ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

ASSESSMENT OF SUCCESS AND FAILURE FACTORS ON HOUSING DEVELOPMENT PROJECT IN THE CASE OFADDIS ABABA HOUSING DEVELOPMENT CORPORATION

BY KEBIRNA BERIHUN

ADVISOR: - TAYE AMOGNE (ASS. PROFESSOR)

A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFIIMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF BUSSINESS ADMINISTRATION

JUNE, 2023 ADDIS ABABA, ETHIOPIA

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APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies	**Signature**
Advisor	**Signature**
Taye A. (PhD)	 12/07/23
External Examiner	**Signature**
Internal Examiner	**Signature**

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of TAYE *AMOGNE* (ASS. PROFESSOR). Any other research or academic sources used here in this study have been duly acknowledged. Moreover, this study has not been submitted for the award of any diploma, degree or any other higher education program in thise or any other institution

Name of the student	Signature	Date
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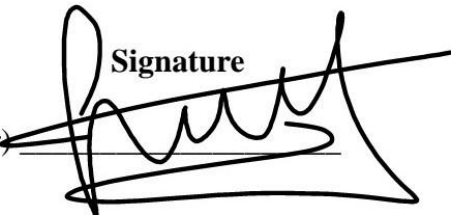
ENDORSEMENT

This is to certify that kebirna berihun has carried out his study work on the topic entitled: Assessment of Success and failure Factors on Housing Development project: in the case of Addis Ababa Housing Development Corporation. Accordingly, I hereby assure that his work is appropriate and standard enough to be submitted for the award of Master of Degree in Business Administration.

Name of Advisor	**Signature**	**Date**
Taye Amogne (Ass. Professor)		_____

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LIST OF ACRONYMS

AAHDC .....Addis Ababa Housing Development Corporation

AAHDPO…..... Addis Ababa Housing Development Project Office

AC…..... Actual Cost

ACWP..... Actual Cost of Work Performed

AHP.....Analytical Hierarchy Process

AIHDP .....Addis Ababa Integrated Housing Development Program

BCWP .....Budgeted Cost of Work Performed

BCWS .....Budgeted Cost of Work Scheduled

BWM…..... Best-Worst Method

EV .....Earned Value

EVMS .....Earned Value Measurement System

HDPO…..... Housing Development Project Office

IHDP… .....Integrated Housing Development Program

MSEs…..... Micro and Small Enterprises

OEQ… .....Objective Evaluation Questionnaire

PCM…..... Project Cost Management

PCoM… .....Project Communication Management

PHRM… .....Project Human Resource Management

PI-KA…..... Performance Indicator-Knowledge Area

PIM… .....Project Integration Management

PM…..... Project Management or Project Manager/s

PMBOK .....Project Management Book Of Knowledge

PMI .....Project Management Institute

PMKA..... Project Management Knowledge Area

PMKAs… .....Project Management Knowledge Areas

PPM….....Project Procurement Management

PQM…..... Project Quality Management

PRM… .....Project Risk Management

PSM….....Project Scope Management

PTM… .....Project Time Management

PV… .....Planned Value

SAW..... Simple Additive Weight

SPSS..... Statistical Package for Social Science

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Abstract

The aim of this research is to assess success and failure factors in AAHDC. The most dominants issues that, leads AAHDC to success and failure were specified, based on the statistical packages output. In the process seeking solution raised under research question, précised and accurate research methodologies had followed. The methodologies that were deployed in order to address the purpose of the study. There were two types of data in this investigation; primary and secondary data. Primary data acquired the distribution of data by the form questions via questioners to target respondents. To select the targeted respondents from population, simple random sampling method were applied. And Solvin's 1960 sampling design were used to determined number of respondents. The interview parts also included by approaching some interviewee in AAHDC. It enabled that from distributed questionaries to respondents and asked interviews answered the main research question of validity. The other important question provided to researcher was, the reliability of research. Test the value of reliability Cronbach's alpha where used, and its value 0.983, the main findings which are factors for project success and failure such as manpower issue, accusation issues, planning issues, project management knowledge areas and planning practice where identified. SPSS 27.0 used to test the significancy of the variable which caused failure and success in AAHDC. Finally, the gained of the investigation were concluded based on statistical output. And recommendations were identified to, all whom issues concern, especially, for government of Ethiopia.

***keywords**: project, project success, project failure, project management knowledge area, planning practice, manpower issue, planning issue, acquisition issue*

CHAPTER ONE

1 INTRODUCTION

In this chapter, background of the study, statement of the problem, research questions, research hypothesis, general and specific objectives, significance, scope and organization of the study are presented.

1.1 Background of the Study

Because of technology innovation and a complicated, competitive global marketplace, project management has become a vital aspect of any firm and government in recent years. Projects necessitate large financial outlays from organizations and governments; nevertheless, literature indicates that large quantities of money are lost due to project failure, and Ethiopia's government is no exception to this pattern.

Failure of projects is a typical occurrence in today's society. According to studies and historical records, several projects have been on the edge of collapsing or being canceled for a variety of reasons. According to Fidelis et al. (2015), project failure has become a common aspect of building projects in developing countries. This shows up not just as project abandonment but also as structural defaults that result in structural collapse, longer project delivery times, and cost Overshoots and unsatisfied customers. In the contemporary global markets, it is essential to understand project failures. It is actually important to treat historical examples and the causes associated with them in great detail.

One of the most realistic instances of project-based industries is the building sector. This study aims to identify the major problems encountered in Addis Ababa Housing Development Projects, with a focus on the most influential problems that resulted in the project failing to meet its objectives, and to propose related project management knowledge areas to be considered based on the observed top-rated problems. Beside the frequent problems described above as a general cause for project failure, various technical and managerial problems will be investigated, assessed and sorted. The main issues that hampered project success will then be identified, so that the responsible parties can prioritize these issues over others with less impact (Rust2013).

Due to the city of Addis Ababa's rapidly growing population and urbanization, housing is one of its biggest problems. Particularly for those with low incomes, it is a serious issue. households

that make up more than 80% of the city's inhabitants. As a result, meeting the housing needs of the city is complicated. According to UN HABITAT (2019), more than 65% of Addis Ababa's population lives in slums with inhumane and filthy conditions. Similarly, the city's unemployment rate has risen to nearly 35%. The city's economy is still struggling, making it challenging for the city to meet the high demand for housing, offer urban services, and establish employment prospects for the quickly expanding population.

It is important to remember that having access to a decent home at an affordable price goes beyond simply residing in a structure made of a floor, walls, and roof. Only 30% of Ethiopia's overall housing stock is thought to be in good condition, while the other 70% require complete replacement. According to a 2007 survey cited in the Center for Affordable Housing in Africa's 2013 yearbook, "in Addis Ababa alone, the demand was between 35,000 and 45,000 housing units to be supplied annually for 10 years to replace the existing (70%) dilapidated stock as well as cater for new household formation. Even with the advancement of government housing initiatives, this is unlikely to be satisfied at the current rate of supply, particularly in the middle to lower income bands (Rust and Gavera, (ed.), 2013)

There is a substantial imbalance between the demand for and supply of housing units in Addis Ababa. Accumulated demand for residential housing on the one hand and the low supply of residential land on the other have pushed prices beyond the reach of the majority of the residents in the country including Addis Ababa. Overcoming the housing problem, hence, requires efforts in three main areas: housing demand; housing supply; and institutional framework. Improving the conditions in these areas, in turn, requires the combined efforts of the government of Ethiopia, regional administrations and donor agencies taking the view that overall development of the economy is crucial for the housing development in Ethiopia. (Tesfaye, 2007)

The Addis Ababa city government recognized these issues and decided to take action to change the situation by committing to fresh ideas through the integrated Housing development programs were implemented in 2004 for families with low and middle incomes, as well as to lessen urban poverty, enhance the lives of slum inhabitants, and bring about sustainable socioeconomic change. According to UN-Habitat (2011), the Addis Ababa city government has launched an extensive program for inner city renovation and housing building. The Integrated Housing Development Program (IHDP)'s objectives were to build 400,000 condominium units, generate

200,000 jobs, encourage the growth of 10,000 micro and small businesses, improve the construction industry's capabilities, revitalize inner-city slum areas, and encourage low-income households to purchase homes (Gerawork, bewket and kelmweork 2020).

Additionally, it is anticipated that it will motivate people to save money in order to benefit from the program's goal of encouraging homeownership. Thus, the government's preliminary investigation into more efficient and cost-effective house construction procedures gave rise to the Addis Ababa Housing Development Project in the same year, which was created to carry out and accomplish the program's goals in various sections of the city.

The AAHDP is a government-led initiative that is supervised and overseen by the Housing Development Office with the goals of providing mass housing stock and generating employment opportunities for thousands of individuals, particularly young people. The program is supported by capacity building initiatives that educate and aid MSEs and small contractors in the construction process. The program's diversity of vast numbers of stakeholders with varying job descriptions is one of its distinctive features. The project is managed and carried out by the HDPO project office in client capacity. The consultants oversee and examine the works while assisting HDPO with contract administration. MSEs are in charge of manufacturing building supplies and doing installation services. On the other side, the contractors are in charge of constructing the building's principal structures using the supplies that HDPO and MSEs have given them.

Traditionally, the PMI's "iron triangle" of cost, time, and requirement compliance has been used to measure project success (quality). One of the main criteria for project success is typically the timely completion of a construction project within the stipulated budget and quality customers, vendors, consultants, and associated parties (Tebeje, 2016). The traditional definition of project success or failure has given way to the after-delivery stage or post-delivery phase to the impact stage as a result of some other developments in project management practices and authors' and practitioners' awareness of the existence of numerous stakeholders associated with projects, particularly public or government projects (Damoah, 2015).

However, failure is unavoidably affecting the Addis Ababa Housing Development Corporation. According to Lemma's (2018) research, there are many fewer condos in Addis Ababa than there are people who need them. 30% of the necessary amount was barely met in eleven years.

Additionally, according to Dejene (2017), the AAHDC's efforts to provide housing services fell short of meeting the needs of the general public. It is well known that the housing developments did not arrive on time, on budget, or with the desired level of quality.

The city has so far observed this fact as the number of dwellings that have been completed and delivered out of the over 332,000 that have been built since 2005 is only about 188,000. However, more over 1.2 million people were recorded as residents of the city in both 2005 and 2013. Which indicates that there are still over 868,000 backlogged homes for which building has not yet begun (Addis Ababa Housing Development and Administration Bureau, 2018). As a result, the development of mass housing required a high investment from the city's scarce resources and failed to meet the established standards for project success.

When we come to Addis Ababa housing project, it is one of the few mega projects in Ethiopia which are currently implemented by the Government of Ethiopia and it is also affected by the same problem of poor project planning and which in turn is causing for delay and increasing of cost. According to Hiwot (2012) the projects fail because of the capacity of the contractor and its level of project management skill. In the paper it is stated that the level of the knowledge of the contractors in project management determines the fate of the projects in Addis Ababa housing project. So according to her study poor project planning is also one of the main reasons for the failure of completing projects according to specified schedule, cost and quality. According Yardley (2002) there are different reasons for projects to fail. Among this poor project planning is one of the most common one in projects. So the planning practices of the projects should be improved and be systematized so that all projects can be successful. Based on previous research and the PMBOK of PMI, issues such as project management, PM knowledge areas, project failure, common causes of project failure, and how PMKAs can be related to project success/failure were described.

There are no many studies conducted in the field yet in the country. So, this research will help to see the gaps in the planning practice of the organization under study and will help to fill some. After assessing of the project failures in Addis Ababa housing development office, this thesis will recommend the best project planning practices and project management knowledge areas to the concerned organization and similar project running organizations

There is a lack of comprehensive research on the topic most of the existing research focus on specific factors. There is a need for more research that takes a holistic approach to the assessment of success and failure factor.

The current and previous studies that have been made on the issues studied, mainly focused on only site where project took placed by neglected back the key issues related, in head office which were base for the problem.

The present gap in the knowledge were covered by this investigation, by emphasized on the most common causes factors which highly affected AAHDC. The investigation enabled to identified, as

multiple factors hidden the progression of AAHDC mainly were manpower issue acquisition issue, planning issue, Project management knowledge areas and planning practices.

previous studies that have been conducted on the issue of housing development in Addis Ababa. Lemma (2018): This research assesses the current housing situation in Addis Ababa and highlights the scarcity of housing units compared to the growing demand. It points out that the completion rate of housing projects is significantly lower than the required amount.

Bahru (2012): The study investigates the general causes of project failure in Addis Ababa Housing Development Projects. It specifically focuses on the lack of a collaborative working environment and coordination issues among project participants, which impact project performance.

