia's chamber system is limited, but there are a few notable unpublished works, such as those by Tsedey and Mamoush Hailu in 1992, that shed light on its origins. According to these sources, the rise of the chamber system can be attributed to the commodity crisis that followed Italy's failed aggression in 1941-42. Basic items such as salt and cotton clothing were scarce, and a group called "Hager Fikir Mahber" was involved in trade matters. The Ministry of Commerce and Industry urged the association to distribute these essential products through its three-hundred-member firms to address the shortages. The association's membership dwindled as the economy improved and rationing ceased, dropping to only fifty members.

However, due to the success of the association's efforts, the government established the Addis Ababa Chamber of Commerce (AACC) in April 1947, which is considered the birthplace of Ethiopia's chamber system. Today, the Ethiopian Chamber of Commerce and Sectoral Associations (ECCSA) has been reestablished and includes nine regional chambers, two city chambers, one national chamber, and 24 national sectoral associations. The ECCSA is governed by an eleven-member board chosen by the council, providing constituents with more autonomy than its predecessor. However, some restrictive provisions, such as the requirement for government approval before organizing or participating in trade fairs, remain in place from the previous proclamation.

### **2.2.2. Business Associations**

The history of business associations in Ethiopia is not widely known, much as that of the chambers. However, it is commonly known that business groups have existed in this nation since the reign of the emperor. Business associations in this article relate to all associations created by business entities in accordance with Article 404 of the Ethiopian Civil Code and registered with the Ministry of Justice.

Business affiliations are most frequently founded on product or service lines. Consequently, the organizations that represent the coffee, leather, textile, and manufacturing industries are among the country's oldest business associations. Business associations generally focus on advocacy, information sharing, joint use of facilities, and representing the industry in numerous venues, as is typical of any association. These associations have been crucial in bringing issues facing their industries to the attention of various levels of government and obtaining favorable solutions to the issues, depending on their institutional strength.

The institutional strength of these business associations differs greatly from one another. Among the most powerful business associations in the nation today are the Ethiopian Coffee Exporters Association, the Ethiopian Horticulture Producers and Exporters Association (EHPEA), the Ethiopian Textile and Garments Industries Association, and the Ethiopian Leather and Leather Products Association. These organizations are members of regional and worldwide business organizations in their respective industries and are highly known on a regional and international scale. Additionally, they have the expertise to regularly plan regional and international events here in the nation. However, Ethiopian chambers of commerce and business associations have historically been characterized by a small base of active members, a lack of organizational strength (human resource, financial, etc.), a limited ability to advance the causes for which they were founded, government control, and, ultimately, a low level of member satisfaction.

This is further supported by survey findings, which show that, despite variations in scope and depth, practically all chambers of commerce and business associations in the nation encounter obstacles because of the legal and/or policy environment, a lack of funding, a lack of the necessary human resources, and a lack of facilities or infrastructure. Their total ability to perform successfully has been severely constrained as a result of this.

Simply put, Ethiopia's chambers and BMOs are not in a good position right now. Older members frequently remark that the majority of these organizations were in a far better situation at one point in their history than they are today. In a similar vein, there are business associations that have produced some important contributions over the course of their long existence and others in the remarkably brief time after their founding. These associations' strength stems from one or more of the following factors: the nature of the industries/businesses they serve; the funding they receive from the federal and other sources; their lengthy histories; and the dedication of its executives and members.

Unfortunately, success stories about private sector organizations in Ethiopia are few and far between. More concerning is that, as revealed during the field study, some chambers and business associations officials are pessimistic about the possibility of strengthening the institutions and have no plans for the future. Many organizations emphasize the critical need for government assistance in order to survive. This is a clear indication of the dire situation in which the Business Member Organizations (BMOs) find themselves, as well as the need for immediate action to reverse the situation.

### **2.3. Project Management**

Project management is a set of tools, techniques, and knowledge that is utilized to achieve the three main constraints of scope, cost, and time. According to Oise (1971), project management is a collection of tools and techniques that direct the use of diverse resources toward the accomplishment of a unique, complex, one-time task within time, cost, and quality constraints. Each task requires a specific mixture of these tools and techniques, structured to suit the task environment and life cycle (from conception to completion) of the task (cited in Atkinson, 1999).

Another definition of project management by APM (2006) is the process by which projects (unique, complex, non-routine, one-time effort limited by time, budget, and resources) are defined, planned, monitored, controlled, and delivered such that the agreed benefits are realized. Project management is also expressed as planning, organizing, monitoring, and controlling all aspects of a project and motivating all involved stakeholders to achieve the project objectives (APM, 1995).

The focus of project management is on a project, bringing together and optimizing the resources necessary to successfully complete the project. These resources include the skills, talents, and cooperative efforts of a team of people, facilities, tools, and equipment, information, systems, and techniques, and money (Marion E. Haynes, 2002). Project management has relevance and applicability across most industries and is unique in that it uses both international and industry-specific benchmarks. It has come a long way from its origins in engineering and construction and is now used for a wide range of applications and is one of the most highly valued management tools. It is a highly professional branch of management that is used in all areas of industry, commerce, and government (W. Wallace, 2004).

Van der Waldt and Knipe (1998) hold the opinion that project management is a set of principles, methods, tools, and techniques for the effective management of objective-oriented work in the context of a specific and unique organizational environment. Verma (1995) states that project management is the art of directing and co-coordinating human and material requirements throughout the life of a project to achieve project objectives within specified constraints.

Projects differ in terms of their purpose, objectives, delivery time, location, cost, and customers. Effective project management, however, necessitates that each project has a well-defined objective, a customer to pay for the services, which is accomplished through a series of interdependent tasks (Gido & Clements, 2006), and inherent levels of risk and uncertainty (Söderholm, 2008). Project management refers to the supervision of these interdependent tasks that are required to complete project objectives (Phillips, 2004). Project management is a specialized field within management that incorporates general management functions such as planning, organizing, directing, and controlling company resources for a relatively short-term goal that has been established to complete specific goals and objectives (Besner & Hobbs, 2008) (Kerzner, 2006).

Project management involves the application of knowledge, skills, tools, and techniques in project activities to meet project objectives. All management work is based on processes such as initiating, planning, executing, controlling, and closing (PMI, 2004). The project manager is an important role in the project team. A project manager needs to have the right skills and personal attributes, and most importantly, the skill to be an effective leader to carry out the role (Antvik & Sjöholm, 2007). The main task for a project manager is to integrate all activities and personnel in the project.

An important part of the project management is to manage the stakeholders in the project. A stakeholder can be an organization or a person with a will to influence the outcome of a project and the power to make an impact on the project (PMI, 2004). Stakeholder analysis should be carried out in an early phase of the project, where stakeholders are identified and classified into key, primary or secondary stakeholders. The classification is based on their potential motivation and power to influence the outcome of the project

(Antvik & Sjöholm, 2007). To develop an accurate and effective stakeholder analysis it is important that all stakeholders are included and that measures are taken to limit the potential negative impacts that are identified (Antvik & Sjöholm, 2007). It is important to identify new stakeholders and address their needs continuously throughout the project. Continuous stakeholder analysis also facilitates the management of previous identified stakeholders as their needs and expectations may change over time (Antvik & Sjöholm, 2007).

According to (Wideman, 1998:7), “Project Management Body of Knowledge (PMI) published by the Project Management Institute (PMI) represents the knowledge and practice that is generally accepted and unique or nearly unique to the field of project management”. This study however will use all the ten project management knowledge areas defined on PMI guide listed and described below.



**Figure 2.1. PMBOK 10 Knowledge Areas**

### 2.3.1. Project Scope Management

It is the criteria (measure) for project success (time, cost, and deliverables) must be determined and agreed upon with all stakeholders at the beginning of the project. It ensures the inclusion of all the work required to complete the project successfully.

According to PMI the major project scope management processes includes initiation to begin the next phase of the project. Then, scope management plan to know how the scope will be defined, validated and controlled including how to prevent scope creep, how to handle change requests, escalation path for disagreement on scope elements between stakeholders, process for creating scope statement, WBS, how



the deliverables will be accepted. According to Schwalbe (2009), this process is the first step in project scope management in which the project's size, complexity, importance, and other factors will affect how much effort is spent on scope planning and the main output is a project scope management plan and the tools and techniques are template forms, standards as well as expert judgment. The third process would be collecting requirements and comprises a condition that must be met by a deliverable to satisfy a contract standard including documented needs, wants, expectation of the stakeholders using stakeholder requirements, project requirements, quality requirements with interview, focus groups, observation, questionnaire, document analysis, etc.

The next process is scope definition, which helps to define project and product scope, outlines what will and won't be included in the deliverables, including details of risks, constraints, and assumptions. Project scope statement includes objectives, scope, requirements, boundaries, deliverables, cost estimation, specifications, etc. The other main process is having a WBS to break down the major project deliverables into smaller, more manageable components. WBS can provide alternatives if the budget and schedule could not meet managements' expectations. After having the WBS we need to verify scope to formalizing acceptance of deliverables from stakeholders/customers near the end of project/ phase deliverables. Finally, there need to be a scope change control for controlling and assessing changes to project scope. It measures the work product against the scope baseline to ensure the project stays on track proactively to prevent unnecessary changes to the project.

### **2.3.2. Project Time Management**

It is an integrated project schedule (plan) which identifies activity sequences, activity duration and resource requirements. The processes required to ensure the timely completion of the project by identifying and documenting the specific activities (work to be done) to produce the project deliverables (outcomes).

Project time management is a critical aspect of project management, which involves several activities (Duncan, 1996). These activities include activity definition, activity sequencing, activity duration estimating, schedule development, and schedule control. Activity definition involves identifying specific activities that are required to produce project deliverables. This is done by breaking down work packages into smaller activities to facilitate more accurate estimations. Activity sequencing involves identifying interactivity dependencies and documenting them. Activity duration estimating involves estimating the number of work periods required to complete individual activities. Schedule development involves analyzing activity sequences, activity duration, and resource requirements to create the project schedule. Finally, schedule control involves controlling changes to the project schedule by measuring results and adjusting accordingly. It is essential to manage these activities effectively to ensure that projects are completed on time and within budget.

### **2.3.3. Project Cost Management**

The process required to ensure the project is completed within the approved budget. Here, costs for the project have to be calculated by developing an estimate of the costs for the resources needed to complete project activities and resources have to be planned, by determining what resources (people, equipment and materials) and what quantities of each are needed to perform project activities.

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

### **2.3.4. Project Quality Management**

The process ensures if the project will satisfy the needs for which it was undertaken. In this process, quality standards for the project deliverables (outputs) must be identified.