Richard (2012): The study highlights the poor planning practices and processes in Ethiopian projects, which contribute to project failures, delays, and higher costs. It emphasizes the significance of effective project planning in ensuring project success.

The study by Haile (2014) examined the effect of managerial competencies on organizational effectiveness in the case of the Addis Ababa Housing Development Project Office (AHDPO). The study found that managerial competencies, such as strategic planning, decision-making, and communication, have a significant impact on organizational effectiveness. The study also found that the AHDPO could improve its organizational effectiveness by strengthening its managerial competencies.

The study by Fasile Bekele (2017) found that the most common project failure causes at the Addis Ababa Housing Development Project Office (AHDPO) were poor project planning and management, lack of adequate financial resources, unavailability of land, lack of technical expertise, and lack of community participation. The study proposed a solution to these problems based on Project Management Knowledge Areas (PMKAs). The PMKAs are a set of ten knowledge areas that are essential for successful project management. The study recommended that the AHDPO improve its project management practices by focusing on the following PMKAs: project scope management, project time management, project cost management, project quality management, project resource management, project communication management, project risk management, project procurement management, project stakeholder management and project human resource management.

The studies on the assessment of success and failure factors on housing development projects in the case of AAHDC provide valuable insights into the challenges and opportunities of housing development in Addis Ababa. The recommendations of the studies can help to improve the success of future housing development projects in the city.

1.2 Statement of the Problem

Ethiopia's capital city, Addis Ababa, has had extremely rapid population expansion as a result of immigration and natural growth. According to Nigussie (2019), Addis Ababa faces a huge problem in providing affordable and suitable housing due to the high number of urban slum dwellers and 3.8% population increase. As a result, the city administration must build a lot of housing and deliver it to the registered beneficiaries. Additionally, the city government's efforts are hampered by the rapid population expansion, which increases pressure on the housing market. However, the speed of housing creation is not enough to meet the enormous population and need. A serious housing scarcity exists in the city as a result. In Addis Ababa, the majority of people live on meager, erratic incomes. Because of this, the housing stock offered by both public and private developers is out of reach for the population's low-income segment. As a result, many families are compelled to live in kebele and private rented homes (Dejen, 2017.) Low-income households plainly lack access to adequate, cheap, and acceptable housing.

Only 30% of Ethiopia's overall housing stock is thought to be in good shape, while the other 70% require complete replacement. The Addis Ababa city administration has begun an ambitious effort to upgrade the inner city and build new housing as a result (UNHabitat, 2019).

Many studies have been done to analyze, look into, and examine the success or failure of the Addis Ababa housing development initiatives thus far. However, as previously noted, the success of the project is only confined to the completion and delivery to the recipients of 180,000 residences, as evidenced by the Addis Ababa City Administration's statistics (2018). Nevertheless, it is also widely known that even those finished homes were not completed on schedule, on budget, or with the minimum standard necessary.

Many factors have been cited in relation to project management by various academics. Most frequently cited by researchers thus far as reasons for project failure are underfunding, poor or unclear project objectives, project complexity, exceeding expectations, poor communication management, poor task prioritization, resource-related problems, conflicts of interest, change in government or policy, and so forth. For instance, according to Damoah's (2015) research, there are common causes that appear throughout the project management literature. These include knowledge or experience in the field, money, planning, supply, communication, scope modification, and sociocultural aspects. In addition, Bahru (2012) discussed how the project

office, consultants, contractors, and MSEs contributed to the general causes of project failure for the Addis Ababa Housing Development Projects. focused on the lack of a collaborative working environment at the project site, despite the fact that each participant's issues have an impact on the performance quality of the projects, which is one of the key factors in determining project success or failure. There may be an unfavorable working environment at the project site due to poor communication between project participants, issues with contractor and MSE coordination, and a difference in priorities.

Project delay and failure to be completed as planned, is also one of the main problems in our country as like that of the other African countries. Project performance is measured in terms of cost, time, and quality of a project. Usually, projects fail due to problems in selection, planning, execution, or control phases of a project. A failure in one of the phases may result in the failure of the whole project. According to (Yardley 2002) lack of effective planning process is the main reason for project failure in developing countries. Like that of other developing countries, the planning practices and process of Ethiopian projects is very poor and even projects usually executed without preparing a proper project plan. The planning processes according to (PMI 2001) are highly important, and project execution without proper/poor/ development of a project plan often causes delays, high costs and general execution problems in the project. one of the main reasons of project failure in developing countries is lack of effective or poor project planning process (Richard 2012).

1.3 Research Question

To address the issues under the statement of the problem, the following research questions are developed

1) What is the current project planning practice of Addis Ababa Housing Development Corporation?
2) What are the issues that resulted in failure of the project at the Addis Ababa Housing Development corporation?
3) Which project management knowledge areas are closely related to project failure and how can they be applied to reduce their Impact.

1.4 Objective of the study

1.4.1 General objective of the study

The general objective of the study is to assess the causes of failure and success factors at Addis Ababa Housing Development Corporation.

1.4.2 Specific Objective of the Study

- To identify the most common issues that resulted in failure and success at the Addis Ababa Housing Development Corporation.
- To assess the current project planning practice of Addis Ababa housing corporation.
- To determine which project management knowledge areas are closely related to the most common project failure causes and how they can be applied to reduce/avoid their impact.

1.5 Scope Of the Study

In this study the investigation relayed on Addis Ababa housing development corporation. The research primary source of data from the employees of AAHDC the project in focus, that are Project office, contractors and others employees in the main office included. Primary data were collected from questionaries and interview. Both are distributed to the targeted respondents, who founded in main office only, in order get sufficient information that had relation with the projects problem in general sense. Secondary data were collected from annual published and unpublished HDPO reports related with the study.

1.6 Significance Of the Study

The output of this study will provide a prioritized list of problems to the project office and the city administration so that they can address the ones that contribute most to the failure and success, both on the ongoing and proposed projects. Additionally, it gives guidance to the responsible offices, that which problem can be tackled by which project management knowledge areas. Beside these, any concerned body that may have either ongoing or proposed government projects can use the result of this study to forecast the possible problems that can challenge the execution, from the inception and planning stages. Generally, it will provide statistical data that can be used by project management practitioners and policy makers in Ethiopia and other developing countries.

1.7 Limitation of the study

This study work is limited to assess, measure observations of the key stakeholders in the occurrence of the common project failure causes and sort them in their degree of occurrence. In doing so, the observation and perception of the key stakeholders in Addis Ababa Housing Development Corporation. These stakeholders are the project office, contractors and consultants, since they are direct participants in the project implementation/execution. Therefore, they are believed to be part of both the failure and success of the project. So, the data used are found only in the boundary of the projects being executed by AAHDC and the reports, studies and individuals in these entities. The study focuses only on the technical and managerial problems.

1.8 organization of the study

This study contains five chapters: chapter one is an introductory part containing discussions on background of the study, background of the company, statement of the problem, questions, hypothesis, objectives of the study, and significance of the study, scope of the study and organization or layout of the study. Chapter Two presents literature review, empirical literature review, and conceptual framework. Chapter three discusses about research methodology and chapter four presents research findings and discussions and chapter five comprehends research conclusions, recommendations and areas for future study.

CHAPTER TWO

2.1 Review of Related Literature

A project, as defined by various authors and references, is a temporary endeavor that has a clear start and end point. It follows a structured cycle that includes initiation, definition, planning, execution, and closeout phases. The purpose of a project is to create something unique, whether it's a product, service, or result. Projects have well-defined scopes, and their progress is guided by limited resources, such as time and budget.

Projects involve the coordination of diverse skills and expertise to carry out a sequence of interconnected activities. These activities are directed towards achieving a specific goal within predetermined parameters. This includes completing the project within a set timeframe, meeting the allocated budget, and satisfying specified requirements and quality standards.

Furthermore, projects are characterized by their non-repetitive nature and require organized efforts with a logical sequence of events. The primary focus of a project is to accomplish well-defined objectives within established deadlines, while also adhering to predetermined costs, utilizing allocated resources effectively, and maintaining the desired quality levels.

Although different scholars may offer slightly different perspectives, the fundamental concept of a project remains consistent. In the context of this paper, a project is viewed as a temporary undertaking that aims to achieve a specific objective within a defined timeframe, specified quality standards, and a predetermined budget.

This comprehensive definition encompasses the key elements of a project, including its temporary nature, distinct phases, unique outcomes, resource limitations, goal-oriented activities, and the importance of meeting established constraints.

Project Planning - is a crucial aspect of project management, encompassing various elements and perspectives. According to Slevin and Pinto (1986) and Chatzoglou and Macaulay (1996), project planning involves specifying or estimating the effort, time, cost, and staff resources needed to execute the project. The project plan, also known as the integrated management plan, serves as a formal approved document used to manage project execution, as stated by the Project Management Institute (PMI, 2009). Effective project planning and management are essential frameworks for successful project completion. It involves the application of knowledge, skills,

tools, and techniques to various project activities to meet project requirements. Planning without proper management is of no use (Turner, 2001). Various project management methodologies and techniques have been proposed to enhance planning and control, as emphasized by Kernzer (2009). The role of the project manager is vital in successful project planning. The project manager's involvement from project conception through execution is desirable to ensure effective planning highlights that project planning must be systematic, flexible, disciplined through reviews and controls, and capable of accepting multifunctional inputs. Moreover, project planning is an iterative process that should be performed throughout the life of the project.

Poor planning can have significant consequences, including undefined requirements, chaos, and promotion of nonparticipants Turner, J. R. (2001) Therefore, project planning aims to eliminate or reduce uncertainty, improve operational efficiency, understand objectives, and provide a basis for monitoring and controlling work (Kernzer, 2009). Systematic planning allows organizations to set goals and make informed decisions, while reactive management based on historical data often leads to crises and firefighting situations (Kernzer, 2009).

The project plan serves as the formal document that outlines the procedures to be performed during project execution. It includes knowledge area plans, schedules, technical aspects, and more (Ricardo, 2008). The project manager plays a pivotal role in ensuring that the project plan is followed and executed effectively.

2.2 Theoretical Literature

Success and Failure Factor

According to Pinto and Slevin (1988) “There are few topics in the field of project management

that are so frequently discussed and yet so rarely agreed upon as the notion of project success”. However, it is worthwhile to select a reasonable definition from the literature for the purposes of comparing projects based on planning characteristics. Thomas et al (2008) state that measuring project success in not straightforward: “Examples abound where the original objectives of the project are not met, but the client was highly satisfied.

There are other examples where the initial project objectives were met, but the client was quite unhappy with the results.” Collyer & Warren (2009) cite the movie, Titanic, which was originally touted as a late, over budget flop but eventually became very successful. Project

success has been measured in a variety of ways. While the measure of project success has focused on tangibles in the past, current thinking is that ultimately, project success can best be judged by the judgment of the primary sponsor. As Shenhar et al (1997) note, assessing success is time dependent: “As time goes by, it matters less whether the project has met its resource constraints”. Shenhar et al (2001) define four levels of project success:

1. Project efficiency 2. Impact on the customer 3. Business success 4. Preparing for the future So when we say project success it is not as easy as we think of it. A successful project comprises of all the four issues listed above. If one is failed to be achieved then it is difficult to say the project is completed successfully. So, one of the main reasons for planning in projects is to identify the right stakeholders (customers), to determine and identify the quality of the output of the project, and to have lessons learned. So planning is very influential in the success of the projects.

Like any of the other developing countries in Africa Ethiopia as a developing nation, is trying to grow its economy as much as possible and in as much amount. In order to achieve the growth needed projects are necessary. So, there are many projects which are underway in the country. The main objective of projects is to help achieve the desired results. In order to achieve what is needed from projects there should be a proper project management.

Project management has different parts and the project manager is also responsible for successfully completing the project. One of the main responsibilities of the project manager is to properly plan the project because planning what is needed for the project is the first thing that should be done and which also determines the success or failure of it. So, the role of project planning is highly important for any project to be completed successfully. Planning, in general, can best be described as the function of selecting the enterprise objectives and establishing the policies, procedures, and programs necessary for achieving them. Planning in a project environment may be described as establishing a predetermined course of action within a forecasted environment (Kernzer 2009). The project’s requirements set the major milestones. If line managers cannot commit because the milestones are perceived as unrealistic, the project manager may have to develop alternatives, one of which may be to move the milestones. Upper-level management must become involved in the selection of alternatives. The project manager is the key to successful project planning. It is desirable that the project manager be involved from project conception through execution. Project planning must be systematic, flexible enough to

handle unique activities, disciplined through reviews and controls, and capable of accepting multifunctional inputs. Successful project managers realize that project planning is an iterative process and must be performed throughout the life of the project. One goal of project planning is to completely define all required work so that each project participant can easily identify it. This may be accomplished by creating a documented project plan. This is a necessity in a project environment because: If the task is well understood prior to being performed, much of the work can be preplanned, If the task is not understood, then during the actual task execution more knowledge is gained that, in turn, leads to changes in resource allocations, schedules, and priorities, The more uncertain the task, the greater the amount of information that must be processed in order to ensure effective performance Kernzer (2009).

Acquisition issues can significantly impact project success, involving challenges in obtaining necessary resources. The abilities of the contractor and consultant, along with a strong contract, play crucial roles in mitigating these issues.

A strong contractor ensures timely delivery, quality control, and adherence to project specifications, facilitating efficient resource allocation. A capable consultant brings expertise in procurement strategies and contract management, assisting in developing robust acquisition plans and negotiating favorable contracts. Effective contract management protects the interests of all parties and minimizes disputes.

To improve project success rates, organizations should prioritize acquisition management, leverage the abilities of the contractor and consultant, and establish clear and strong contracts. Comprehensive planning, robust supplier evaluation, ongoing communication, and collaboration are key factors in addressing acquisition issues.

By addressing acquisition challenges, utilizing the strengths of the contractor and consultant, and implementing effective contract management, organizations can enhance project success and minimize the negative impact of acquisition issues.

Plaining- According to research conducted by Turner and Müller (2003), the planning phase plays a vital role in project success. It involves defining project objectives, developing strategies, and outlining actions to achieve those objectives. The researchers emphasize the significance of a well-developed project plan in guiding project execution and enhancing project outcomes.

During the planning phase, project managers collaborate with stakeholders to determine the project's scope and deliverables (Baker, Murphy, & Fisher, 2008). They identify the tasks and activities required to accomplish project goals, estimate resource requirements, and establish a timeline for completion (Belout & Gauvreau, 2004). This comprehensive planning process ensures that project objectives are clearly defined and aligned with stakeholder expectations.

Moreover, effective risk assessment and mitigation strategies are essential elements of the planning phase (Hillson, 2003). Researchers suggest that anticipating and addressing potential obstacles or uncertainties during project planning can significantly minimize risks and increase the chances of project success.

Resource allocation is another critical aspect of the planning phase. Research by Kerzner (2013) emphasizes the importance of accurately identifying and allocating the necessary personnel, equipment, and materials required for project execution. Proper budgeting and cost estimation are also crucial to ensure that the project remains within the allocated financial resources (Kwak & Anbari, 2009).

A well-developed project plan created during the planning phase enables effective communication and coordination among project team members (Patanakul, Iewwongcharoen, & Milosevic, 2010). It serves as a reference document to guide project activities, monitor progress, and manage changes throughout the project's lifecycle (Project Management Institute, 2017).

In summary, the planning phase in project management is a crucial step that involves defining objectives, developing strategies, and allocating resources. Extensive research supports the importance of a comprehensive project plan in guiding project execution and enhancing project success. By incorporating risk assessment, resource allocation, and effective communication, project managers can increase the likelihood of achieving project objectives within defined constraints.

There are different types of plans depending on the type and nature of the activities that we conduct. There could be long term, short term and midterm plan in an organization or in a given company. so, when we say plan, it has the following four major scopes according to Rosen (1972). The scope/breadth dimension of plans is a method of categorizing plans based on the range of activities covered. Some plans are very broad and long-range, focusing on key

organizational objectives. Others specify how the organization will be mobilizing its resources to achieve these objectives Rosen (1972). Accordingly, plans are classified into three categories based on their scope or breadth.

This includes Strategic plans, Tactical plans; Operational plans, and contingency plan

i. **Strategic plans**: determine the organization's mission objectives, major courses of action and the allocation of major resources necessary to achieve the organization's objectives. Strategic plans thus provide the organization with the overall long-range direction and lead to the development of policies. Strategic planning is usually done taking into account the environmental threats and opportunities and the internal strengths and weaknesses of the organization. Strategic plans are generally: performed by top level managers, mostly long-range in their time frame, expressed in relatively general non-specific term and a type of planning that provides general direction to the organization.

ii. **Tactical plans**: focus on the process of developing action plans through which strategies are executed. As mentioned earlier, strategic plans focus on what the organization will be in the future; whereas tactical plans emphasize how this will be accomplished. Tactical plans refer to the implementation of activities and the allocation of resources necessary for the achievement of the organization's objectives. They specifically focus on short-term implementation of activities and resource allocations. The following are typical examples of tactical planning: Developing annual budget for each department, division, project, choosing specific means of implementing strategic plans; Deciding on course of actions for improving current operations.

iii. **Operational plans**: are the most specific and detailed plans, focusing on the dayto-day and week-to-week activities of the organization. Such plans include: production schedules, sales plans, lesson plans, etc. So as explained and listed above we may prepare a plan for short term, midterm or long term. So for any project when we think of planning we may plan that can be used for the life of the project or we may prepare a specific plan that can be used for short period of time or for a specific phase of a project.

iv. **Contingency Planning**: When an unforeseen event occurs or a change is required, contingency plans are created. These plans are referred to as a particular kind of planning by business experts at times.

When circumstances demand a change, contingency planning can be useful. When engaging in any of the major planning activities, managers should plan for changes; however, in situations where changes cannot be anticipated, contingency planning is crucial. Contingency planning is more crucial to practice and understand as the business world gets more complex.

Project Failure

Project failure is a situation where a project does not meet its intended objectives or desired outcome. This can occur for a variety of reasons and can be subjective, depending on the criteria used to measure success. According to Pinto (1990), success or failure of a project can be assessed by three aspects of its performance outcome: the implementation process, the perceived value of the project, and client satisfaction with the delivered project.

In order to avoid project failure, it is important to have a clear understanding of the project objectives, the resources available, and any potential risks. Effective communication and collaboration between team members and stakeholders, as well as regular monitoring and adaptation of the project plan, can also help to prevent project failure. In some cases, a project may need to be terminated if it becomes evident that it cannot meet its objectives, in order to avoid further resources being wasted. Connors (2017)

Various researchers have highlighted the significance of accountability in the success or failure of projects within organizations. Connors, Smith, and Hickman (2004) emphasize the importance of personal accountability and offer practical strategies for creating a culture of accountability in organizations. Sutton (2007) argues for the importance of holding individuals accountable for their actions and their impact on others. Coyle (2018) examines successful organizational cultures and highlights accountability as a crucial component of high-performing teams. Patterson, Grenny, McMillan, and Switzler (2013) provide practical tools and techniques for holding individuals accountable, resolving conflicts, and addressing performance gaps. Lencioni (2012) emphasizes that a healthy organizational culture involving clarity, alignment, and commitment among employees indirectly contributes to project success.

These researchers collectively stress that accountability influences project outcomes in several ways. It ensures responsibility for deliverables, facilitates effective task completion and progress tracking, promotes communication and collaboration, aids in issue resolution and problem-solving, fosters a culture of learning from mistakes, and supports stakeholder management.

According to Rose-Ackerman and Palifka (2016), corruption poses a significant risk to project failure. Misallocation of resources due to corrupt practices can lead to budget overruns, delays, and compromised project outcomes. Heeks (2015) emphasizes the importance of governance and accountability in mitigating corruption's impact on development projects. Johnston (2005) explores different syndromes of corruption, highlighting how corruption can undermine governance and, consequently, public projects and infrastructure development. Treisman (2000) conducts a cross-national study on the causes of corruption, shedding light on the complex societal factors that contribute to corruption and its impact on project outcomes. Lambsdorff (2007) examines the institutional economics of corruption, offering insights into policy reforms to address corruption in the context of public projects.

Considering the research, it is clear that corruption practice significantly increases the likelihood of project failure. Misallocation of resources, compromised project outcomes, weakened governance, and societal factors contribute to this relationship. To mitigate the impact of corruption and reduce project failure, it is recommended to focus on improving governance structures, strengthening accountability measures, and implementing policy reforms targeting corruption. By promoting transparency, ethical conduct, and effective monitoring mechanisms, organizations can minimize corruption risks and increase the chances of successful project outcomes Kenny, C. (2007).

According to Meredith and Mantel (2012), the lack of utilizing appropriate management tools and techniques is a significant contributor to project failure. The absence of effective tools and techniques hampers project planning, execution, and control. Kerzner (2017) emphasizes the importance of project management methodologies and tools in ensuring project success and highlights the risks associated with ignoring or inadequately applying these resources. Cooke-Davies (2002) discusses the impact of ineffective project management practices on project outcomes, emphasizing the need for proper tools and techniques to improve project performance.

Additionally, PMI (Project Management Institute, 2017) identifies the use of project management tools and techniques as a critical success factor for project management. Their research emphasizes the need for utilizing tools such as project scheduling, risk management, and communication tools to enhance project planning, monitoring, and decision-making processes.

To address the lack of using management tools and techniques and mitigate the risk of project failure, it is recommended to prioritize the following actions:

1. Adequate Training and Skill Development: Provide project managers and team members with training programs that enhance their understanding and proficiency in project management tools and techniques. This ensures they have the necessary skills to apply these resources effectively.
2. Standardized Project Management Practices: Implement standardized project management methodologies and practices that incorporate the use of appropriate tools and techniques. This promotes consistency, improves communication, and enables better decision-making throughout the project lifecycle.
3. Tailoring Tools to Project Needs: Assess the specific needs and requirements of each project and select and adapt the relevant management tools and techniques accordingly. This ensures that the chosen resources align with the project's unique characteristics and objectives.
4. Continuous Improvement and Knowledge Sharing: Foster a culture of continuous improvement by encouraging project teams to share lessons learned, best practices, and successful applications of management tools and techniques. This enables knowledge transfer and helps build organizational capabilities in project management.

By acknowledging the importance of utilizing management tools and techniques, organizations can improve project planning, execution, and control, leading to increased project success rates and better overall project outcomes. Turner(2006)

According to Turner and Müller (2005), the lack of ability of project managers is a significant contributor to project failure. Inadequate skills, knowledge, and experience can hinder effective

project planning, execution, and control. Project managers are responsible for ensuring project success, and their abilities play a crucial role in achieving project objectives. Cooke-Davies (2002) discusses the impact of project manager competency on project outcomes, emphasizing the need for project managers to possess the necessary skills in areas such as leadership, communication, and stakeholder management.

Additionally, PMI (Project Management Institute, 2017) highlights the importance of project manager competency as a critical success factor for project management. Their research emphasizes the need for project managers to possess a broad range of competencies, including technical, leadership, and strategic management skills.

To address the lack of ability of project managers and mitigate the risk of project failure, it is recommended to consider the following actions:

i. Robust Selection and Recruitment Processes: Implement rigorous selection and recruitment processes to identify and hire project managers with the necessary skills and experience. This ensures that project managers have a strong foundation to effectively lead projects.
ii. Ongoing Professional Development: Provide opportunities for continuous professional development and training to enhance project managers' skills and knowledge. This can include project management certifications, specialized training programs, and mentoring opportunities to help them stay updated with industry best practices.
iii. Effective Performance Evaluation and Feedback: Implement performance evaluation mechanisms to assess project managers' performance against key competencies. Provide constructive feedback and support their professional growth and improvement.
iv. Collaboration and Knowledge Sharing: Foster a culture of collaboration and knowledge sharing among project managers. Encourage the exchange of best practices, lessons learned, and challenges faced to enhance their collective capabilities and address any competency gaps.

By addressing the lack of ability of project managers and investing in their professional development, organizations can improve project management practices, increase project success rates, and enhance overall project outcomes.

Project management and the knowledge areas

Project Management Knowledge Areas (PMKAs) are the knowledge areas within project management philosophy, these knowledge areas can be applied to reduce/avoid their impact by improving project planning, communication, and management. or the Project Management Body of Knowledge, identified by the PMBOK® Guide, an authoritative publication by Project Management Institute, USA. These 10 PMKAs are:

Project integration management- can be summed up as a series of connected and integrated processes that start with the project's description in the project charter and end with its completion. To meet the expectations of clients and stakeholders, it entails coordinating every aspect of project planning, consolidating processes, and conducting follow-up procedures concurrently (Alawi, 2020).

PIM, which consists of such fundamental plans as creating a project charter during the initiation phase, a project management plan, directing and managing the project work, which entails producing its deliverables, and any change control will also be carried out, is what keeps the project together. (PMI, 2013) The following are some project integration management procedures.

Project Scope Management -refers to all aspects of project completion, including determining which tasks are essential to the project and which are not (Alawi, 2020). The scope of the project is concerned with the project's work. Planning scope management, constructing a Work Breakdown Structure (WBS), and producing a scope declaration are all part of project scope management. The scope statement is a detailed bulleted list that eliminates main project risks. A activity Breakdown Structure (WBS) is a graphic breakdown of project activity. A scope statement will most likely change throughout the project to regulate the scope, such as if the project runs behind schedule.