There are three sub-processes which need to be included in the process. The first is quality planning which helps in identifying which quality standards are relevant to the project and determining how to satisfy them. Then, quality assurance comes so as to evaluate the overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards. Finally, quality control which helps in monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance.

### **2.3.5. Project Human Resource Management**

According to human resource management expert, John M. Ivancevic (2010), Human resource management is defined as the process of linking the human resource function with the strategic objectives of the organization to improve performance. Human resource Management is required to make the most effective use of people involved with the project.

The major sub processes under project human resource management identified are organizational planning which helps in identifying, documenting, and assigning project roles, responsibilities, and reporting relationships. Networking is useful in understanding skills of individuals and political and interpersonal factors within the organization. Then it is staff acquisition supports in getting the human resources needed

assigned to and working on the project. The third is team development so as to develop individual and group skills to enhance project team performance. The final sub process is managed project team which helps to track team members performance by offering feedback, support, manage conflicts, resolve issues so as to increase creativity and better decision making.

### **2.3.6. Project Communications Management**

The process is required to ensure the timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project knowledge. A communications' plan must be developed which identifies the information and communication needs of the role-players.

According to PMI guide, there are four major processes under this knowledge area. The first is communications planning which helps in determining the information and communications needs of the stakeholders who needs what information, when will they need it and how will it be given to them. Then it is information distribution which supports to make all needed information available to project stakeholders in a timely manner. The third is performance reporting which helps in collecting and disseminating performance information which includes status reporting, progress measurement and forecasting. Finally, administrative closure comes to generate, gather and disseminate information to formalize phase or project completion and to ensure optimal information flow for effective stakeholder expectation management.

### **2.3.7. Project Risk Management**

Kerzner (2009), states that risk management is the act or practice of dealing with risk. It includes planning of risk, identifying risks, analyzing risks, developing risk response strategies and monitoring and controlling risks to determine how they have changed. Risk management is one aspect of sound project management and seeks to increase the probability of project success. It is concerned with identifying, analyzing, and responding to project risk. Early warning signs of problems (risks) in the project must be responded in good time.

The sub processes in project risk management are risk identification which helps to determine which risks are likely to affect the project and documenting the characteristics of each. Then it is risk quantification which supports in evaluating risks and risk interactions to assess the range of possible project outcomes. The third is risk response development for defining enhancement steps for opportunities and responses to threats. The last process would be risk response control which aids in responding to changes in risk over the course of the project and check if assumptions are still valid, procedures are being followed and any deviance. It also includes identifying new risks and evaluate effectiveness of risk response plan.

### **2.3.8. Project Procurement Management**

According to the PMI, this process is required to acquire the goods and services from outside the performing organization and includes the below major processes. Procurement Statement of Work (SOW) is a legal document subject to legal reviews and legal advice should be sought throughout the whole procurement process. The first process is procurement planning that helps in determining what to procure, when to procure and whether to obtain products/services outside of the organization. The next process is solicitation planning; it helps to document product requirements, identifying potential sources and pre-meetings with them. Then it is solicitation which helps in obtaining quotations, bids, offers, or proposals as appropriate. The third process is source selection and conduct procurement that supports to choose from among potential sellers and award the contract. Then it is control/administer procurements which aids in managing the relationship, monitor contract performance, make changes and corrections. Finally, it is contract close-out for completing and settling the contract, including resolution of any open items.

### **2.3.9. Project Integration Management**

According to project management body of knowledge guide, the processes required to identify, combine, unify and coordinate various activities and manage interdependencies to ensure various elements of the project are properly coordinated.

The major processes under project integration management are develop project charter, project plan development, project plan execution and overall change control. The first process helps formally authorize the project and allow the project management to apply organizational resources. Project plan development aids in taking the results of other/subsidiary planning processes and putting them into a consistent, coherent document. Project plan execution helps to carry out the project plan by performing the activities included therein and implementing the approved process improvement plans and changes. Finally, overall change control supports in coordinating changes across the entire project.

### **2.3.10. Project Stakeholder Management**

Duncan (1996:15) defines project stakeholders as “individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion”.

Stakeholder management is a critical process in project management that involves several key steps. These steps include identifying stakeholders and documenting their importance, planning stakeholder engagement with desired levels of engagement, scope, and impact, managing stakeholder engagement through effective communication and conflict resolution, and controlling stakeholder engagement by monitoring overall relationships and adjusting strategies as needed. Effective stakeholder management requires strong

communication, negotiation, and conflict resolution skills to build trust and ensure that project expectations are met. Regular project progress reviews with stakeholders are essential to ensure that the project stays on track and meets stakeholder needs.

## **2.4. Empirical Literature Review**

In this section, past studies that have assessed project management practices of different organizations in general and business association project are analyzed. Most of the research studies available are worked on different PM knowledge area considering projects such as construction, health, IT. Project management literature has a little say on the application of project management to chambers or business association projects (Lynn & Bhishna, 2013).

Though this is often the case generally, the few available literatures agree on the importance of application of project management tools and techniques chambers and business association projects and project management principles may already be utilized for emergency response although they'll not be formally recognized intrinsically.

In contrast, there are numerous research articles available in various fields of project management in general. Georgas (1987), for instance, conducted study on cost management. One of the three essential management functions, according to him, is cost control. Furthermore, he continues, one of a project manager's main responsibilities is cost management. These three tasks together with project scope/quality control and time management make up project management (Georgas, 1987).

Biniam (2015) evaluated variables influencing cost estimating accuracy. He examines how they affect project management and the effects of inaccurate cost estimates. In order to do this, the physical and financial reports of 50 significant projects from an Ethiopian water works and design firm were examined. Involved are 54 respondents who were chosen on purpose. As a result, he came to the conclusion that the absence of project managers in cost estimation, the project owner's financial situation and budget, the project's location, site constraints, the weather, the complexity of the project, the cost and availability of skilled labor in the market, and the influence of the state.

Time management is crucial to any project. One of the most important performance indicators for projects (Cooke-Davies, 2002) is on-time completion, and financing availability is a challenge. Even when the scope is documented and a need evaluation is waiting, funding could not be available when it's needed. Funding shortages are a common occurrence in emergency response. Typically, when projects are delayed, they are either extended or accelerated the time and therefore welcome the extra expense. Failure to achieve the targeted time, budgeted cost, and defined quality end in numerous unexpected negative repercussions on the projects.

Studies on scope management are also available. Megaprojects in the building and manufacturing industries were the subject of a study by Munir (1994). The investigation determined what led to changes in project scope. As a result, insufficient scope definitions were the cause of numerous scope revisions, which was a mistake in the process of developing the scope. He pointed out that this inaccuracy was caused by involvement from many stakeholders. The project owner and designer—in this scenario, the developers of the project proposal—take the lion's share of the credit (governmental stakeholders, the beneficiary, implementing NGO & the donors). According to Munir, each of the aforementioned factors plays a crucial role in the scope-defining process and contributes to its precise definition. Additionally accounted for as a factor affecting scope management are external factors,

The elements influencing the effective implementation of Projects in International NGO's in Ethiopia were reviewed by Blen (2019). To assist in that, the case at Save the Children International was evaluated. The study employed 30% of the direct workforce directly engaged in the Save the Children project implementation in the Afar, Oromia, Somaili, and Amhara regions. As a result, 72 of the 300 people who were targeted for the survey responded, allowing us to determine the extent to which initiatives are impacted by that element. As a result, poor planning impacted on how the project implemented. She also mentioned that, in addition to managerial and communication considerations, the clarity and complexity of internal and external rules have an impact on the project's effective execution.

According to Natnael (2019), who cited Thomas & Mullaly (2008), project management best practices increase the likelihood that a project will succeed when used correctly. However, because their implementation might not have the same impact on different companies, each organization must evaluate the appropriateness of every technique. As a result, project management is frequently carried out using tools and processes that are adapted to the context of the business. According to a survey done in 30 metalworking businesses in Portugal, project management practitioners respect all areas of competence in this field. Project Risk Management and Project Integration Management are regarded as being of varying degrees of importance, with Project Scope Management and Project Procurement Management being the most crucial. These Studies have demonstrated that PM is context dependent.

According to Zwikael and Ahn (2011), industry activity affects how extensively risk management processes are used. According to the researcher's observations, the company needs to know more about the project management techniques that are most frequently utilized in private firms. Additionally, the researcher discovered that organizations having practitioners with lesser levels of education may not adopt more complex PM tools & approaches since they lack the requisite background understanding.

According to Blen (2019), who cited Stephen and Daniel (2016), important elements that affect project implementation include project finance, the quality of project management, the working environment, communication, sufficient resource allocation, and team organization.

According to Selam (2017), successful project execution involves good project monitoring and evaluation, defined project goals and objectives, and effective communication. The planning effort, project team motivation, project management technical capabilities, control system, and scope and work description have all been identified as critical aspects that will affect how successfully the project is implemented.

David (2005) did a case study on time and expense overruns and determined that the key contributors were vendor inability, incorrect project preparation, resource planning, interpretation of requirements, works definition, timeliness, government bureaucracy, and poor risk allocation. The above discussed empirical studies might not directly correlate with the day-to-day PM practices of the BMOs. But as in both studies the applicability the PM knowledge areas are the factors of consideration, they will highly support the findings and results of this study.

# CHAPTER THREE

## 3. RESEARCH METHODOLOGY

### 3.1.Introduction

This part describes the methods through which the objectives of the study are answered. Accordingly, it states about the research approach, target population and sampling procedures, data gathering methods and instruments, data analysis, validity and reliability of this study.

### 3.2.Research Design and Approach

Research Design is a blueprint for fulfilling research objectives and answering research questions. In other words, it's a plan specifying the tactics and procedure for collecting and analyzing the needed information. (Adams et al. 2007). Besides, as per Malhotra and Peterson (2006) descriptive research assumes that the researcher has prior knowledge about the problem situation and is not concerned about why a certain thing behaves in a way it does so except describing the phenomena.

This study uses a descriptive type of research method, and the researcher uses both quantitative and qualitative approach. The use of a descriptive research method is appropriate for this study as it aims to assess the project management practices of Business Membership Organizations (BMOs) in Addis Ababa. A descriptive research design is used to describe and analyze a phenomenon or situation, and in this case, the design will allow for a detailed description and analysis of project management practices within the selected BMOs. The use of both quantitative and qualitative approaches is appropriate as it allows for a comprehensive analysis of the data collected. The quantitative approach will enable the researcher to collect numerical data on project management practices, while the qualitative approach will allow for a deeper understanding of the factors that contribute to project success or failure within the BMOs.

Using both approaches will also help to mitigate the limitations of relying on only one approach. The quantitative data will provide statistical analysis, and the qualitative data will provide in-depth insights into the project management practices. This will help to provide a more complete picture of the project management practices within the BMOs in Addis Ababa, making the study more robust and reliable.