Project Time Management - It is described as the procedure used to translate a project action plan into an operating schedule in order to guarantee completion of the project within a given

time frame (Alawi, 2020). Project time management breaks the project down into tasks, which are then scheduled with start dates, deadlines, and budgets for each task. Additionally, during each phase of any project, things change constantly, necessitating frequent revisions. The next step is to arrange these tasks in a logical order, noting any dependencies along the way. After that, it is determined whether these dependencies are start-to-start (SS), start-to-finish (SF), finish-to-finish (FS), or finish-to-start (FF). For the purpose of ensuring that the actual plan is developing as anticipated, earned value management is regularly carried out. Accordingly, project time management encompasses the procedures necessary to oversee the project's timely completion

Project cost management- is described as a set of procedures necessary for cost planning and estimation, budgeting, project financing, financial resource allocation, and managing and controlling project costs to ensure that the project is completed on schedule (Alawi, 2020). The project budget is a component of PCM, which necessitates the use of accurate estimation tools to guarantee that the funds are sufficient for the project's scope and are regularly tracked to update stakeholders or sponsors.

Project Quality Management- is the process in which quality is assured and controlled in all activities and inputs of project, using quality assurance and quality control techniques, where project quality is assessed and reviewed in a continuous and regular manner (Alawi, 2020). Plan quality management is part of the overall project management plan, though it can be a standalone document if it contains the quality specs for the product or service. The process needs to include quality assurance, which is just a way to make sure that quality standards are being met. Therefore, to control quality, the deliverables must be inspected to make sure that those standards outlined in the quality management plan are being met.

Project communication management- is described as "the process of planning, collecting, distributing, managing, and controlling project information in order to ensure timely delivery to stakeholders" (Alawi, 2020). It is at this moment that the manner and frequency with which communications are disseminated are determined. It assists in determining who requires what and when, as well as how communications must occur when project concerns, such as revisions, develop.

Project Risk Management-is an integrated administrative function of project management that comprises systems for risk diagnosis, analysis, and reaction, as well as continuous monitoring, development, and improvement (Alawi, 2020). Risk management strategies will specify how hazards will be identified, classified, and prioritized. This entails creating a risk registry to identify risks that may arise during the project's execution.

Project Procurement Management- is defined by Project Management Body of Knowledge as the process of obtaining supplies of goods and services in order to accomplish a project within proper time and quality (Alawi, 2020). This deals with outside procurement, which is part of most projects, such as hiring subcontractors. This will obviously have an impact on the budget and schedule. Planning procurement management starts by identifying the outside needs of the project and how those contractors will be involved. Procurement Management processes includes the following (PMI, 2013):

Project Stakeholder Management- entails the processes required to identify people, groups, or organizations that affect or are affected by the project, analyses stakeholders' expectations and their impact on a project, and develop proper management strategies to effectively engage stakeholders in project decisions and implementation (Alawi, 2020). The stakeholders must be pleased because the project was designed specifically for their needs. As a result, they must be actively handled just like any other aspect of the project. The heart of any project should be stakeholder satisfaction.

2.3 Empirical literature

Research conducted by Fidelis et al. (2015) claimed that failure of projects from a cost perspective is a worrisome trend in the construction industry in Nigeria. The aim of this research therefore was to critically analyze the factors that may lead to project failure in Anambra State, South East, Nigeria, with a view to ameliorating the high level of project failure.

The research employed the field survey approach which took the researchers to several project sites for the collection of data. The factors bearing on project management were analyzed to find out their individual and collective impacts using suitable analytical tools. Data sources they have used included both primary and secondary data sources. The primary data referred to firsthand information obtained from the surveys while the secondary data referred to already published information which were further applied to the research (Fidelis et al., 2015). Primary Sources of Data The major sources of data used in this research included Project Managers, architects, Estate Agents, quantity surveyors, civil and structural engineers, and builders. Secondary data sources included Textbooks (print and online), Journals articles, Real estate magazines and newspapers, Conference/Workshop papers and proceedings (Fidelis et al., 2015).

As Instruments for Data Collection, an Objective Evaluation Questionnaire (OEQ) was used in primary data collection. Additionally, the respondents were allowed to include any other factors not captured in the questionnaire and which they deemed important towards project failure (Fidelis et al., 2015). Tools for data analysis were the Statistical Package for Social Sciences (SPSS) which included Factor Analysis, a

quantitative multivariate analysis which tries to represent the interrelationship among a set of continuously measured variables (Fidelis et al., 2015).

In their research they stated that project cost variation is inevitable because of inflation and other unforeseen events, more often than not, poor project conception and design by themselves make it impossible to make credible estimates of the costs of materials and of the project itself. This trend has become a handy excuse for corrupt contractors and administrators who resort to varying the cost of ongoing projects in order to make money from the situation. Sometimes, the ultimate cost of the project after all the variations done is several magnitudes higher than the projected cost at the start. This is wrong and points at the inability of governments and project owners to engage the services of professional project managers to oversee ongoing projects. In fact, technical competence in architecture, or building, civil engineering or management alone cannot qualify one as a professional project manager without the requisite training (Fidelis et al., 2015).

According to Emoh et al. (2015), the rate at which construction projects fail, or are abandoned, some even under construction, is retrogressive in most developing economies. The rate of project failure, manifesting as abandonment, structural collapse, cost overshoots and client dissatisfaction, is indeed high. Many of the factors established as being highly important border on having the right skills and expertise. As far as project success is concerned, the inference made is that possibly, the many cases of abandonment or collapse may not be unconnected with lack of the required expertise (Emoh et al., 2015).

The frequent changes in the prices of raw materials have been identified as the most important single factor occasioning project failure. This is not unexpected, given the high rate of importation of raw materials, whose prices will then depend on the stability of the dollar. Import substitution is an urgent need in Nigeria's construction industry sector. Unless the most essential materials can be produced locally, the volatility of prices of raw materials will make successful project implementation very tasking (Fidelis et al., 2015).

They also added that variation of project scope is an important cause of project failure and should, where possible, be avoided. This may be because such variations are accompanied by sometimes serious contract price variation of several times the original project cost. When the client cannot pay, the result is project failure. There should be clear articulation of needs and designs from the outset, to give little room for this variation (Fidelis et al., 2015).

After the analysis, they found out that the rate of project failure, manifesting as abandonment, structural collapse, cost overshoots and client dissatisfaction, is indeed high. Many of the factors established as being highly important border on having the right skills and expertise. As far as project success is concerned, the inference made is that possibly, the many cases of abandonment or collapse may not be unconnected with lack of the required expertise. Uneducated men are known to parade the streets looking for contracts to implement. Because they cannot make accurate design or cost estimates, the outcome is a high rate of project failure. The five most important causes of project failure are:

1) Increase in the price of raw materials

2) Poor planning of Project Implementation

3) Variation of Project Scope

4) Award of Contract without reference to availability of funds

5) Political Pressure

The researchers conclude that the most important factor for project failure is increase in the price of starting materials. As a recommendation they suggested that the results their research to be widely disseminated and used in community enlightenment, and in further policy guidance and regulation. They also recommended that the study be applied to the entire South East, Nigeria in order to generate better client satisfaction in subsequent projects (Fidelis et al., 2015).

Locally, research done by Bahru (2012), assessed the housing projects executed by AAHDPO and explored what could have been the causes of the project failures with respect to the quality aspect of the buildings. She explained the structure of the project office and the vital stakeholders in it, such as the project office, the consultants, the contractors and the MSEs. The main objective of this study was to identify why small-scale contractors and MSEs struggle to deliver good quality houses despite the AAHDP Office's efforts to promote them, and to draw conclusions about what needs to be improved for them to be able to improve their performance.

The study also aimed to identify major and minor defects in the newly constructed houses. The objective is addressed through three research questions that are formulated to find out the effect of the capacity building schemes, to find out the constraints of small-scale contractors and to identify defects observed in the constructed houses (Bahru, 2012).

This research involves both qualitative and quantitative approaches for data collection and analysis. To gather quantitative data, four survey questionnaires were administered to small scale contractors, MSEs, consultant and housing occupants. For qualitative approach, in depth interviews were carried out to purposefully selected respondents. In addition, observation and film were used. Lastly, data were collected from documents such as policy documents, reports and contract documents. The main activities in the research design are core problem identification, research objective to tackle the problem, operationalize the variables through intensive literature review, identify population, data collection and data analysis and concluded the research (Bahru, 2012).

With respect to each stakeholder, she stated the problems observed that contributed to the failure especially in quality. Mentioning a study by AAHDPO, she stated that it is the poor performance which contributes to low quality housing in relation to physical aspects such as structural failure, wall cracking, and sanitary and electrical installation problems. Construction or design faults are the main factors, which contribute to low quality construction. Construction fault may be a result of poor workmanship, poor quality material, and lack of technical know-how, lack of commitment, lack of stakeholder's cooperation and etc. (Field, 2005 as cited in Bahru, 2012)

She also claimed that AAIHDP is weakened in providing a financial mechanism to lift up the contractors and in providing adequate training to equip both contractors and MSEs with technical and managerial capability. Because of their satisfactory educational and professional experience, most contractors are rated technically capable to undergo construction. However, due to lack of experience in handling a project of their own, managerial problems were observed on most contractors. In addition, unavailability of unskilled labor, inaccessibility of the project site, late material delivery and working with large number of subcontractors are other constraint that affects their performance (Bahru, 2012). MSEs on the other hand

lack both technical and managerial know how, thus it makes them incapable to manufacture quality products. They also have constraints caused by the disagreement of membership in the association Access to finance, insufficient profit and long payment processing are also the main constraints of the contractor, which affect their motivation to carry out their duties. Similarly, the majority of MSEs were concerned and worried about the stability of their job. This together with insufficient profit from the project, lack of working space and supply of less quality raw material affects their performance negatively. Field (2005)

She also claimed that administering a large project like this has its own difficulties. However, the consultants are being helpful in assisting HDPO with supervision and contractual matters; even though it does not help the project to avoid major defects during construction. HDPO has its own constraints like lack of work force, lack of construction material and above all lack of applying construction management. These constraints reflect back to the project participants and affect their performance. Non-existence of testing mechanism for raw materials and prefabricated building components also allows the usage of non-suitable materials in the construction (Bahru, 2012).

The last but important constraints are lack of collaborative working atmosphere at the project site. Lack of good communication between project participants, coordination problem between contractor and MSEs and having different priority might create non-conducive working atmosphere in the project site (Bahru, 2012).

The findings concerning the support programs indicate that HDPO provides capacity building schemes such as training, financial, material and equipment supports to small-scale and MSEs. The findings further reveal that the training provided to small-scale contractors is only a 3-4 days training which is only concerned with introducing the program. On the other hand, the training given to MSEs involves management and technical support but still it is short term training (Bahru, 2012).

The research eventually analyzed the constraints that could contribute to the poor performance of small-scale contractors and MSEs. The main constraints identified are technical incapability of MSEs and managerial incapability of both small-scale contractors and MSEs. Besides more constraints related to stakeholder management, culture, material, environment and equipment are identified. Problem in collaborative working atmosphere, lack of construction management practice, lack of quality control practice, lack of strict supervision, lack of testing mechanism, lack of technical and managerial knowhow, lack of equipment support are some of the constraints (Bahru, 2012).

Finally based on the findings the researcher recommended that special attention need to be given to both small-scale contractors and MSEs in order to improve their performance. In addition, the whole construction management process should be improved then cooperation between stakeholders, strict inspection of construction materials and inspection of works executed should be practiced (Bahru, 2012).

Gerawork et al. (2020), has conducted a performance evaluation of Housing Construction Project on the condominiums at Bole Arabsa site, Addis Ababa. The objective of this paper is to measures the performance of governmental housing construction projects using earned value analysis. The research is a case study type and mainly conducted at the BOLE ARABSA site. From the case study, the finding indicates that almost all sample blocks from Bole Arabsa site suffering delays and few cost variations. Material shortage, unit rate change, and work variation were the main reason for the negative cost and schedule variations (Gerawork et al., 2020).

Because they have a Greater number of ongoing blocks as compared to other project offices under the Bole Arabsa project site, paper mainly focused only on Bole and Yeka sub-city project office among six other project offices that owns governmental housing (20/80 condominium) construction projects. The BOLE

sub-city project office had a total number of 80 blocks or 5004 number of house units, and at the YEKA project office, there are 85 blocks or 5,207 residential house units and 181 shops. The researcher used a purposive (judgmental) sampling to select projects undertaken by Contractors whose grade level 3, 2, and 1 from the Bole sub-city project office. Projects undertaken by contractors whose grade level 4, 5, and 6 have been taken, in the same way, from the YEKA project office to compare the performance of different grade contractors (Gerawork et al., 2020).