Primary data are gathered from employees involved in project work includes the program officer and support staff, top-level executives and internal documents that could give information related to the project management practice of the BMO. Secondary data, on the other hand, was used from related journals, articles, books, and some project publications.



### **3.3.Target population and Sample**

#### **3.3.1. Population**

In Ethiopia, currently, there are 506 legally registered BMOs all over the country. Of this number only 300 of them are actively operational (ECCSA, 2020). In Addis Ababa, around 40 BMOs are legally registered and operational according to recent figure. The study will be focusing on this BMOs.

#### **3.3.2. Sample Size Determination and Sampling Techniques**

Purposive sampling technique are used in this study since the sample respondents are those BMOs residing in Addis Ababa. As indicated earlier, 40 BMOs are in the capital and all the BMOs communicated to participate in the study. As the population for sampling isn't very large, the researcher assumed a more solid and valid data would be gathered if all the population can be included in the survey. But for the qualitative data. i.e., the Interview, other selection techniques implemented.

### **3.4.Data Source & Method of Collection**

To meet the goals of this project work collecting primary data and analyzing it is mandatory. Moreover, Secondary data collected to ensure relevance to the research problem, eliminate duplication of what has been done and provide a clear understanding of existing knowledge base in the problem area. Furthermore, document related to existing project management practice in the BMOs that have been produced without the intention of the researcher are used as a secondary source to analyze the existing practice of Project management in BMO context and triangulate the findings with the descriptive statistics result.

Primary data was collected to get the firsthand information. Open & closed ended Questionnaire were used to collect primary data. Moreover, observation of the researcher was used as a verification to the primary data collected through questionnaires. The researcher also used some important information documents that could be helpful for the project.

Time and resource constraints and limitations in holding FGDs due to the availability of the managers deny the researcher not to facilitate a FGDs. It was feasible to conduct interviews to gather more in-depth data and insights into project management practices within the BMOs. This provided a greater level of detail and understanding of the practices being studied, allowing for a more robust analysis of the data. Furthermore, using an open-ended questionnaire, participants provided detailed responses, giving the researcher a better understanding of the project management practices within the BMOs. The open-ended questions also provided the opportunity for participants to express their thoughts and opinions freely, which led to a more honest and accurate responses.

Therefore, given the time and resource constraints, as well as the limitations in holding FGDs due to the availability of managers, a combination of a questionnaire along with an interview is considered to be the most practical and feasible method for collecting data in this study.

### 3.5.Data analysis

As discussed above, the data are collected using questionnaire. The questionnaire has three parts. The first part is demography & general background of the respondent. The second part helps to assess general issues regarding the project management practice of the BMO. The third part design to assess the level of Usage of some of the project management knowledge areas in the BMOs project scaled from 1 to 5 on the Likert scale. To reinforce that, Interview will be conducted with selected BMOs.

The collected data from the questionnaires analyzed using descriptive statistics such mean and percentages. In addition to the primary data, secondary information obtained in the literature review are used to triangulate the findings. Moreover, the results are presented in the form of tables and graphs. As part of qualitative analysis, existing document of the organization are analyzed.

### 3.6.Validity and reliability

The study has considered concerns relating to the data, the research process, and the findings. The validity of the survey is examined. It is an adaptation of (Tigist Sileshi 2017 and kyu Khin gar, 2015). For the study, the researcher also employed his own questions. Cronbach alpha has evaluated the data's dependability. According to George and Mallery (2003), the following criteria applies: If reliability is greater than 0.9, it is excellent; between 0.9 and 0.8, it is good; between 0.8 and 0.7, it is acceptable; between 0.7 and 0.6, it is questionable; and between 0.6-0.5, it is poor, and below 0.5 it's unacceptable.

**Table 3.1 Reliability Statistics.**

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.975	.975	42

Reliability of the study

## Reliability of each project management knowledge areas

**Table 3.2 Reliability of each project management knowledge areas**

<b>No.</b>	<b><i>Project management knowledge area</i></b>	<b><i>Cronbach Alpha</i></b>	<b><i>Number of items</i></b>
<b>1</b>	<b>Project Integration Management</b>	<b>.870</b>	<b>4</b>
<b>2</b>	<b>Project Scope Management</b>	<b>.703</b>	<b>4</b>
<b>3</b>	<b>Project Schedule Management</b>	<b>.844</b>	<b>5</b>
<b>4</b>	<b>Project Cost Management</b>	<b>.723</b>	<b>4</b>
<b>5</b>	<b>Project Quality Management</b>	<b>.867</b>	<b>3</b>
<b>6</b>	<b>Project Resource Management</b>	<b>.890</b>	<b>5</b>
<b>7</b>	<b>Project Communication Management</b>	<b>.906</b>	<b>4</b>
<b>8</b>	<b>Project Risk Management</b>	<b>.953</b>	<b>5</b>
<b>9</b>	<b>Project Procurement Management</b>	<b>.907</b>	<b>4</b>
<b>10</b>	<b>Project Stakeholder Management</b>	<b>.914</b>	<b>4</b>

### **3.7. Research ethics**

The researcher follows ethically and morally acceptable processes throughout the research process. The data were collected with the full permission of the participants and confidentially without disclosing the respondents' identities.

# CHAPTER FOUR

## 4. DATA ANALYSIS, PRESENTATION AND DISCUSSION

### 4.1. Introduction

This chapter presents the discussions of the study based upon both qualitative and quantitative information. The qualitative analysis method is mainly focuses on the open-ended questions whereas the quantitative analysis is based on the data collected from the closed ended questionnaires.

The data analysis and discussion made in this section targets in fulfilling the objectives that is assess the level of usage of the 10 PM Knowledge area (Scope, Time, Cost, Resource, Procurement, Integration, Risk, Communication, Quality and Stakeholders management) in business associations and identifying the challenges they face. In this chapter, the findings of the descriptive data analysis are triangulated with the literature review in general and with the document review related to practice of the associations.

To analyze the collected data in line with the overall objective of this research, a statistical procedure was carried out using SPSS 20.0 software to assess the project management practice of the organization. The researcher uses a questionnaire and semi-structured interviews. To meet the stated objectives of this research project, the study used Questionnaires as a data collection tool. The questionnaire has three parts. The first part has seven question to know the demographic characteristics and general background of the respondent. Part two is designed in a way that helps to answer question related to the existing projects status in the association. Part three of the questionnaire is designed to achieve the second objective of this research, i.e., To find out the level of PM practice under each project management knowledge area in various categories of selected business associations. It focusses on PM knowledge are level of usage and it is divided into different knowledge are parts having 42 questions.

During the data collection process, the researcher tried to communicate all the 40 BMOs residing in Addis Ababa. Of that number, only 35 of the BMOs had working contact number or address. From the contacted 35 associations, 5 BMOs had closed their operations in the past 1-3 years. In addition, the researcher ruled out five other BMOs from this study as they are not currently or anytime in the past conducted any project works. Their input on this study didn't seem to be relevant beside biasing the results of the finding.

In addition, to the data collected through the questionnaire, an interview has been conducted selectively to get a deeper insight on the BMOs operation. These interviews undertaken with project managers from AACCSA, ECCSA, EHPEA and EABA. Supplementary information gathered from other BMOs also included and discussed on the coming portions. Moreover, Key Informant Interviews [KII] was conducted

with developmental partners to further reinforce the findings of the study. The KIIs was held with project managers of Center for Private Enterprise [CIPE] and Initiative Africa [IA], two developmental partners who had an enormous experience supporting and working with chambers and business associations all over the country.

The study included the entire population of 40 Business Membership Organizations (BMOs) in Addis Ababa. Of these, 35 were contacted (due to no available communication means) and 25 met the study requirements (remaining BMOs have ceased operation and had no current or past experience on project implementation). The study targeted 25 respondents, and 22 completed and returned the questionnaires, resulting in an overall success rate of 88%. A sample size of at least 30 respondents is required for generalizing based on sampling, according to scholarly articles. While the sample size is small, the use of a census approach and the inclusion of the entire population of BMOs in Addis Ababa provide a higher level of representativeness and increase the validity of the findings. Additionally, the use of qualitative data collection method, such as interviews, could provide a more comprehensive understanding of the project management practices of the BMOs.

#### 4.2. Background & Information of Respondents

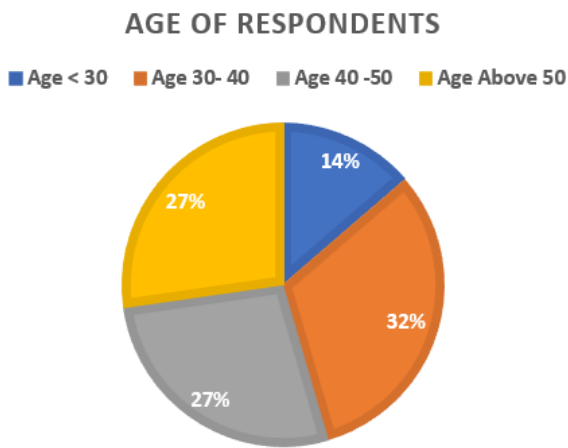
This part of the report presents the demographic characteristics of the respondents. It characterizes the respondent based on the Age, Gender, and Education level. It also presents the general attributes of the respondent in relation to the organization they work for, such as occupational level, year of experience working in project work and the field of specialization.

Characteristics	Category	Frequency	Percentage %
Age	< 30	3	13.6
	30- 40	7	31.8
	40 -50	6	27.3
	Above 50	6	27.3
	Total	22	100
Gender	Male	16	72.7
	Female	6	27.3
	Total	22	100
Educational Level	PHD	0	0
	MA/MSc	10	45.5

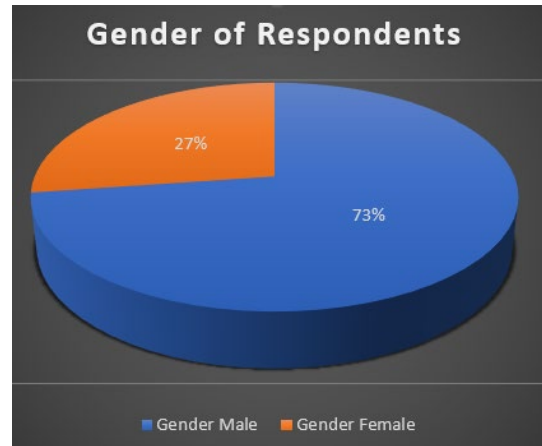
BA/BSC	12	54.5
Diploma	0	0
Other	0	0
Total	22	100

Source: Own Survey.2022

**Figure 4.1. AGE of Respondents**

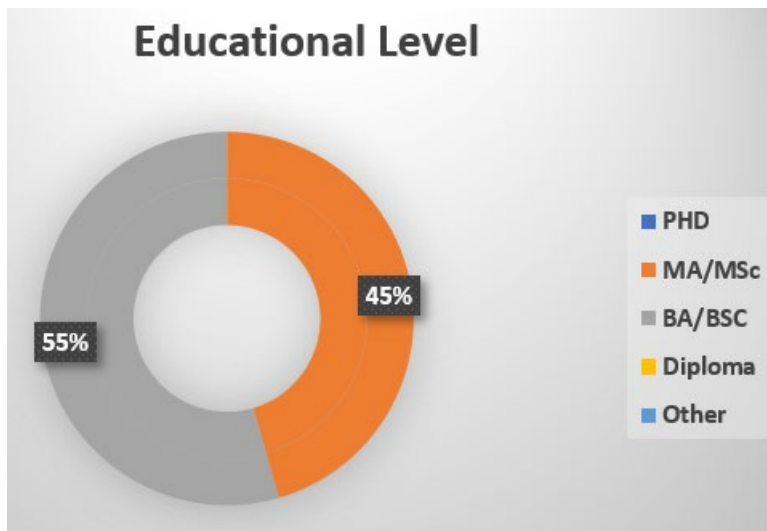


**Figure 4.2. Gender of Respondents**



The data in Table 4.1 indicates that the majority of the respondents in the study are male, with 72.7% of the sample being male and only 27.3% being female. This suggests that there may be a gender imbalance in management positions within the targeted Business Membership Organizations (BMOs). In addition, the data shows that most of the respondents fall within the age range of 30-40 years old, with 31.8% of the sample falling within this category. The remaining respondents are split evenly between the age groups of 40-50 and above 50 years old, with only a small percentage of respondents being under 30 years old. These demographic characteristics of the sample should be taken into consideration when interpreting the findings of the study, as they may have an impact on the project management practices of the BMOs.

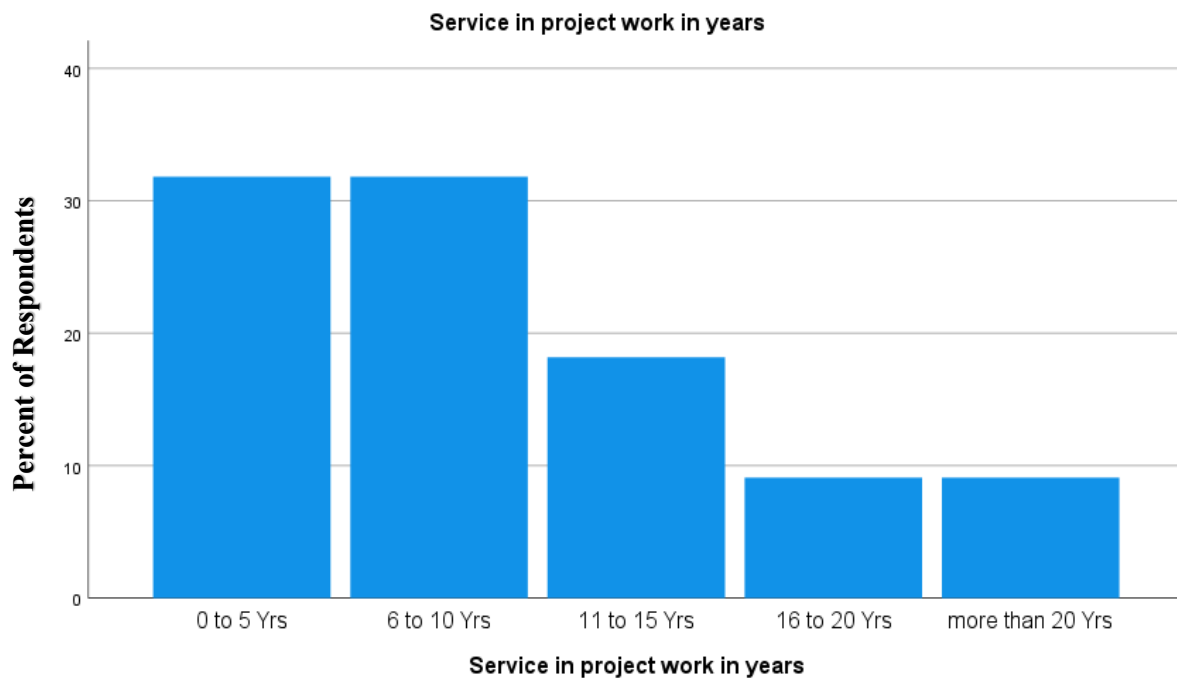
Figure 4.3. Education Level of Respondents



Education wise, 10 of the respondents hold their second degree which accounts about 45.5% among the respondent. And 54.5% of the respondent attended University and hold bachelor's degree. According to (Tracy and David, 2011) Employee cannot find a job and perform well without adequate education background. Besides that, Daniel (2009) also found that various levels and types of education will contribute to the organization performance. From the finding, it is possible to conclude that the respondent understands the questions regarding project management practice in their association and its relationship with the management aspect. Thus, the respondents are qualified, and the result obtained from the analysis of the response is reliable and trust full that enables the study project to move towards the intended research finding.

As to the educational background of the respondents, which is analyzed qualitatively, various fields of studies were identified i.e., Leadership and good governance, computer science, Economics, Management, Engineering, accounting, Information Technology etc. there is no single respondent with project management educational background. Project Management (PM) is a discipline that has been identified by many authors as having the potential to effectively delivering organizational changes (PMI, 2013). This change comes through effective management of projects which aligns to organizational strategic objectives. For this reason, project managers must have PM knowledge and skills.

**Figure 4.4 Respondents' service period in the project work**



### **4.3. General issues pertaining to projects in the BMO**

In response to the question, If the organization has a separate project management department? Majority of the respondents, i.e., 63.6% answered that there is no separate project management department. They responded that any projects that the association undertake are implemented in a similar manner to other tasks the association undertakes. This might give an ambiguity towards the employees on differentiating project tasks with other associational responsibilities.

To briefly touch on the challenges the BMO faces, the researcher tries to classify these challenges into internally and externally.

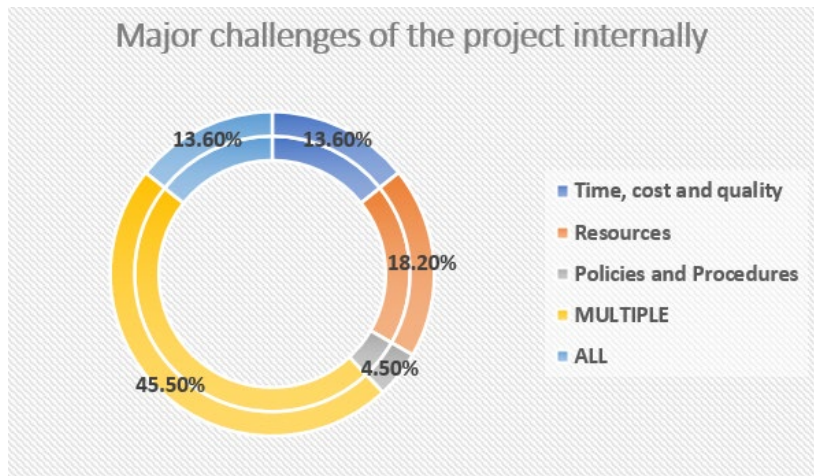


**Table 4.2. Internal challenges**

Major challenges of the project internally				
		Frequency	Percent	Valid Percent
Valid	Time, cost and quality	3	13.6	14.3
	Resources	4	18.2	19.0
	Policies and Procedures	1	4.5	4.8
	MULTIPLE	10	45.5	47.6
	ALL	3	13.6	14.3
	Total	21	95.5	100.0
Missing	System	1	4.5	
Total		22	100.0	

Source: own survey, 2022

**Figure 4.5. Internal challenges**



From the above table, we can understand that multiple challenges have been recorded the highest among many BMOs. This are comprised of ‘Time, cost, quality’, ‘Resources’, ‘Lack of clarity in scope’ and ‘Policy/procedures’. More than 20% of respondents also face challenges from resource constraint factors. This can tell us that internal challenges in the BMOs can be from different aspects, but they will surely affect the project management practices.

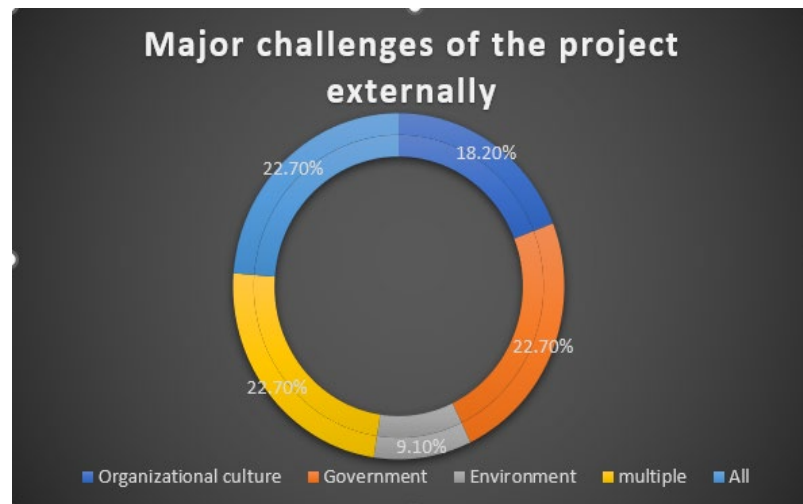
For the external challenges that the organization is facing the employees has answered in the following ways/

**Table 4.3 External Challenges**

Major challenges of the project externally				
		Frequency	Percent	Valid Percent
Valid	Organizational culture	4	18.2	19.0
	Government	5	22.7	23.8
	Environment	2	9.1	9.5
	multiple	5	22.7	23.8
	All	5	22.7	23.8
	Total	21	95.5	100.0
Missing	System	1	4.5	
Total		22	100.0	

Source: own survey, 2022

**Figure 4.6 External Challenges**



Organizational culture has been identified by many associations as an impediment. These cultures in all an organization's beliefs, values and attitudes, and their influence towards the behaviour of its employees had an impact in their project implementation journey. As many of this associations perform their projects jointly or in collaboration with different institutes, these cultures have been creating a problem in their projects. It has been mentioned that most of the donor agencies and development partners come to support these associations with a firm objective/goal that do not align with the associations' plan/strategy. This in turn will create a sense of a do and leave' mindset on the association that will shear the ownership of the project. Also, like the challenges internally faced, majority of the respondents (27%) agreed that all the three factors of external challenges are faced by their association.