The study has used the main EVMS variables (indicators): BCWS (Budgeted Cost of Work Scheduled) or PV (Planned Value), BCWP (Budgeted Cost of Work Performed) or EV (Earned Value) and ACWP (Actual Cost of Work Performed) or AC (Actual Cost). The comparison of earned value cost and actual cost indicates the cost performance of a project (Gerawork et al., 2020).

In her conclusion, she found out that almost all Sample blocks schedule performance implies delay. The main factors stated were:

a) Material shortage (the consultant prepared a wrong quantity of material)

b) Materials were not delivered as per the schedule,

c) Water shortage and Electric power problem,

d) The slow decision-making process and

e) Design modification.

According to (Gerawork et al., 2020) Additionally, under these two project offices, there were also few cost variations mainly due to Unit rate change and Work variation, according to her conclusion

Based on these findings, the researcher recommended that:

a) The housing development project office need to practice earned value management at each work level to measure their performance, investigate the major risk area, and improve housing project performance

b) The stakeholders shall document the challenges or risks they face for each period during project execution to identify and manage risks for another similar project.

c) The government shall cooperate with real estate developers to increase the competition and improve construction performance.

d) The stakeholders shall focus on proper planning and good scheduling. It Enables the timely procurement of necessary resources, reduces material waiting time, and reduced schedule and cost variation on the condominium construction site.

An assessment of such a 20/80 Condominium Housing Projects performance in Addis Ababa has been done also by Lemma (2018). It is also a case study of Akaki Kality sub city housing development project office. It was objected to evaluate the level of housing performance and the extent of government tentative responses and solutions for problems that are raised by customers in the Integrated Addis Ababa House Construction projects. Moreover, it was intended to the extent of household; conceptualize housing affordability of unreasonable burden on household incomes and the challenges of 20/80 condo housing

project performance in Akaki kality sub city (Lemma, 2018).

The research design was an exploratory type and both primary and secondary sources of data are preferred to obtain the required data. The Researcher used quantitative and qualitative approach to address the research questions. The instruments used were semi-structured questionnaires and key informants' interview, in which questionnaires were distributed to 106 selected respondents, while informant interviews were conducted with purposively selected officials. The interviews were made with the highest experienced members of the project from different department such as project managers, finance department, purchasing and supply management, administrative department, senior experts, contractors, consultant etc. The primary data were gained through the questionnaires and interviews, while the secondary data were gathered from published and unpublished documents, different research, magazines, pamphlets, internets, the weekly, monthly and annual performance reports of the project office and the consultants in intact. Descriptive statics such as; percentage, frequency, mean and standard deviations was employed to analyze the information as this study is quantitative in nature, and also the qualitative data collected through the interviews were analyzed with a qualitative analysis method (Lemma, 2018).

By doing so, the researcher stated the major factors that affect the quality of condominium housing project as: low human resource competence, consultants lack knowledge, technical profession, and experience in the area, lack of leadership skills and project management, lacks the required quality materials provided by the government and small-scale enterprises and wastage of resources at the project sites during construction (Lemma, 2018).

For the time delay, he identified also as slow speed in decision making on critical issues of the project, design and specification changes in the meantime, poor labor productivity and lack of sufficient experience and competence, poor working culture, slow material supplies, shortage of electric and water supply around the project area, poor planning, scheduling, and handling of the of time (Lemma, 2018).

The researchers tried to categorize the problems found in relation to the stakeholders that are the government bodies, the consultants, the contractors and the MSEs. Problems in selection of competent consultants and reliable contractors, absence of good methods and systems in purchasing and finance and supply management, slow speed in decision making, 68 poor in planning and leading and controlling the project activities, lack of leadership skills of project manager, poor coordination and communication with contractors and consultants and suppliers, Financial constraints faced by the owner, and finally lack of sense of ownership and degradation of moral obligation were regarded as to the government bodies or the project office (Lemma, 2018).

The main problems found to be on the consultants side were; there is lack of knowledge and experience in the organization‘s consultant, poor management and difficulty in controlling contractors, poor coordination and communication by the consultant with the project stakeholders, slow response regarding to testing and inspection and progress payment to contractors, lack of commitment to ensure construction work according to specification and design, there is benefit relationship with contractors by affecting the project performance, underestimation of deadlines, complexities and costs for the project works (Lemma, 2018).

Likewise depending on the contractors key constraints described are lack of experience and technical profession in the contractor‘s organization, poor planning and scheduling and handling of the project, financial difficulties and delays in payments to subcontractors, insufficient coordination and communication with project stakeholders, lack of leadership quality in the contractor's organization, low commitment by team leaders and experts to achieve the proposed cost and time and quality of projects, wastage of resources

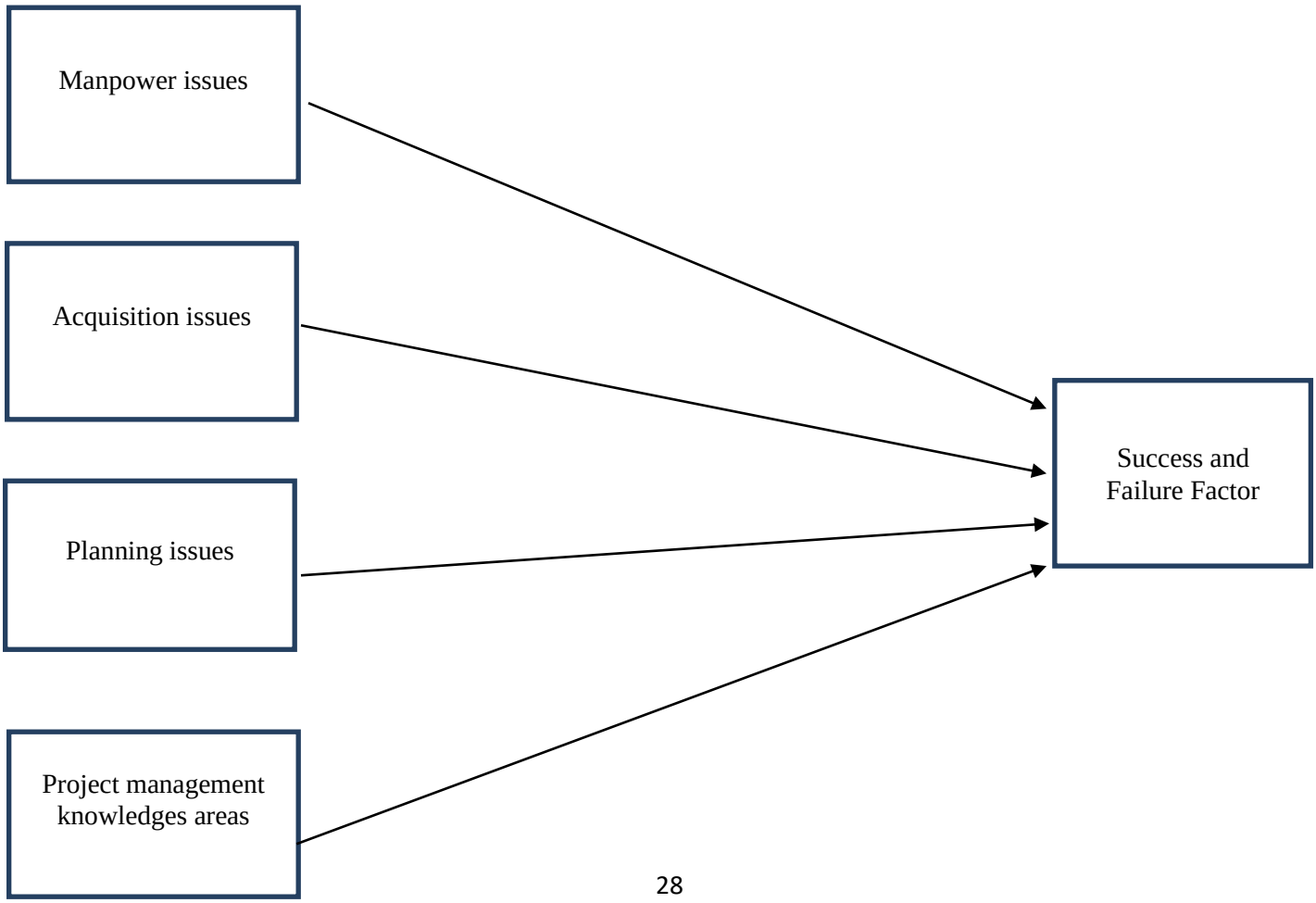
around the project sites, construction mistakes and defective works during the project process, and the worst thing that complained by the respondents are some contractors do not have commitment and love to their country, only their mind set is to get money from the government (Lemma, 2018).

Eventually, the study revealed that the Addis Ababa condominium housing project implementation is extremely low compared to the housing demand. In eleven years, only 72.30% of the need was achieved hardly. The planned quality, time and quantity of the project did achieve as per the demand. The prospect also is not promotable. The study found that it has exhaustive factors for the weak implementation of condominium housing in the city.

2.4 Conceptual Framework

A conceptual framework is a visual representation of the research problem, variables, and relationships between variables. It is a tool that helps researchers to organize their ideas and theories and to develop a clear understanding of the research problem. The conceptual framework is based on a review of the literature and designed to guide the research process.

The four variables indicated below are regarded as indicators of the main independent variable where project failure and success is regarded as the main dependent variables as indicated in the diagram below.



CHAPTER THEREE

RESEARCH METHODOLOGY

3.1 Introduction

This section provides explanations of the various research design types, study population and sampling design and procedure, sources of data and instruments used for data collection, data collection tools, data sources, and data analysis techniques used in the study.

3.2 Research Design

Research design is the framework of research methods and techniques chosen by a researcher. The design allows researchers to show on research methods that are suitable for the subject matter under the study and set up their studies up for success. The underlying objective of this research study is to achieve this objective, the use of appropriate methodology that helps to approach the research scientifically is given a paramount emphasis. This study applies Descriptive research is designed to obtain data that describe the characteristics of the topic of interest in the research (Hair etal.,2011). Hence descriptive research design has been used to describe or portray the reality of the situations which enables to express the project failure and project success.

3.3 Data type and source

primary types of data were collected for this study in general. whereas the primary data were gathered by using semi-structured interview and questionnaires, Primary data is data that is collected directly from the source. It is the first-hand information that is gathered by the researcher.

3.4 Research approach

A research approach is a general plan or procedure for conducting a research study. It includes the philosophical assumptions that guide the research, the specific methods that will be used to collect and analyze data, and the way in which the findings will be interpreted. Mixed methods used in these paper mixed is a research approach that combines quantitative and qualitative research methods in a single study. This approach can be used to gain a more comprehensive understanding of a phenomenon by using the strengths of both quantitative and qualitative methods.

3.4 Population, Sample and Sampling Technique

The target population of the study were selected the main office for the sake of accessing full-fledged information about the subject matter and for the availability of relatively qualified and experienced experts regarding projects and their management. The sub target population were the Addis Ababa Housing Development Corporation's workers as whole. In the investigation simple random sampling technique used to select 224 employees from the main office 509 total employees. The technique appreciated because of all employees of the main office homogenous for information expected them to the purpose of this investigation. For the number of respondents for the questionnaire was selected by using the sampling formula of solven's (1960). As shown below, the sample size (n = 224) is determined considering a target population of 509 employees from the total population. The confidence interval is taken as 5% and the confidence level to be 95 %.

$$\mathbf{n} = \mathbf{N/1+N}e^{\mathbf{2}}$$

Where **n** is the sample Size,

Where **N** is population size

e =margin of error.

n = N / (1 + Ne^2)

n = 509 / (1 + 509 * 0.05^2)

n = 224

This means that the lowest acceptable number of responses must be 224 at a 95% level of confidence with level of error at 5%.

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3.5 Data Collection and Instrument

The data collection method used in this study is a combination of semi-structured interviews and questionnaires. The researcher used these methods to gather information from all employees of AAHDC the choice of the methods is based on the research objectives and research questions.

Questionnaires were distributed randomly to the individuals in project office, consultants, the contractors and others. Semi-structured interviews also conduct with stakeholders to gather qualitative data. The qualitative data collected through interviews be analyzed with a qualitative analysis method. Data analyses started with the explanation of the number of questionaries distributed to the respondents and announced the re-collected data numbers. The total distributed questionaries were returned by 91%. So, the sample represent the population of the investigation by the percentage. The below table informed that in brief form.