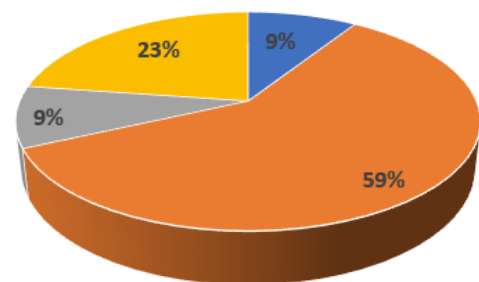
#### 4.4. The effectiveness of different projects done by the organization

**Table 4.4 Status of project effectiveness**

**Figure 4.7 Status of project effectiveness**

Status of project effectiveness				
		Frequency	Percent	Valid Percent
Valid	Very effective	2	9.1	9.1
	Effective	13	59.1	59.1
	Moderately effective	2	9.1	9.1
	Not effective	5	22.7	22.7
	Total	22	100.0	100.0

**Status of project effectiveness**



■ Very effective ■ Effective ■ Moderately effective ■ Not effective

Source: own survey, 2022

From the table above we can understand that 54.5% (12) of the respondent responded that the project is effective and 22.7% (5) of the respondent's answered that the project is not effective. This will be further understood during the next stages of analysis.

#### 4.5. PM KNOWLEDGE AREAS in the BMOs

In this section, PM knowledge area usage practice of the selected BMOs assessed. The 10 project management knowledge areas, i.e., Project Integration, Scope, Schedule, Cost, Quality, Resource, Communication, Risk, Procurement and stakeholder management in BMOs. The other tools were discussed in the next sub-topic as required.

##### 4.5.1. Project Integration Management

The procedures that are employed to coordinate the various project components are known as project

integration management. Setting priorities for conflicting alternatives and objectives is a crucial part of the integration management process. It entails creating a project charter, creating a preliminary project scope statement, creating a project management plan, overseeing project execution, controlling project activities, integrating change management, and wrapping up the project.

Here it was tried to assess whether a project plan was developed, and a project work was managed. If so, was the project work was monitored and controlled and that changes in the project have been managed accordingly.

**Table 4.5. project Integration Management**

Statement	Strongly agree		agree		uncertain		disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
A project plan was developed	6	27.3	15	68.2	0	0	0	0	1	4.5	4.14
Project work was managed	5	27.3	14	63.6	1	4.5	0	0	1	4.5	4.09
Project work was monitored and controlled	2	9.1	14	63.6	4	18.2	1	4.5	1	4.5	3.68
Changes in the project have been managed accordingly,	5	22.7	9	40.9	5	22.7	2	9.1	1	4.5	3.68

Source: own survey, 2022

The result from the above table indicates that 68.2% (15) of the respondents agree that the project plan was developed, and 27.3% (6) of the respondents strongly agree regarding the project plan, 4.5% (1) of the respondents strongly disagree. And for the question of whether project work was managed also 63.6% (14) of the respondents agree that the project work was managed, 27.3% (5) of the respondent strongly agree, 4.5% (1) of the respondents were neutral and 4.5% (1) strongly disagrees. If the project work was monitored and controlled 63.6% (14) of the respondent agree that it was monitored and controlled, 18.2 % (4) are uncertain and 9.1% (2) of the respondents strongly agree. We can see from the above answers regarding the questions listed most BMOs have a good integration management practice in performing their projects.

According to research, integration management is the second-most crucial area of knowledge for managing projects in transition economies, behind risk management (Voropajev, 2009). However, prior research by Yimam (2011) revealed that in Ethiopia, practitioners rated integration management as the sixth-best among the ten knowledge categories. Since managing integration is primarily the responsibility and in the best

interest of the client, contractors may be to blame for the low degree of the integration practice maturity and the low value placed on it by practitioners (owner).

#### 4.5.2. Project Scope management

According to PMI (2013), Scope management is a process to ensure that the project includes all the work required, and excludes the work that is not required, to complete the project successfully. It consists of five major processes; scope planning, scope definition, create WBS, scope verification, and scope control. The importance of a well formulated scope of work has been shown several times in many projects. A clear project scope facilitates for the project organization to realize the actual magnitude of the work and creates an understanding for the achievements that are required in the project.

Regarding the project scope management, described in the table 4.6, 59.1% (13) agree and 22.7% (5) are neutral to have a scope management plan. Whether or not the WBS was created the 63.6% (14) of the respondents agree, 27.3% (6) were uncertain and 9.1% (2) strongly agreed that there is a WBS. And 59.1% (13) of the respondents agree, 18.2% (4) of the respondents strongly agreed and 9.1% (2) were uncertain for the question of whether the requirements were clearly defined. Regarding scope was verified 45.5% (10) of respondents agree 31.8% (7) of the respondents were uncertain if the scope was verified or not. During the interviews conducted with ECCSA project manager Ato Ermias he mentioned that the scope, schedule, and stakeholder identifications are priorly completed before any agreements signed. As ECCSA mostly conduct projects with donor agencies they are very strict in the planning stage of the project before any activity is commenced. Due to that reason every aspect of project design will undertake accordingly.

**Table 4.6. project Scope Management**

Statement	Strongly agree		agree		Uncertain		disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
The scope management plan was defined	2	9.1	13	59.1	5	22.7	1	4.5	1	4.5	3.64
WBS was created	2	9.1	14	63.6	6	27.3	0	0	0	0	3.73
Requirements were clearly defined	4	18.2	13	59.1	2	9.1	1	4.5	2	9.1	3.82
Change in the scope was controlled	2	9.1	10	45.5	7	31.8	2	9.1	1	4.5	3.45

Source: own survey, 2022

During the interview, it has been disclosed that throughout the implementation phase of most of their projects, requests from donors or recipients result in changes to the projects' scope. Additionally, they occasionally must restructure a project after receiving a request from stakeholders almost at the conclusion of the project, which adds costs, resources, and time. They continued by saying that they work to control project scope through ongoing follow-up, project team feedback, and stakeholder communication.

As indicated by PMI (2013), awareness on the need for and importance of PSM by stakeholders particularly; the organization leader and PM team is very crucial since they are the decision makers on project time and cost. However, the respondents did not feel the situation. Moreover, formal effort of managing project scope such as defining scope, plan scope management, and preparing WBS is crucial to a project's success since it is the prerequisites of the next project processes such as cost estimation and determining the duration of each activity and finally, developing schedule. To do this computer applications or tools are very assisting technologies in scope management.

#### 4.5.3. Project Schedule Management

**Table 4.7. project Schedule Management**

Statement	Strongly Agree		Agree		Neutral		disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Schedule management was developed	5	22.7	14	63.6	2	9.1	0	0	1	4.5	4.00
Activities were defined	6	27.3	13	59.1	1	4.5	1	4.5	1	4.5	4.00
Activities were sequenced	4	18.2	9	40.9	4	18.2	3	13.6	2	9.1	3.45
Changes to the project schedule was controlled	1	4.5	10	45.5	8	36.4	2	9.1	1	4.5	3.36
Clear policies, procedures, and documentation for PS	4	18.2	11	50.0	4	18.2	3	13.6	0	0	3.73

Source: own survey, 2022

One of a project's most crucial plans is the time plan. The previously created WBS should serve as the foundation for creating time schedules. The amount of effort put into creating, maintaining, and regulating

a project's schedule is frequently directly mirrored in how it is carried out and how it turns out.

From the above table, we can understand that regarding the question if schedule management was developed 63.6% (14) of the respondents agree, 22.7 % (5) of the respondents were strongly agreed and 9.1% (2) were uncertain. Regarding if activities were defined 59.1% (13) of the respondents agree, 27.3% (6) of the respondents strongly agree, and only 2 respondents strongly and normally disagree as to there is no activities defined. 40.9% (9) of the respondent agreed that activities were sequenced, and 4 respondents each (4 strongly agree, 4 uncertain) about the activity sequencing. In response to schedule or time delay on projects, AACCSA research and project director Ato Seyoum Chane stated that nearly most-to-all projects undertaken by AACCSA had been completed with cost or time extension. The time extension occurs due to certain procedural requirements that need to be fulfilled such as validation of certain tasks on newspaper, etc. . In addition to that lack of stakeholder's equal engagement and ownership towards the success of the project highly contributed for delays.

In addition, during the KII, Mr. Getachew Sileshi - project manager at CIPE stated that most of the BMOs they are working with experience delays in completing different tasks in their projects as well as presenting their narrative and financial reporting in due time.

Similar results have been reported in other project time management studies. Project organizations, according to (Karisson 2011), have high goals for timetable control. MS-Project, a computerized tool, has the ability to regulate and manage time schedules in numerous ways. The goal of the senior management is not achieved since many members of the project teams lack the level of computer proficiency necessary to utilize the software's potential. Although schedule control is being performed on a small scale, there is room for improvement by raising computer literacy levels across the board. According to Antvik & Sjöholm (2007), the project team uses a schedule that is not adequately controlled sparingly. Schedule control is crucial.

#### **4.5.4. Project Cost Management**

Cost management is one of the critical areas in project management. An important part of cost management is being sure that the scope document is as accurate as possible so that budget estimates are realistic based on the work breakdown packages. With that in mind the respondent gave the practice their organization undertake when it comes to Cost management as described in the below table.

Having a cost plan is crucial because for the budget to be given from donor organization there must be a clear and well-defined cost plan. And determining resources and for what purposes they are going to be used is crucial, we can see from the table that most respondents all agreed on the listed elements. Regarding cost management, Ato Ermias stated that even with a good cost management plan in place, final cost of a project always exceeds the initial budget. He mentioned that as a country it become a culture not to finish projects as per the initial plan. This issue is related to both internal and external factor but most of the time

it's due to, Inflation, expected quality of results and scheduled implementation of activities.

**Table 4.8. Project Cost Management**

Statement	Strongly agree		agree		neutral		disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Quantity of necessary resources were determined	7	31.8	11	50.0	2	9.1	0	0	2	9.1	3.95
Cost plan was well Defined	3	13.6	11	50.0	7	31.8	0	0	1	4.5	3.68
Required budget was Determined	6	27.3	13	59.1	2	9.1	0	0	1	4.5	4.05
Clear policies, procedures, and documentation in the company for project cost management.	4	18.2	13	59.1	4	18.2	1	4.5	0	0	3.91

Source: own survey, 2022

When asked if the cost plan was well defined, 31.8% (7) of the respondents were neutral. One of the causes of the budget utilization problem (a cost management issue) could be an error in cost estimation, which appears to be overestimated. According to Biniam (2015), the accuracy of cost estimation is affected by the completeness of technical and socioeconomic information available at the time of project inception.

Cost estimation, budgeting, and control are all parts of project cost management. To finish the project within the agreed budget is the primary goal of cost management (PMI, 2004). The project budget is crucial and affects every aspect of a project's planning and execution. It's critical to maintain track of a project's overall expenditures as well as the prices associated with various work packages.

On the basis of her findings, Eden (2018) recommended that the identification of the causes of variances, the justification for the corrective action selected, and other types of cost control lessons should be documented so that they can be added to the historical database for this project as well as other projects carried out by the performing organization, where they will be valued as a resource for future projects.

#### 4.5.5. Project Quality Management

To establish quality standards and ensure that the job is completed to a satisfactory standard, project quality management covers all processes and activities within the project organization. Quality planning, quality assurance, and quality control are the three main stages in quality management. To carry out quality control, the project team must determine which quality standards are pertinent to the project. When creating a quality strategy, the established standards should serve as the starting point. It is crucial that the quality plan includes both strategies for achieving the desired quality and the requisite levels of quality for various operations.

From the below table, we can understand that the quality management of the project have a different view among the associations. On all the three questions nearly 50% (10-12) respondents were uncertain and only 22% (5) respondents agreed as to their organization undertake the project quality management task carefully. This indicates that emphasis has not been much given to the expected set of standards the project activities need to fulfill.

**Table 4.9. Project Quality Management**

Statement	Strongly agree		Agree		neutral		Disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Quality standards were set	2	9.1	6	27.3	12	54.5	0	0	2	9.1	3.27
There were mechanisms for quality assurance	1	4.5	5	22.7	10	45.5	4	18.2	2	9.1	2.95
Results were monitored to check if they comply with the quality standards identified.	0	0	5	22.7	11	50.0	4	18.2	2	9.1	2.86

Source: own survey, 2022

#### 4.5.6. Project Resource Management

**Table 4.10. project Resource Management**



Statement	Strongly agree		agree		neutral		disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Roles, responsibilities and required skills were identified	3	13.6	14	63.6	2	9.1	2	9.1	1	4.5	3.73
Activity resources have been estimated	4	18.2	14	63.6	2	9.1	2	9.1	1	4.5	3.86
The project team was developed	1	4.7	7	31.8	9	40.9	1	4.5	4	18.2	3.00
Effective resource planning and the team establishment	0	0	9	40.9	7	31.8	3	13.6	3	13.6	3.00
Resources have been utilized for projects	2	9.1	16	72.7	2	9.1	0	0	2	9.1	3.73

Source: own survey, 2022

In the above illustration we can understand that 63.6% (12) of the respondents agree, 13.6% (3) strongly agree and 9.1% (2) were uncertain of the roles, responsibility and required skills identified. In the interview with Ato. Seyoum whether responsibilities have clearly communicated, he responded that there are two ways of communicating that. The first way is through the donor awareness workshop that is organized during the inception phase of the project. Their respective board, management and relevant bodies will participate and have a clear understanding of their role in the project. The second way is through an internal briefing meeting which will be delivered to each department managers which will be cascaded down to their team members.

Also Mr. Seyoum added that proper organization of project teams who are qualified for the roles/responsibilities affect the quality and schedule of a project. And if activity resource is estimated, similarly they responded 63.6% (14) of the respondents agree, 18.2% (4) strongly agree, and 9.1% (2) are uncertain. 31.8%(7) agree and 40.9% (8) uncertain of the respondents respond to the project team developed question. Regarding effective resource planning and team establishment 40.9% (9) respondent agrees, 31.8% (7) were uncertain.

#### 4.5.7. Project Communication Management

From the below table, we can understand that most of the respondents agree on the communication question

raised. we can also understand that there is a lower mean score in the question communication has been monitored. Although monitor communication is a new part of the 2017 PMI, the organization should ensure the information needs of the project and its stakeholders are met.

The purpose of Project Communications Management is to determine the information and communications need of all stakeholders. Thomas et al (2003) stated that effective communication is one of the major challenges to the project’s success.

**Table 4.11. project Communication Management**

Statement	Strongly agree		agree		Neutral		disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Communication for the project was determined	3	13.6	10	45.5	6	27.3	2	9.1	1	4.5	3.55
Project communication activities have been determined	3	13.6	10	45.5	5	22.7	3	13.6	1	4.5	3.50
information’s have been communicated to formalize. phase or project completion	3	13.6	12	54.5	5	22.7	1	4.5	1	4.5	3.68
Communication has been monitored	2	9.1	9	40.9	8	36.4	2	9.1	1	4.5	3.41

Source: own survey, 2022

The procedures used to make sure that necessary information is delivered to the appropriate person at the appropriate time are known as project communications management. According to PMBOK, communications planning, information dissemination, performance reporting, and stakeholder management are the four main processes in communications management. To ensure that project communication, both internally and externally, is carried out successfully, a communication plan is required. The strategy should include information on the kind of information that must be disseminated, who must get it, why it must be disseminated, how frequently it must be delivered, and who is accountable for issuing it.

Even though the bigger and financially stronger BMOs like AACCSA, ECCSA and EHPEA have a unique and well-established communication department in the organization, most of the other BMOs undertake this task simultaneously along with the other practices. To add on that, Mr.Getachew added that the BMOs, on several occasions, had been witnessed to show gap in their communication, be it updating their project

status, documentation of their different milestones as well as engagement with their stakeholders.

This has been further presented by Howard (2010). According to Howard (2010), cultural factors are to blame for the limitation of information from senior management and the occasionally erroneous progress reports. Ethiopian leaders are supposed to have complete control; hence information is frequently withheld in order to maintain the project's individual authority. Ethiopians prefer a diplomatic approach to problem-solving, which can result in an untruthful report if the truth can be perceived unfavorably by a particular person.

#### **4.5.8. Project risk Management**

Risk management includes risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning, and risk monitoring and control, according to PMI (2013). Uncertainties exist in every project, and they might either present a chance or a risk. Where management lacks sufficient knowledge about the existing situation, uncertainties can arise. Many uncertainties can be transformed into opportunities rather than risks by employing effective management.

The goal of a risk analysis is to take control of the project's uncertainties. Therefore, it is crucial to design a strategy as soon as hazards are discovered in order to respond to them. A reaction plan can be to reduce a risk's likelihood or impact, or to accept it and factor in a possible increase in cost if it materializes.

From the below table we can understand that 40.9% (9) of the respondents disagree regarding risk management plan was developed, 36.4% (8) are uncertain, and only 13.6% (3) agrees. Regarding the question, the risk was identified and registered 45.5% (10) disagrees and 40.9% (9) are uncertain, which covers almost 85% of the study population. Similarly for the risk prioritized question, the respondent's 45.5% (10) were uncertain, and nearly 45% (27.3% disagree, 18.2% strongly disagree) of them disagree. This implies that almost commonly the risk management practice has been neglected or is not considered a priority in the BMOs project management practices.

**Table 4.12. project risk management**

Statement	Strongly agree		agree		Neutral		Disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Risk management plan was developed	0	0	3	13.6	8	36.4	9	40.9	2	9.1	2.55
Risk was identified and registered	0	0	2	9.1	9	40.9	10	45.5	1	4.5	2.55
Risk was prioritized	0	0	2	9.1	10	45.5	6	27.3	4	18.2	2.45
Risk response plan was developed	0	0	2	9.1	7	31.8	10	45.5	3	13.6	2.36
Risk management activities were clearly defined	0	0	0	0	9	40.9	7	31.8	6	27.3	2.14

Source: own survey, 2022

According to Kululanga & Kuotcha (2010), a project-wide iterative risk analysis must serve as the foundation for any effective risk management. A number of anticipated risks materialized as a result of the study's neglect, leading to project delays and increased expenses. Risk management may have been impacted by the management teams under prioritization of the risk analysis due to the project's miscalculation of its scope. If the risk analysis had been adequately managed and iterated throughout the project, the most serious risks were probably averted.

Kwak asserts that Risk Management's Project Management Practice level was the lowest among 9 knowledge areas. Risk Management was the only knowledge area where overall PM Practice rating was below 3. Kwak concludes that firms should put more effort on Risk Management area by affirming potentiality for substantial improvement (Kwak 1997). Beset (2007) research showed a mean value of 1.30 for project risk management which is lower than this study finding.

Similar results have also been observed by other local study in the regions. (Karleson, 2011) asserts that formal risk management is neither implemented nor frequently applied. Risk analysis is a new and developing technique in Ethiopia... It is not widely recognized how to employ simple risk management tools and procedures.

#### 4.5.9. Project Procurement Management

**Table. 4.13. Project procurement management**

Statement	Strongly agree		agree		Neutral		disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Resources were Determined	6	27.3	13	59.1	2	9.1	0	0	1	4.5	4.05
Requirements of the project materials were Documented	5	22.7	14	63.6	2	9.1	0	0	1	4.5	4.00
Potential sources were identified (from which you procure the items)	2	9.1	12	54.5	7	31.8	0	0	1	4.5	3.64
Project procurement decisions were documented	3	13.6	14	63.6	2	9.1	2	9.1	1	4.5	3.73

Source: own survey, 2022

For effective purchases throughout the project, a procurement plan is a crucial instrument. In order to contain all procurements and be timely integrated into the project, it should be established based on the project's WBS and time schedule.

From the above illustration, we can understand that the BMOs have relatively a good experience in the procurement management area. In almost all the questions 60% or above responses are in favor or agreed that the practices are implemented effectively.

Dixon (2000) stated that for many projects, procurement can represent the highest percentage of expenditure. Therefore, all major procurements should be subjected to careful appraisal and management. Dixon states that a procurement strategy should be prepared very early in the project although, recognizes in practice, that such a move is usually driven an external influence, for example, the urgency of the project. Beset (2007)

research showed a mean value of 1.90 for project procurement management which is lower than this study finding.

Befekadu (2017) came to the conclusion that Ethiopian projects' procurement management is customary, susceptible to corruption, and carried out without clear policies. He based this conclusion on project management practices in Ethiopian Real Estate Company.

Studies have shown the inefficiencies of traditional methods of procuring and managing large projects, particularly the error of solely awarding contracts based on the lowest price bid, only to have the final cost of the work significantly increase due to contract variations, with projects frequently completed late,

according to Keith.f (2008) findings. In fact, submitting a low offer with the hope of profiting from the modifications and claims was frequently the conventional tactic used for large projects.