3.6 Data Processing and Presentation

To address objectivity of the analysis of data collected from the respondents, the collected data is coded to Statistical Packages for Social Sciences (SPSS) statistical software. The data collected is analyzed using descriptive statistics (with IMB SPSS statistics version 27). Descriptive statistics is used because the study is survey research to know the opinion and feeling of respondent about project success and failure in AAHDC. The study uses descriptive statistics of mean, frequency, and standard deviation calculations to analyze data collected by the questionnaire responses.

3.7 Validity and Reliability

3.71 Validity

Validity answers the question as to whether a research instrument such as a questionnaires or interview actually measures what it was intended to measure or whether its scores have meaning for a participant (Saunders et al., 2012). Validity is dependent on accuracy and precision; accuracy is the degree to which bias is absent from a sample, and precision is measured by the standard error of estimate – a type of deviation measurement, where the smaller the standard error of estimate, the higher the precision of the sample. To ensure the research findings are valid, the researcher used the literature review as a guide. As discussed in the literature review, the reviewed literature is directly related to the research objectives and therefore using this as a guide helped obtain the necessary data from the respondents. This ensures that the research instruments being used are appropriate for this study and that the semi-structured interview and questionnaire questions reflect the topic under study (Saunders et al., 2012). The research instruments (questionnaires, interview questions) are reviewed by experts in the field, as Saunders et al. (2012) advocate. Further, the study's data instruments have been adopted from previous studies, with minimal alterations made to meet the requirements of this research.

3.72 Reliability

Reliability is the degree to which a result can repeat itself over time. In other words, reliability refers to consistency (Saunders et al., 2012; Bryan, 2012). Reliability can be defined as "The extent to which results are consistent over time and an accurate representation of the total population under study and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable."

Both data collections will be piloted before the full collection of data occurred. Saunders (2009) argues that "Prior to using your questionnaire to collect data it should be pilot tested…the purpose of the pilot test is to refine the questionnaire so that the respondents will have no problem answering the questions and there will be no problem in recording the data". In other words, the questionnaire is pre-tested to establish that the questions are fully comprehensible and

are understood by the respondents, in order to ensure the soundness and suitability of the research instruments.

Table 3.1
Reliability Analysis Table

Variable	Cronbach's alpha	Number of Items
Manpower issue	.982	5
Acquisition issue	.981	3
Planning issue	.979	5
PMKAs	.983	10
Current Planning practice	.968	8

3.8 Ethical consideration

The study has taken at most ethical consideration of keeping the confidentiality of the respondents stressing the sole purpose of the study is for academic purposes and the data acquired is anonymously analyzed., it was important to ensure respondents' favorable attention by conformation of the following ethical values and acquire their honest and sincere feedback to every interview question:

- The researcher will take the responsibility if the responses are not kept confidential and if any references are made to the respondent's feedback to impact her/him in favor or against.
- Every respondent's honest and sincere feedback and comment is highly respected and will be taken into consideration in the study.

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CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

In this chapter of the research the data collected from different sources are presented, analyzed and interpreted. Accordingly, the chapter deals with the demographic nature of the respondents and analysis and interpretation of the data collected. The analysis of data is processed in line with

the basic research questions and objectives of the study. Thus, the chapter has two parts. The first part presents the characteristics of the respondents; the second part presents detailed analysis and findings of data collected through questionnaire from. The details are presented in the upcoming sections

4.2 Demographic Characteristics of Respondents

The demographic characteristics of the respondents were assessed including their organization type, experience, level of education. Hence the table below clearly shows the summary of each employee.

4.1 table Demographic

Organization	Frequency	Percentage
Project office	96	47
Contractor	34	17
Consultant	5	2
Others	69	34
Total	204	100
Experience	Frequency	Percentage
Less than 1 years	18	9
1-3 years	30	15
3-5 years	57	28
More than 5 years	99	48
Total	204	100
Education level	Frequency	Percentage
Less than 12	3	1
12 grades completed	14	7
Diploma	47	23
Degree	97	48
MA/MSc and above	43	21
Total	204	100

1 **The type Organization**.

Addis Ababa Housing Development Corporation have 509 workers at main office level. The structure of the main office under the board of director has three sub structure which headed by the three vice directors. There were also others employees which work in main office as contracts and non-permanent form. Among team structures project office have largest share which is 47% and others workers in main office held second rank by 34%. Contractors' workers also 17% and consultancy employee had 2%. The respondents from each team gave all important information which was very useful the investigation, as their working ethics.

2. Experience

Experience was the most important demographic variable, to attain aim of the investigation, by giving ripe information which was important to build up empirical and theoretical data. In case of Addis Ababa Housing Development Corporation as the year of working increased the frequency of respondent also increased. The wide gap between the employee's experience's less than one year and above five years was guarantee of this theory. As seen from the table and pie line the largest 48% percent was from respondents above five years' experience, while 28% second larger was from three up to five years' experience.

3. Education level

Education level was one of the most important demographic variables used in the measure or assess the failure and success of AAHDC. To simplify the complexity of related with Varity of respondent's education level it has grouped by interval level education. There was limited between the minimum education level which was Less twelve grade and the maximum education level which was MA/MSC. From the total respondents 204, 97 numbers of respondents were first degree holders. When it changed to percent, it was 48%. The second higher education levels were Diploma Which are successively 23% and the third is MA/MSC 21%.

4.3 **Analysis**

The variables selected to measure the cause of failure and success AAHDC were focused on three main issues. The first identified issue is man power issues in AAHDC. The next the causes of success of acquisition issue and the end were the issue of planning. Under this major issue, there were three variables. Statistics tool of Descriptive analysis on SPSS 27 was used to analyze and present the quantitative data. The respondents were asked their beliefs, perception and experiences regarding the project failure and success in AAHDC. The questions on the questionnaire were categorized under the five sections, of which the first three were about the most significant causes of the project success and failure. These questions were if the listed causes under the cause groups (main themes) selected by their high rank during the qualitative analysis, contributed significantly to the failure and success of the projects. The rest two categories were about concepts of PM Knowledge areas and current planning practice of AAHDC.

Causes of project Failure

Data (variables) analysis on significant causes of project failure. The variables or data over provided to employes of AAHDC in form of question on questionary were designed based on the pre or gathered information by inform assessment. the question had created inherently from the logical hypothesis of the problem. AAHDC have been updated its structure from time to time. It headed by the board of director and have three literal which have responsible to the three vise directors but the structural change from time to time had no so much effect on the determination of variables which helped to measure the failure mostly happened in organization. The variables conveniently distributed to respond in form of question were acted tested by using statistical package, spreadsheet and SPSS 27. The most soundful variable by its effect on failure in AAHDC had identified in next sections.

4.1.1 frequency of respondents on man power issue

Statement	Strongly Disagree	%	Disagree	%	Neutral	%	Agree	%	Strongly Agree	%	Mean	S.D
Unaccountability of the stuff project office	41	20	42	21	27	13	73	36	21	10	2.95	1.04
Mostly project failed by the cause of corruption practice in the office	33	16	32	15.6	22	10.7	81	39.7	36	17.6	3.26	1.09
Lack of using management tools and Techniques	36	17.6	34	16.6	27	13	73	35.7	34	16.6	3.2	1.07
The lack ability of the project manager is causes project failure in our office	34	17	36	18	27	13	72	35	35	17	3.18	1.06
There is lack of skill knowledges in the project Office	25	12	43	21	35	17	73	36	28	14	3.17	1.08

To measure the overall ratings of “manpower issue” five questions were forwarded for respondents and their responses is summarized on the table 4.3.1 above

The table4.3.1 show the results of the survey on respondent’s opinions of “manpower issues” the survey was conducted in person and had a total of n=204 respondents.

As shown in the table the majority of respondents 36% agree with the statement that “Unaccountability of the stuff project office”. Another 10% were strongly agreed, while 20% strongly disagree, 21% disagree, and 27%nuteral.

The cumulative percentage shows that the majority of respondents 46% either agree or strongly agree about the statement that “Unaccountability of the stuff project office” only 41% of respondents disagree or strongly disagree with the statement

From the above table one can clearly see that there is a significant amount of public opinion on the issue of the mentioned item. While the majority of the respondents believe that Mostly Unaccountability of the stuff project office.

Under the number 2 question in variable 1, majority of respondents 39.7% agree with the statement that “Mostly project failed by the cause of corruption practice in the office”. this shows

that there is a high corruption practice in AAHC. Another 17.6% were strongly agreed, while 16% strongly disagree,15.6% disagree and 10.7%agreed.

The cumulative percentage shows that the majority of respondents 57.3% either agree or strongly agree about the statement that "mostly project fail by the cause of corruption practice in the office" only 42.7% of respondents disagree or strongly disagree with the statement

According to the survey findings, the majority of the respondents believe that Mostly project failed by the cause of corruption practice in the office.

Under the number 3 question of variable one" Lack of using management tools and techniques" according to the collected survey, 35.7% of respondent agree, 16.6%strongly agree, 13%neutral, 17.6 %strongly disagree the finding indicates most of the respondents agree that "Lack of using management tools and techniques" according to the total percentage 52.3% who are agree and strongly agree while the rest 47.2% either neutral, disagree or strongly disagree there were 204 respondents in all.

The survey findings indicate that the majority of participants consider the stated question that there is Lack of using management tools and techniques.

Under the Number 4 of variable 1 (man power issue) there was question stated as "The lack ability of the project manager is causes project failure in our office" hence from all survey's findings of n=204,

17% strongly disagree, 18%disagree, 13% neutral, 35% agree and 17% strongly agree the cumulative percentage 52% are agree and strongly agreed while 35% disagree and strongly disagree these shows that the project manager does not have the skills or experience necessary to manage projects effectively, which can lead to problems with planning, execution, and oversight.

The final question under variable one is "There is lack of skill knowledges in the project office" from the total 204 respondent, according to the survey's findings, 12% strongly disagree,21% disagree, 17% neutral ,36% agree, 14%disagree the cumulative percentage is 50% agree and strongly agree while 33% disagree and strongly agree.

4.1.2 frequency of respondents on Acquisition issue

Statement	Strongly Disagree	%	Disagree	%	Neutral	%	Agree	%	Strongly Agree	%	Mean	S.D
In our office the capacity of consultancy is strong.	30	14.7	35	17.1	44	21.5	74	36.2	21	10.2	3.1	1.71
I know as the Capacity of contractor is strong.	27	13.2	41	20	48	23.5	65	31.8	23	11.2	3.07	1.65
There is no Land preparation problem	27	13.2	46	22.5	67	32.8	45	22	19	9.3	2.91	1.54

To measure the overall ratings of “Acquisition issue” three questions were forwarded for respondents and their responses is summarized on the table above 4.3.2 The above table show the results of the survey on respondent’s opinions of “Acquisition issue” the survey was conducted in person and had a total of n=204 respondents.

Under the variable “Acquisition issue” the number one question is in our office the capacity of consultancy is strong answered by the respondent Strongly disagree14.7%, Disagree 17.1, Neutral 21.5, Agree 36.2 and 10.2 Strongly agree.

46.4% of respondents agree or strongly agree that the capacity of consultancy in their office is strong. This is a positive finding, as it suggests that respondents are confident in the ability of the consultancy to provide the services that they need.

31.8% of respondents disagree or strongly disagree that the capacity of consultancy in their office is strong. This suggests that a small minority of respondents believe that the consultancy is not meeting their needs.

The mean score for this statement is 3.1, which is slightly above the neutral score of 3.0. This suggests that the majority of respondents are either neutral or slightly agree with the statement that the capacity of consultancy in their office is strong.

The standard deviation for this statement is 1.71. This suggests that there is a moderate range of opinions on this issue, with some respondents strongly agreeing with the statement and others strongly disagreeing with it.

second question “I know as the Capacity of contractor is strong" 43% of respondents agree or strongly agree that the contractor has a strong capacity. This is a positive finding, as it suggests

that respondents are confident in the contractor's ability to complete projects on time and within budget.

33.2% of respondents disagree or strongly disagree that the contractor has a strong capacity. This suggests that a small minority of respondents believe that the contractor is not meeting their expectations.

The mean score for this statement is 3.07, which is slightly above the neutral score of 3.0. This suggests that the majority of respondents are either neutral or slightly agree with the statement that the contractor has a strong capacity.

The standard deviation for this statement is 1.65. This suggests that there is a moderate range of opinions on this issue, with some respondents strongly agreeing with the statement and others strongly disagreeing with it.

Overall, the data suggests that the majority of respondents are confident in the contractor's ability to complete projects on time and within budget.

According to the third question 13.2 strongly disagree, 22.5 disagree, 32.8 neutral 22% agree and 9.3% disagree. 32.2% of respondents disagree or strongly disagree 31.3% agree or strongly agree that there is no land preparation problem. This suggests that a significant minority of respondents believe that there is a land preparation problem.