#### 4.5.10. Project Stakeholder Management

In discussion with Ato. Seyoum regarding the project stakeholder management his association undertake, he mentioned that Several approaches are used for AACCSA to manage and stay in contact with its different stakeholders. The board of AACCSA conduct several meetings with government stakeholder to keep them in the loop of its activities. There is a dedicated communication department that throughout the year engage with members of AACCSA via mass email on different and promotional and supportive programs. Also, there is an annual meeting that all members of AACCSA participates in. To supplement that AACCSA have a TV and Radio program and organizes an annual Addis chamber business symposium.

**Table 4.14. project stakeholder management**

Statement	Strongly agree		agree		Neutral		Disagree		Strongly disagree		mean
	F	%	F	%	F	%	F	%	F	%	
Project stakeholder was identified	9	40.9	10	45.5	2	9.1	0	0	1	4.5	4.18
Stakeholder management plan was defined	3	13.6	7	31.8	8	36.4	3	13.6	1	4.5	3.36
There was effective communication between project stakeholders	3	13.6	13	59.1	4	18.2	1	4.5	1	4.5	3.73
Stakeholder engagement was monitored	3	13.6	10	45.5	6	27.3	2	9.1	1	4.5	3.55

Source: own survey, 2022

From the above evaluation we can understand that the BMOs have a good stakeholder connection, they properly identify potential stakeholders, there was an effective communication and stakeholder management plan was also defined, although stakeholder engagement is new process to the knowledge area it has a positive response.

Also, Ato Ermias, ECCSA, included issues on stakeholder management stating that in management of its stakeholder's consistent communication is the approach they take with the government, members, and others. They have expressed that consultants working have a time management issue and delay occurs on many project aspects. The other issue is that the government stakeholders that ECCSA work with doesn't

show much of cooperation in different joint project tasks. But on the contrary support and cooperation witnessed from donor agencies and development partners are very encouraging.

Stakeholder management is highlighted by Legris and Collerette (2006, referenced in Pasian, 2011: P21) as a contribution that can enhance the implementation process. When they claim that good stakeholder management (perhaps using a Strategic Management Framework) can reduce changes in project planning and raise quality standards, Sutterfeld et al. (2006, referenced in Pasian, 2011: P21) share this opinion (as opposed to quantity specifications). Both research projects imply that strategic management might influence cost control while projects are being implemented. Stakeholder management also emphasizes effective communication with stakeholders in order to understand their expectations and resolve conflicts of interest. Any project's core goal should be to satisfy its stakeholders.

# CHAPTER FIVE

## 5. SUMMARY, CONCLUSION, and RECOMMENDATIONS

### 5.1. Summary

From the above chapters, we can understand that the main aim of this paper is to assess the project management practices of Business Membership Organization, taking Addis Abeba as the sample population and assessing 22 BMOs residing in the city. In this chapter, we will see a summary of the results of the study presented in chapter four.

- 59.1% of the respondents has answered that there is no separate project management department, and there were minor training accesses in their association. Many BMOs responded that there is no access to PM training in their association.
- Regarding the challenges of the project the organization has both external and internal problems but the internal challenges especially lack of sufficient resource has been shared among many of the respondents. The statuses of different projects that the organization took were effective. While comparing the knowledge areas using their mean score and from each process value the researcher has seen a mean score which is lower in the different knowledge areas.
- Project quality management plan has a mean score which is low compared to the other although according to the interview cost and schedule are mentioned to be the bigger factors. Regarding Project schedule management there is a problem in defining activities and documenting a clear policies and procedures for the project schedule. if the scope management plan is not well defined there is a problem in defining, sequencing activities although this has been done it needs improvement and must take proper procedure in handling this.
- Cost management has been managed in the organization, due to policies and the current situation asking and answering about cost has been a limitation. Regarding the resource, utilization of them effectively has been one of the issues which is also support during the interviews.
- Handling project risk has got a lower mean and from the responses, we can understand that the BMOs do not give it enough attention.
- Other knowledge areas the project integration, communication, stakeholder, procurement, quality the organization has a good standing although they've been practiced well, the organizations must use the appropriate procedure and tools in managing different projects. We can understand that some of the knowledge areas are not well managed and there has been a problem, and the mean score of some knowledge areas processes has got a lower one compared to the other.



## 5.2. Conclusion

The main aim of the study was to assess the practice of project management practice of Business Membership Organizations residing in Addis Ababa. This study has the following conclusions.

Regarding project management knowledge areas although the researcher has seen some difficulties in all knowledge areas, project scope, project schedule, Project cost and project risk, was not managed accordingly and some of the areas that should improve are project integration, project communication, project stakeholder management.

From the interview, the researcher can clearly understand that although undertaking a project is only part of the duties of the association, it has critically benefitted them in attaining a higher organization capacity.

Government has been a challenge for some BMOs for instance there is no incentives or programs from the government side in order support and capacitate these BMOs so as they can reach their full-scale performance and support the private sectors. Also, Donor organizations need to reevaluate their approach with these BMOs as they might present a very crucial opportunity if worked with them better.

From the findings we can understand that project scope, schedule, and risk are not well managed and for project integration, resource, procurement, stakeholder, and communication they should follow formal procedures. The rest knowledge areas have a good standing.

### 5.3. Recommendations

From the above conclusion, the study makes the following recommendations to address the key findings.

- **Develop a project management department or unit:** As the majority of the respondents reported the lack of a separate project management department in their organizations, it is recommended to establish one to ensure a more systematic and consistent approach to project management.
- **Enhance project management training:** Given the limited training access reported by many respondents, it is recommended that BMOs invest more in providing sufficient and effective project management training to their staff and members to improve their knowledge and skills in this area.
- **Address internal challenges:** As many respondents cited lack of sufficient resources as one of the main internal challenges to project management, it is recommended that BMOs focus on improving their resource allocation and utilization strategies to ensure the availability of necessary resources for successful project implementation.
- **Improve project quality management plan:** As the project quality management plan received a lower mean score compared to other knowledge areas, it is recommended that BMOs prioritize the development and implementation of effective quality management plans to ensure the quality of project deliverables and outcomes.
- **Strengthen project risk management:** As project risk management received a lower mean score and many respondents reported insufficient attention given to it, it is recommended that BMOs improve their risk management processes to identify and mitigate potential risks that may affect project success.
- **Use appropriate project management tools and procedures:** While many knowledge areas were reported to be well managed, it is recommended that BMOs use appropriate project management tools and procedures in managing different projects to ensure consistency, effectiveness, and efficiency in their project management practices.
- **Define project scope and schedule management:** As some respondents reported challenges in defining project scope and documenting clear policies and procedures for project schedule management, it is recommended that BMOs improve their scope and schedule management practices to ensure clear and effective planning and execution of project activities.
- **Assess project costs and resource utilization:** As cost management was reported to be well managed, but cost-related questions were limited due to the current situation, it is recommended that BMOs periodically assess their project costs and resource utilization to identify any areas for improvement and to ensure cost-effectiveness in project implementation.
- **Foster a culture of continuous improvement:** Finally, it is recommended that BMOs foster a culture of continuous improvement in their project management practices by regularly assessing their performance, identifying areas for improvement, and implementing changes accordingly. This will help ensure that they stay up to date with industry best practices and remain competitive in their respective fields.

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# Appendices

## A-C

## Appendix A Questionnaire

### Questionnaire prepared for the participants.

Name: Abenezer Tadesse

Tel:+251923601832

[Email: abitade20@gmail.com](mailto:abitade20@gmail.com)

Dear Respondents:

I am a master's student in project management at St. Mary University conducting research on the subject of project management. The specific topic of my research is: **“Assessment of project management practices of selected business membership organizations (BMOs) in Addis Ababa”**

The Research is being carried out as partial fulfilment of the requirements for award of Master of Arts Degree in Project Management. The questionnaire is to enable achievement of the following research objectives:

- To assess the overall status of PM practice in selected business associations.
- To find out the level of PM practice under each project management knowledge area in various categories of selected business associations.
- To provide recommendation to improve project management practice in selected business associations.

Direction (አቅጣጫ)

- ❖ There is no need in writing your name (ስም መጻፍ አያስፈልግም)
- ❖ If you cannot get any satisfying choice among the given alternatives, you can write your own response (ከተሰጡት አማራጮች መካከል ምንም አይነት አጥጋቢ ምርጫ ማግኘት ካልቻሉ የራስዎን ምላሽ መጻፍ ይችላሉ።)
  - ❖ Answer, in the space provided for the option (መልስ፣ ለአማራጭ በተዘጋጀው ቦታ ላይ)
  - ❖ For the open-ended items, give brief answer in the space provided. (ክፍት ለሆኑት ጥያቄዎች፣ በተዘጋጀው ቦታ ላይ አጭር መልስ ይስጡ።)
  - ❖ Put on “X” on the provided place (በተዘጋጀው ቦታ ላይ “X”ን ምልክት ያስቀምጡ)

Part I. Demographic characteristics and general background of the respondents  
(የመጠይቅ ተሳታፊዎች አጠቃላይ መረጃ)

No · ቁጥር	Respondent's information የመላሾች መረጃ		Frequency ብዛት	
1.	Age (አድራሻ)	<30		
		30-40		
		40-50		
		<50		
2.	Sex (ጾታ)	Male		
		Female		
3.	Educational Level (የትምህርት ደረጃ)	PHD		
		MA/MSC		
		BA/BSC		
		Diploma		
		If Other, please specify. _____		
5.	Occupational level (የስራ ድርሻ)	Managing director		
		Fieldwork Manager		
		Project Manager		
		Project coordinator		
		Project member		
		support staff		
6.	Field of specialization (the field you have studied)? (የትምህርት መስክ/ዘርፍ)	_____		
		_____		
7.	Service period in the project work?(in year) በፕሮጀክት ሥራ ውስጥ የአገልግሎት ጊዜ? (በዓመት)	_____		
		_____		



**Part II. General Issues (አጠቃላይ ጉዳዮች)**

1. Is there separate project management department in your organization? (i. በድርጅትዎ ውስጥ የተለየ የፕሮጀክት አስተዳደር ክፍል አለ?)

Yes/አዎ [ ]                      No/አይ [ ]

2. Major Challenges of the Project (these challenges can be internally or externally). (የፕሮጀክቱ ዋና ተግዳሮቶች (እነዚህ ፈተናዎች ከውስጥም ከውጪም ሊሆኑ ይችላሉ)።

**2.1. Internal/ውስጣዊ**

Lack of clarity in the scope of the project (በፕሮጀክቱ ወሰን ውስጥ ግልጽነት ማጣት) [ ]

Time, cost and quality (ጊዜ, ወጪ እና ጥራት ) [ ]

Resources (ሁብቶች) [ ]

Policies and procedures (ፖሊሲዎች እና ሂደቶች) [ ]

**2.2. External / ውጫዊ**

Organizational culture (ድርጅታዊ ባህል ) [ ]

Government (መንግስታዊ) [ ]                      Environment (አካባቢያዊ) [ ]

3. Is there a project management training access in the organization? (በድርጅቱ ውስጥ የፕሮጀክት አስተዳደር ስልጠና ተደራሽነት አለ?)

Yes/አዎ [ ]    No/አይ [ ]

4. What is the status of your projects in terms of effectiveness? (የፕሮጀክቶችዎ ውጤታማነት ከውጤታማነት አንፃር ምን ደረጃ ላይ ነው?)

Very Effective/ በጣም ውጤታማ [ ]                      Effective/ ውጤታማ [ ]

Moderately Effective/ መጠነኛ ውጤታማ [ ]                      Not Effective/[ ውጤታማ አይደለም [ ]

**Part III. Questions based on the ten knowledge areas (በአስሩ የእውቀት ዘርፎች ላይ የተመሰረቱ ጥያቄዎች)**

Based on your experience in your organization projects, please feedback to what extent you have used the project management knowledge areas below in your projects.

(በድርጅትዎ ፕሮጀክቶች ውስጥ ካለዎት ልምድ በመነሳት እባክዎን በፕሮጀክቶችዎ ውስጥ ከዚህ በታች ያሉትን የፕሮጀክት አስተዳደር የእውቀት መስኮች ምን ያህል እንደተጠቀሙበት አስተያየት ይስጡ ::)

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

(5=በጣም እስማማለሁ፣ 4= እስማማለሁ፣ 3= ገለልተኛ፣ 2= አልስማማም፣ 1= በጣም አልስማማም)

I. <b>Project Integration Management</b> የፕሮጀክት ውህደት አስተዳደር	5	4	3	2	1
1. A Project plan was developed የፕሮጀክት እቅድ ተዘጋጅቷል					
2. Project work was managed የፕሮጀክት ሥራ ተካሂዷል					
3. Project work was monitored and Controlled የፕሮጀክት ስራ ከትትል እና ቁጥጥር ተደርጎበታል					
4. Changes in the project have been managed accordingly. በፕሮጀክቱ ላይ የተደረጉ ለውጦች በዚህ መሰረት ተካሂደዋል.					
II. <b>Project Scope Management</b> የፕሮጀክት ወሰን አስተዳደር					
1. Scope management plan was defined (As a basis for future project decisions.) የወሰን አስተዳደር እቅድ ተገልጿል (ለወደፊት የፕሮጀክት ውሳኔዎች መሠረት በመሆን)።					
2. Requirements were clearly defined from the beginning መስፈርቶች ከመጀመሪያው ጀምሮ በግልፅ ተገልጸዋል።					
2. WBS was created (WBS-Work Breakdown structure is a key project deliverable that organizes the team's work into manageable sections) የስራ ክፍፍል ተፈጥሯል (የስራ መዋቅር ክፍፍል የቡድኑን ስራ ወደሚመሩ ክፍሎች የሚያደራጅ ቁልፍ የፕሮጀክት ውጤት ነው)					
3. Changes to the project scope was controlled. በፕሮጀክቱ ወሰን ላይ የተደረጉ ለውጦች ቁጥጥር ተደርጎባቸዋል።					
III. <b>Project schedule Management</b> የፕሮጀክት መርሐግብር አስተዳደር					

1. Schedule management plan was developed. የመርሃግብር አስተዳደር እቅድ ተዘጋጅቷል					
2. Activities were defined. ተግባራት ተገልጸዋል					
3. Activities were sequenced. ተግባራት በቅደም ተከተል ተካሂደዋል					
4. Changes to the project schedule was controlled. በፕሮጀክት መርሃ ግብር ላይ የተደረጉ ለውጦች ቁጥጥር ተደርጎባቸዋል					
5. There are clear policies, procedures, and documentation for project schedule ለፕሮጀክት መርሃ ግብር ግልጽ ፖሊሲዎች, ሂደቶች እና ሰነዶች አሉ።					
<b>IV. Project Cost Management</b> <b>የፕሮጀክት ወጪ አስተዳደር</b>					
1. The quantity of the necessary resources were Determined አስፈላጊ የሆኑ ሀብቶች ብዛት ተወስኗል					
2. Cost plan was well-defined. የወጪ እቅድ በደንብ ተብራርቷል					
3. Required budget was determined. የሚፈለገው በጀት ተወስኗል					
4. Clear policies, procedures, and documentation in the company for project cost management. በኩባንያው ውስጥ ለፕሮጀክት ወጪ አስተዳደር ፖሊሲዎችን, ሂደቶችን እና ሰነዶችን አሉ።					
<b>V. Project Quality Management</b> <b>የፕሮጀክት ጥራት አስተዳደር</b>					
1. Quality standards were set. የጥራት ደረጃዎች ተዘጋጅተዋል					
2. There were mechanisms for quality assurance. የጥራት ማረጋገጫ ዘዴዎች ነበሩ					
3. Results were monitored to check if they comply with the quality standards identified. ውጤቶቹ ተለይተው የታወቁትን የጥራት ደረጃዎች የሚያሟሉ መሆናቸውን ለማረጋገጥ ክትትል ተደርጓል።					
<b>VI. Project Resource Management</b> <b>የፕሮጀክት ሀብት አስተዳደር</b>					

1. Project roles, responsibilities and required skill were identified. የፕሮጀክት ሚናዎች፣ ኃላፊነቶች እና ተፈላጊ ችሎታዎች ተለይተዋል።					
2. Activity resources have been estimated. የተግባራት ሀብቶች ተገምተዋል					
3. Project team was developed. የፕሮጀክት ቡድን ተዘጋጅቷል					
4. There was effective resource planning and project team establishment. ውጤታማ የሀብት እቅድ ማውጣት እና የፕሮጀክት ቡድን ማቋቋም ተከናወኗል።					
5. Resources have been utilized to work on the projects. በፕሮጀክቶቹ ላይ ለመስራት ሀብቶች ጥቅም ላይ ውለዋል።					
<b>VII. Project communication management</b> <b>የፕሮጀክት ግንኙነት አስተዳደር</b>					
1. Information and communication for the project was determined. ለፕሮጀክቱ መረጃ እና ግንኙነት ተዘጋጅቷል።					
2. Appropriate approach and plan for the project communication activities were. Determined የፕሮጀክት ኮሙኒኬሽን ተግባራት ተገቢ አቀራረብ እና እቅድ ተወዘጋጅቷል።					
3. Information have been communicated to formalize phase or project completion. የምዕራፍ ወይም የፕሮጀክት መጠናቀቅን መደበኛ ለማድረግ መረጃ ተላልፏል					
4. Communication have been monitored. ግንኙነቶች ላይ ክትትል ተደርጓል					
<b>VIII. Project Risk Management</b> <b>የፕሮጀክት ስጋት አስተዳደር</b>					
1. Risk management plan was developed. የስጋት አስተዳደር እቅድ ተዘጋጅቷል					
2. Risks were identified and registered. ስጋቶች ተለይተው ተመዝግበዋል					
3. Risks were prioritized and their implication on the project was estimated. ስጋቶች ቅድሚያ ተሰጥተዋል እና በፕሮጀክቱ ላይ ያላቸውን አንድምታ ተገምቷል					
4. Risk response plan was developed. የስጋት ምላሽ እቅድ ተዘጋጅቷል					
5. Risk management activities for a project were clearly defined.					

የፕሮጀክት ስጋት አስተዳደር ተግባራት በግልፅ ተገልጸዋል።					
<b>IX. Project procurement management</b> <b>የፕሮጀክት ግዥ አስተዳደር</b>					
1. Resources needed for the project were Determined. ለፕሮጀክቱ የሚያስፈልጉ ግብዓቶች ተወስነዋል					
2. Requirements of the project materials was Documented. የፕሮጀክቱ ቁሳቁሶች መስፈርቶች ተመዝግበዋል					
3. Potential sources were identified (in which you procure the items) አቅራቢዎች ተለይተዋል (አቃዎቹን ለመግዛት)					
4. Project procurement decisions of the company were documented, and approaches were specified to identify potential sellers. የኩባንያው ግዥ ውሳኔዎች ውሳኔዎች ተመዝግበዋል፤ እና ሻጮችን ለመለየት የሚያስችሉ መንገዶች ተቀምጠዋል።					
<b>X. Project stakeholder management</b> <b>የፕሮጀክት ባለድርሻ አካላት አስተዳደር</b>					
1. Project stakeholders were identified. የፕሮጀክት ባለድርሻ አካላት ተለይተዋል					
2. Stakeholder management plan was defined. የባለድርሻ አካላት አያያዝ ዕቅድ ተዘጋጅቷል					
3. There was effective communication between projects stakeholders. በፕሮጀክት ባለድርሻ አካላት መካከል ውጤታማ ግንኙነት ነበር					
4. Stakeholders' engagement was monitored. የባለድርሻ አካላት ተሳትፎ ላይ ክትትል ነበር።					

You have opinion for other factors, please describe. (ለሌሎች ምክንያቶች አስተያየት አለዎት፣ እባክዎን ያብራሩ።)

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Thank you for your time!**  
**ለጊዜዎት አመሰግናለሁ!**



## Appendix B Interview Question

*An interview prepared for the program directors*

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### **“Assessment of project management practices of selected business membership organizations (BMOs) in Addis Ababa”**

The Research is being carried out as partial fulfilment of the requirements for award of Master of Arts Degree in Project Management.

### ***Interview questions***

*(This interview questions are answered by purposively selected respondents)*

1. Your educational background and experience?
2. Are the project scope constraints, and schedule dates clearly identified and communicated to all stakeholders?
3. Are the Responsibilities and roles clearly communicated to all team members?
4. How do you manage your stakeholders?
5. What were the problems you encountered during implementation of Project (s)? Please State/list the problems as much as you can.
6. Is the final cost greater than the initial budget?
7. Were there any scope changes? (Goals, deliverables, tasks, costs and deadlines)
8. Did some projects face delays? Yes { } no { }
9. If the answer is yes to the above question what were the causes and how do you manage the delay problems?

## Appendix C Key Informant Interview (KII) Questions

A KII Interview question developed for development partners / donor agencies working with BMOs.

*“Assessment of project management practices of selected business membership organizations (BMOs) in Addis Ababa”*. The Research is being carried out as partial fulfilment of the requirements for award of Master of Arts Degree in Project Management.

### *KII Questions.*

1. About your organization and working experience with BMOs?
2. Working with BMOs, what are the major problems in their Project Management practice? And the good traits?
3. In your experience, how effective/successful are projects implemented with BMOs? what are the key PM factors contributing to that?
4. What are the common problems that BMOs face during their project implementation?
5. Mention some of the good practices of engagement your organization intend to continue in the future with the BMOs.