The mean score for this statement is 2.91, which is slightly below the neutral score of 3.0. This suggests that the majority of respondents are either neutral or slightly disagree with the statement that there is no land preparation problem. The standard deviation for this statement is 1.54. This suggests that there is a wide range of opinions on this issue, with some respondents strongly disagreeing with the statement and others strongly agreeing with it. Overall, the data suggests that there is a significant minority of respondents who believe that there is a land preparation problem.

Project success

Variables related with success in AAHDC as data collected from respondent was used there were certain variables served in the successfulness of AAHDC. AAHDC had three major branches which leads by three vice directors. Data from respondent it was enabled to understand the capability of contractor and procurement and house transfer had vital role. General planning issues highly determine the failure and success of projects undertaken by AAHDC in different dimensions. Project plan is a more specific term for the case of projects. In the investigation the most selective variables which were sensitive to planning issues were statistically analyzed as follow.

4.34 frequency of respondents on planning issue

Statement	Strongly Disagree	%	Disagree	%	Neutral	%	Agree	%	Strongly Agree	%	Mean	S.D
There is good General planning issue	23	11.2	46	22.5	27	13.2	72	35.2	36	17.6	3.25	1.54
There is better Scop management and planning in my office	25	12.2	50	24.5	43	21	68	33.3	18	8.8	3.01	1.41
Time management and planning is available in my organization	26	12.7	53	25.9	33	16.1	74	36.2	18	8.8	3.024	1.44
Risk management and planning	27	13.2	47	23	42	20.5	69	33.8	19	9.3	3.029	1.47
Human resource and management planning is on better stage	33	16.1	42	20.5	39	19.1	66	32.3	24	11.7	3.02	1.42

To measure the overall ratings of "planning issue" five questions were forwarded for respondents and their responses is summarized on the table4.34

The above table show the results of the survey on respondent's opinions of "planning issue" the survey was conducted in person and had a total of n=204 respondents.

Q1 There is good General planning issue

As shown in the table the majority of respondents 35.2% agree with the statement that "There is good General planning issue". Another 17.6% were strongly agreed, while 11.2% strongly disagree,22.5% disagree, and 13.2% neutral. this shows that the most of the respondents agreed that there is a general planning issue The majority of respondents 52.8% either agree or strongly agree that there is general planning issue. This suggests that the majority of respondents are not satisfied with the overall quality of planning in their area.

Q2 There is better Scop management and planning in my office

The table shows the results of a survey on There is better Scop management and planning in my office. The survey was conducted with 204 respondents, and the results are as follows: According to the questions Strongly disagree 12.2%, Disagree 24.5%, Neutral 21%, Agree 33.3%, and strongly agree 8.8% The percentage of respondents who agree or strongly agree that there is better scope management and planning in your office is 42.1%. This is a significant majority, and it suggests that the majority of respondents are satisfied with the overall quality of scope management and planning in your office.

The percentage of respondents who disagree or strongly disagree that there is better scope management and planning in your office is 36.7%. This is a minority, but it is still worth considering. It is possible that these respondents are not satisfied with the scope management and planning in your office because they feel that the scope is not clearly defined, that projects are not planned effectively, or that they are not kept informed about the progress of projects.

Q3 Time management and planning is available in my organization

According to the question Time management and planning is available in my organization 12.7 strongly disagree ,25.9 disagree,16.1neutral ,36.2 agree ,8.8 strongly agree which means 38 .6% strongly disagree or disagree This indicates that a small portion of the respondents strongly

believe that time management and planning are not available in the organization. While 45% strongly agree or agree This shows that a significant percentage agrees with the statement, indicating that they believe time management and planning are available to a satisfactory level in the organization.

It shows that a majority of respondents believe that time management and planning are available in their organization. However, there is a significant minority of respondents who disagree. This suggests that there is room for improvement in the way that time management and planning is implemented in the organization.

Q4 Risk management and planning

the question "There is good risk management and planning in my organization" is asking whether the respondents believe that their organization has effective risk management and planning practices in place. The results of the survey show that there is a mixed level of agreement with this question. The majority of respondents (42%) were either agree or strongly agreed that there is good risk management and planning in the organization However, a sizable minority (36%) were disagree or strongly disagreed to some extent.

This suggests that there is some room for improvement in risk management and planning in the organization. The organization should focus on improving the communication, training, and monitoring of its risk management and planning practices. By addressing these areas, the organization can improve its risk management and planning practices and create a more successful and resilient organization.

Q5 The responses indicate that there is a mixed perception regarding the stage of human resource and management planning in the office. While a significant number of respondents (37.6%) either disagree or strongly disagree, indicating concerns or dissatisfaction, a slightly higher percentage of respondents (43.6%) either agree or strongly agree, suggesting a positive outlook.

Table 4.35 Project Management Knowledge areas

Question	Strong disagreed	%	Disagree	%	Neutral	%	Agree	%	Strong agree	%
In Adiss Ababa Housing Development Project Office Project management concept and theories.	28	14	47	23	46	22	67	33	16	8
In Project office there is Project integration management.	18	9	73	36	50	24	37	18	26	13
Project scope management available as my Office	24	12	53	26	72	35	39	19	16	8
Project cost management was set in project office.	21	10	78	38	47	23	41	20	17	8
Project time management is well managed in AAHDPO.	27	13	81	40	37	18	43	21	16	8
There are Project quality management team who control all activity.	23	11	82	40	34	17	49	24	16	8
There is active Project risk management.	24	12	77	38	44	21	43	21	16	8
Project procurement management is Honesty.	21	10	75	37	53	26	38	19	17	8
There Strong Project stakeholders' management.	31	15	67	33	44	22	46	22	16	8
There is Cooperate Project human resource management.	31	15	72	35	38	19	47	23	16	8
There is informed Project communication management.	23	11	67	33	48	24	47	23	19	9

Project cost management was set in the project office

The responses indicated that there was a significant level of disagreement (38%) regarding the presence of project cost management in the project office. This suggests that many respondents do not believe that adequate measures or practices are in place to effectively manage project costs. It may indicate a lack of budgeting, cost estimation, cost control, or tracking mechanisms within the office. This can lead to challenges in managing project finances, potential cost overruns, and difficulties in delivering projects within the allocated budget.

Project time management is well managed in AAHDC

A considerable number of respondents (53%) either disagree or have a neutral stance on the effectiveness of project time management in AAHDPO. This suggests that there may be challenges or deficiencies in managing project timelines within the office. It could indicate issues such as poor scheduling, ineffective resource allocation, inadequate project planning, or difficulties in meeting project deadlines. Improving project time management practices can help ensure timely completion of projects, better resource utilization, and overall project success.

There is a project quality management team who control all activity

The responses indicate a significant level of disagreement (51%) regarding the presence of a project quality management team that controls all activities. This suggests that many respondents do not believe there is a dedicated team or process in place to ensure project quality. It highlights a potential gap in quality assurance practices, quality control mechanisms, or monitoring of project activities to meet quality standards. Establishing a robust project quality management framework can help identify and address quality issues, improve project deliverables, and enhance stakeholder satisfaction.

There is active project risk management

A considerable number of respondents (50%) either disagree or have a neutral stance on the presence of active project risk management. This suggests that there may be a need for improvement in identifying, assessing, and managing project risks effectively. It indicates that the office may not have well-defined risk management processes, risk mitigation strategies, or a proactive approach to addressing potential risks and uncertainties. Enhancing project risk

management practices can help identify and mitigate risks, minimize project disruptions, and increase the likelihood of project success.

project procurement management is honesty

The responses indicate that a significant portion of respondents (47%) either disagree or have a neutral stance on the honesty of project procurement management in the office. This suggests that there may be concerns or perceived issues regarding the integrity of procurement practices. It highlights the importance of transparent and ethical procurement processes, including fair vendor selection, competitive bidding, and adherence to procurement regulations. Establishing and maintaining honesty and integrity in project procurement can help build trust, mitigate risks of corruption, and ensure optimal use of resources.

Addressing these areas of concern and focusing on improving project cost management, project time management, project quality management, project risk management, and project procurement management can significantly enhance project outcomes, minimize risks, and improve overall project performance within the Adiss Ababa Housing Development Project Office.

Table 4.36 Current Planning Practice of Addis Ababa Housing project

Question	Strong disagree	%	Disagree	%	Neutral	%	Agree	%	Strong agree	%
Schedules are well prepared	19	9	69	34	38	19	55	27	23	11
integrated project scheduled is prepared	20	10	78	38	40	20	43	21	23	11
Project scope is well defined	19	9	51	25	40	20	70	34	24	12
Resources are determined	19	9	60	29	47	23	47	23	31	15

beforehand.										
Project risk identified.	24	12	52	25	39	19	69	34	20	10
Procurement plan is prepared.	25	12	42	21	47	23	73	36	17	8
Project cost planning is well made.	24	12	49	24	40	20	75	37	16	8
Duration of each activity is determined.	23	11	74	36	40	20	50	25	17	8

Q1. **Schedules are well prepared**

The data reveals that 43% of participants disagreed or strongly disagreed with the statement, indicating dissatisfaction with the preparedness of schedules. On the other hand, 38% agreed or strongly agreed, suggesting that a significant portion of participants viewed the schedules as adequately prepared. However, 19% of participants remained neutral, indicating uncertainty or a lack of a clear opinion. This suggests a lack of consensus regarding the quality of schedule preparation.

Q2. **Integrated project schedule is prepared**

The results indicate that 48% of participants disagreed or strongly disagreed with the assertion, expressing skepticism about the preparedness of integrated project schedules. In contrast, 32% agreed or strongly agreed, indicating a relatively smaller portion of participants who perceived the integrated schedules as well prepared. However, 20% of participants remained neutral, suggesting a significant level of uncertainty.

Q3. **Project scope is well defined**

The findings demonstrate that 34% of participants disagreed or strongly disagreed with the statement, suggesting a perceived lack of clarity or definition in project scopes. In contrast, 46%

agreed or strongly agreed, indicating a substantial portion of participants who viewed the project scopes as well defined. However, 20% of participants remained neutral, indicating a significant level of uncertainty.

Q4**. Resources are determined beforehand**

The data shows that 38% of participants disagreed or strongly disagreed with the assertion, indicating skepticism or dissatisfaction with the determination of resources before project initiation. In contrast, 38% agreed or strongly agreed, suggesting a substantial portion of participants who believed that resources were adequately determined in advance. However, 23% of participants remained neutral, indicating a significant level of uncertainty or lack of a clear opinion on this matter.

Q5. **Project risks identified**

The results reveal that 37% of participants disagreed or strongly disagreed with the statement, suggesting doubts or concerns regarding the identification of project risks. In contrast, 44% agreed or strongly agreed, indicating a relatively higher level of agreement among participants who believed that project risks were adequately identified. However, 19% of participants remained neutral, suggesting a significant level of uncertainty or lack of a clear opinion regarding this aspect.

Q6. **Procurement plan is prepared**

The findings show that 33% of participants disagreed or strongly disagreed with the assertion, expressing skepticism or dissatisfaction with the preparation of procurement plans. In contrast, 44% agreed or strongly agreed, suggesting a relatively higher level of agreement among participants who perceived the procurement plans as well prepared. However, 23% of participants remained neutral, indicating a significant level of uncertainty or lack of a clear opinion on this matter.

Q.7 **Project cost planning is well made**

The data demonstrates that 36% of participants disagreed or strongly disagreed with the statement, indicating doubts or dissatisfaction with the effectiveness of project cost planning. In contrast, 44% agreed or strongly agreed, suggesting a smaller portion of participants who

believed that project cost planning was well made. However, 20% of participants remained neutral, indicating a significant level of uncertainty or lack of a clear opinion regarding this aspect.

Q8. **Duration of each activity is determined**

The findings reveal that 47% of participants disagreed or strongly disagreed with the assertion, suggesting skepticism or dissatisfaction with the determination of activity durations. In contrast, 33% agreed or strongly agreed, indicating a smaller portion of participants who perceived the duration of each activity as adequately determined. However, 20% of participants remained neutral, indicating a significant level of uncertainty or lack of a clear opinion on this matter.

Interview analysis result

Interview analysis result

Respondent	Offices they belong to	Working position	Education status	Work experience
1st respondent	Project office	Department head	MSc/ 2nd degree	8 years
2nd respondent	Contractor	Senior Engineer	BSc/1st degree	6
3rd respondent	Consultant	project manager	MSc /2nd degree	7

The interviewee answer for General structure of the organization is the structure of the organization is sub organization means it have multiple department vertical organizational structure were the decision-making power and authority flow from the top to the bottom of the organizational hierarchy.
The interviewee answer for experience **and specialization of the organizations** – AAHDC was established in 1996 by the Ethiopian government. Responsible for providing affordable housing to the people of Addis Ababa, the capital city has extensive experience in design, construction, and management of resident and commercial of Ethiopia properties including condominium.
The interviewee answer for personal contribution in organization regarding project management it improving project monitoring and reporting system to proactively address challenges and ensure timely project delivers

- fostering collaboration and communication between teems and stakeholders involved in AAHDC project.
- monitoring junior staff member to build strong project management culture with the organization.

The interviewee answer for personal and professional view towards project failure and success – success it is a result of effective planning execution, monitoring and controlling of project activities a successful project is one that meets it s objectives, is competed with in the allocated time and budget and deliver the expected value. On the other hand, project failure is that every project manager should be prepare it should be treated as a learning opportunity. Failure can occur due to various reason including scope creep, resource constraint, inadequate risk management and so on.
The interviewee answer for Common factors that contribute to project failure in AAHDC- there are several factors that could contribute to project failure in AAHDC which can be classified internal and external factor

Internal factor

- Delay in project implementation
- Shortage of material and supplies
- Lack of commitment
- In experience of contractor and consultant
- Poor project planning and lack of project management skill
- Budgeting
- Indicated capacity and skill of the stuff

External factor

- Political instability

- Price inflation/fluctuation
- Government regulation
- Infrastructure problem
- Land preparation

The interview answer for Prevention and rectification technique aware of the problem

- effective project planning ensuring that the project is adequately planned and managed by creating comprehensive project plan that include accurate time lines, budget, and resource allocation these could help to mitigate risks and ensure that the project stay on track
- improving staff training and development program enhance project plan process strength procurement procedure prevent unethical practice and corruption improving design quality control processes and enhancing construction supervision.
- Effective communication channel should be established between stakeholders to ensure timely decision making and problem-solving during project execution
    - ✓ Adequate funding and resource
    - ✓ Promoting transparency and accountability in decision making process

The interview answer for Successful project in the organization

AAHDC has been involved in several successful housing and development program which was launched by the government of Ethiopia in 2006 to construct 100,000 of condominium apartment over a 20 years period in Adiss Ababa. The program has transformed the city housing, infrastructure, economy, and urban character the Addis Ababa grand housing plan is another successful project that was produced by the AAHDC

- How the organization manage and follow up projects
- Project initiation
- Project planning
- Project monitoring and controlling
- Project closure

The interview answer for Perception on project management and PMKAs

Effective project management is crucial to success of any project and PMKAs provide a comprehensive framework for managing various aspect of project

CHAPTER FIVE

5. Conclusions and Recommendations

5.1 Conclusions

The investigation started the process conclusion by reminded and described that the findings which mentioned under research questions. The common issues, which were the cause of failures and successes in Addis Ababa Housing Development Corporation were identified. The result of data acquired from the respondents from AAHDC informed as the existence factors determined the failures and success occur in the organization depend significant statistical output. The next aimed of finding in investigation was the issue of current planning in AAHDC. The current planning performance of the organization had examined in the investigation depended of employees of AAHDC via their statistical significancy.

Straight forward clearly identified the most cause issues of failures and successes in AAHDC, the right way the evaluation of mentioned issues to respondents. To made things clear, the result of investigation, categorized by two phases. The first phase, contained issues causes for failure, while, the second compromised those issues related with causes of successes in AAHDC.

- From the result of investigation, it was enabled to identified, the corruption practices were the main issue resulted as problem in AAHDC. As whole, in Ethiopia corruption were the most dominant problem, especially in government officials. AAHDC is one among those governmental organizations affected by the problem followed by corruption. The responds who gave data on the issue, were still believed as the existence corruption practice in their office. In Ethiopia mostly, different measurements had taken, to minimized, its impact on economy, social and politics, but the taken action on the issue were not so much soundful. So, it needs more guaranteed activity not only from government also all of individuals and organizations.
- In his/her position in his/her office, it better if employees were responsible on their duties. Contrast to this, in AAHDC unaccountability of workers were another issue which abused the activities of the organization. In most governmental organizations in Ethiopia, the problem not unusual. But in case of Addis Ababa Housing Development Corporation, it leads among the variables caused to failure.

- In AAHDC the lack managerial tool and techniques the very frequent problem of the organization. Managerial guide lines were played vital role in order to save organization from failure. Also, tools and techniques used very important devices. As understood from the respondent's response in this investigation, Addis Ababa Housing Corporation had multiple problem with the issue. One boards of directorate headed the organization in main office, while three others lead the organization as vise of directorate.
- The lack of skills and knowledges were one the other significant issues raised as problem which considered as obstacle to AAHDC. From witnessed data from replied in the investigation, the existence of weak skills and knowledges leads the organization to failure.
- The other major problems of resulted in Addis Ababa Housing Development Corporation identified by the investigations the issues of Project Managements and Project Managements Area and it practice. Among issues related to Project Managements and Project Managements Knowledge Area considered as problem in Addis Ababa Housing Corporation Project time management was the most sensitive issue which affect the organization. For organizations such as AAHDC, the strategies of using time very important. But also, it saves them from failure. In practical AAHDC was challenged by the lack of project times management. This resulted the institution to failure. Especially, around construction area, time management play vital role. Not only this, but also, Project quality management among issues which incurred negative result on Addis Ababa Housing Development Corporation. Data of respondents indicated that there were negative responses 'disagree', regarded to project quality managements. Lack Strong project stakeholders, was also, the problem in AAHDC. Evidence collected from respondents vivid that the absence of strong project stakeholders, was one the main cause of failure in AAHDC. Unless, government tried to orient the problem, took different action like structural reform on stakeholders, but unable reached solution to the problem.
- The phase were the success activities which recorded Addis Ababa Housing Development Corporation. From respondent witness there were the indicators of success registered on selective issues, provided in form of questions. The result of investigation specified that, the capacity of contractors in main offices and consultancies remarked great contribution the success in Addis Ababa Housing Development Corporation. But it

was not sufficiently satisfied in order attain the organization on the final goal. However, the organization was on better level by the issues.

- There were others selective issues under current planning, which incurred positive contribution in Addis Ababa Housing Development Corporation. Better scope of managements and planning was the fore issue, which played vital role in the success of the organization. The next succussed issue was the well-defined project scope. The were indicators from the respondent's response, on existence well-defined project scope. The other issue under current planning issues Project cost planning also gained positive response from employees in Addis Ababa Housing Development Corporation. Cost condition is the most determinant in the success of projects, AHDC had better experience in project cost planning. But from some respondent's response, in this investigation, there was the indicators of gap on the issue.
- The investigation finalized the conclusion, reminded the aim of investigation, results and drawback in investigation. By investigation it was enabled to identified major issues that cause of failure and success in Addis Ababa Housing Corporation. On the assessments of the most causes and failure in AAHDC, this investigation was not fully controlled, all issues cause to failure and success in AAHDC by causes of time, cost, and effort. However, the investigation can serve further investigation as guideline.

5.2 Recommendations

Depend on the investigation findings and results recommendation provided to specifically to government, higher officials whom issue concern, and others non-government organizations. The investigation focused not only finding results concluded it, but also gave direction by recommending all whom issues concerned. By the investigation tried to addressed the causes for failure and success in case of AAHDC. But under recommendations, there were very important issues needed to recommended. So, by focusing on only crucial issues, researcher would like recommended all whom concerned.

- Among the most common causes for failure and successes in AAHDC, corruption practice was the fore variable. The issue of corruption was the global problem for all world countries. In developing countries like Ethiopia corruption was burning issue, which dominated medians which were both print and mass. It known that the issue of

decreasing corruption not attain it by only founding Anti-corruption organization. It reached it goal by mutual commitment of all individuals and organization. In Ethiopia corruption was one of the dominant fences to developments. In AAHDC it was main obstacle which made rigid all process the organization. To eliminate or decreased numerous works expected from government and non -governments as well organizations.

- Unaccountability the staff also the headache of organization in Ethiopia. Especially in governmental organization it was the most common problem. AAHDC the issue was the second leader, next to corruption practices. Mostly this raised from lack gave appreciation, supervises and unable made financial encouragements.
- Projects time managements was the other sensitive issues which negatively affected AAHDC. The problem mostly caused by lack of harmony supervisors.
- Project managements and project management knowledge area was the which mandatorily, challenged AAHDC. Management and management knowledge area were the brain for determined the successes and failures in AAHDC. The management issue was explicitly related to education performance or background of the managers. It required to examined qualified person to the manager positions. The other important issue was management knowledge area which directly related to training the supervisors and vice supper visors. Government also focuses selecting professional leaders and giving important training to simplify stagnant service in AAHDC.
- Continuing up and encouraging better side which existed in Addis Ababa Housing Development Corporation was another key issue.
- Generally, suggestion in the investigation were not only limited only by the above issues, maybe there are some detail issues. However, issues related to the most common causes failure and success were identified and recommended for all issues concerned.

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Appendix A

RESEARCH QUESTIONERIES

Dear respondent, I am researcher from ST. MARRY UNIVERSTIY to the purpose of achieve my MA in business administration in this year. My thesis tittle is the assessment of project failure in Addis Ababa housing development project office and recommendation for improvement. Please by understanding the aim of my thesis to only graduate with its output, so give me clear and precise information on provided by these questionnaires After all questionnaires are collected and analyzed, interested participants of this study will be given feedback on the overall research results.

Thanks for your cooperation,
Part 1

please thick your answer in front of variables boxes

1. State the type of your organization or company.

   Project office ☐ contractor ☐ consultant ☐ others ☐

2. state the number of years that you were involved in Adiss Ababa Housing Development Project Office.

   Less than 1years ☐ 1-3 years ☐ 3-5 years ☐ More than 5 years ☐

3. State your education level

   Less than ☐ 12 grade complete ☐ diploma ☐ degree ☐ MA/MSC ☐ and above ☐

Part 2

Instruction

Please indicate the extent to which you agree with the statement below by my making thick mark "√" symbol

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. strongly agree

1. Manpower issue

Description	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Unaccountability of the stuff project office.					
Mostly projects failed by the cause of Corruption practice in the office.					
Lack of using management tools and technique.					
The lack ability of the project managers is causes project failure in our office.					
There is Lack of skill knowledges in the project office.					

b. Acquisition issues

Description	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
In our office the capacity of consultancy is strong.					
I know as the Capacity of contractor is strong.					
There is no Land preparation problem					

c. planning issue

Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
There is good General planning issue					
There is better Scop management and planning in my office					
Time management and planning is available in my organization					
Risk management and planning					
Human resource and management planning is on better stage					

2. Project Management Knowledge areas

Description	Strong disagree	Disagree	Neutral	Agree	Strong agree
In Adiss Ababa Housing Development Project Office Project management concept and theories.					
In Project office there is Project integration management.					
Project scope management available as my Office.					
Project cost management was set in project office.					
Project time management is well managed in AAHDPO.					
There are Project quality management team who control all activity.					
There is active Project risk management.					
Project procurement management is Honesty.					
There Strong Project stakeholders' management.					
There is Cooperate Project human resource management.					
There is informed Project communication management.					

3. Current Planning Practice of Addis Ababa Housing project

Description	Strong disagree	Disagree	Neutral	Agree	Strong agree
Now there are well prepared Schedules in AAHDPO					
Currently there is Integrated project schedule prepared					
The project scope is well defined before execution in AAHDPO.					
Resources needed for project determined beforehand.					
There Project risk identified in AAHDPO.					
Currently Procurement plan is prepared available in AAHDPO.					
In my Organization Project cost planning is well made.					
Duration of each activity is well determined and planned by AAHDPO.					

The end of questionaries thanks you

Appendix B

Pilot Interview questions

Dear interviewee, I am researcher from ST. MARRY UNIVERSTIY to the purpose of achieve my MA in business administration in this year. My thesis tittle is the assessment of project failure in Addis Ababa housing development project office and recommendation for improvement. Please by understanding the aim of my thesis to only graduate with its output, so give me clear and precise information on provided these interview

1. General

1. Name of the organization_____

2. Educational status and

experience_____

3. position of the interviewee _____

2.organizational

1. general structure of the organizations.

_____

_____

_____

2. experience and specialization of the organizations.

_____

_____

_____

3. personal contribution in organizations regarding project management.

_____

_____

3. project failure and causes of failure

1. personal and professional view towards project failure and success?

3. in your understanding, what causes leads project failure in AAHDPO?

4. what preventation and rectification techniques they are aware of the problem?

5. can you mention the examples of successful project in your organization? and if ‘yes’ what are they?

6. how does your organization manage and follow-up projects?

4. project management and PMKAs

1. share your personal and professional perception on projects, project managements and PMKAs?

_____

_____

_____

_____

_____

Thank you!